

Infrastructure Expenditure

Infrastructure Projects	2016/2017			2015/2016		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
NEW AND REPLACEMENT ASSETS	18 434	6 182	12 252	7 100	-	7 100
EXISTING INFRASTRUCTURE ASSETS	-	-	-	-	-	-
UPGRADE AND ADDITIONS	10 622	9 907	715	13 834	13 832	2
REHABILITATION, RENOVATIONS AND REFURBISHMENTS	614 693	629 082	(14 389)	664 064	670 555	(6491)
BUILDINGS & OTHER FIXED STRUCTURES	643 749	645 171	(1 422)	684 998	684 388	611
MAINTENANCE AND REPAIRS	665 684	648 397	17 287	521 224	515 648	5 576
INFRASTRUCTURE TRANSFER: -CURRENT -CAPITAL	-	-	-	-	-	-
TOTAL	1 309 433	1 293 568	15 865	1 206 222	1 200 036	6 186



Children's Rights
Who is a child?
A child is a person under the age of 18 years

ACT!
If you are in danger, call the police on 0800 0553 55.
If you want to report a crime, call Crime Stop 0800 10111.
You do not have to give your name.
You can also call Childline for help 0800 0553 55.

Caring Communities Protect Children

PART C: GOVERNANCE

1. INTRODUCTION

The department maintains and acknowledges the fact that the highest standards of governance are fundamental to the management of public finances and resources. Good governance is essential to effective leadership in defining strategy, providing direction and establishing the ethics and values that will influence and guide practices and behaviour with regard to sustainable performance and is an important source of both opportunities and risks for the Department.

2. RISK MANAGEMENT

Risk Management is a process that deals with uncertainties in the Department's business environment. Through risk management processes pre-emptive mechanisms are established to enhance the control environment and improve service delivery efforts with a focus on narrowing the scope of fraud and corruption.

The aim of risk management is to establish a culture where public servants focus on risk analysis and response. The quality of strategic and operational planning is improved. Sound management of risk will enable the Department to anticipate and respond to changes in the service delivery environment, as well as take informed decisions under conditions of uncertainty.

The Free State Department of Police, Roads and Transport adopted an entity-wide approach to risk management and takes full responsibility in ensuring that the implementation of risk management takes place in all components.

Risk Management Policy and Strategy

The Risk Management Policy and Risk Management Strategy for the Department and its Entity is in place, reviewed, approved and implemented on an annual basis.

Risk management strategies to conduct regular risk assessments to determine the effectiveness of the departmental Risk Management Strategy and to identify new and emerging risks.

Risks are being analysed and prioritised, which ensures that the effect on how potential risks might affect the achievement of strategic and operational objectives is recognized. Management assesses the impact and likelihood of risk events from an inherent and residual perspective. Likelihood represents the probability that an event may occur, while impact represents the effect or consequence should the risk occur to the department or business unit.

Risks are identified in the Department using a business process approach which involves identifying risks for all components and activities through contact sessions, structured interviews and/or workshops with key process staff. Regular risk assessments are being performed against the Risk Management Implementation Plan and Quarterly Operational Plans.

A combination of mitigation strategies may be appropriate in the treatment of risks, namely:

- Risk avoidance
- Risk acceptance
- Risk reduction
- Risk transfer

Risk appetite and tolerance levels of the Department are being used to implement appropriate risk mitigation actions taking all possible contingencies into account.

Responsibilities and timescales for the implementation of the risk management strategies and actions for each risk are assigned to risk owners. Risk owners are responsible to give assurance that risks are being managed.

Risk Management Committee's role is to advise management on the overall system of risk management, especially the mitigation of unacceptable levels of risk.

The Risk Management Committee is appointed by the Accounting Officer and functional. Quarterly risk management reports are being presented to the Risk Management Committee and the Accounting Officer with a reflection of the total risk universe at unacceptable, cautionary and acceptable levels.

The Risk Management Committee oversees the review of risk management policy documentation, appetite and tolerance levels and evaluate the effectiveness of mitigation strategies to address material risks facing the Department.

Audit Committee's role is to advise department on risk management and independently monitors the effectiveness of the risk management system

Quarterly risk management reports are being presented to the Audit Committee by the Chief Risk Officer covering the risk profile of the Department, mitigation of risks and awareness. The Audit Committee provided independent advice on the reports and risk profiles.

Progress made in the management of risks and whether this has transmitted into improvements in the department's performance

Risk Management's objective is to ensure that risks are identified, assessed and managed to an acceptable level and opportunities fully exploited, whilst minimizing:

- Financial loss,
- Operational and service delivery disruptions,
- Bad publicity and reputation loss,
- Threats to the public and employees health and safety, and
- Claims for compensation resulting from litigation, etc.

To this effect Risk Management provides reasonable assurance that:

- Systems are in place to identify, track and report upon existing and emerging strategic and operational risks that could cause damage to the Department or our stakeholders; and
- Risk management is embedded throughout the departments' corporate culture, employees' ethics and creation of an environment where all staff will assume responsibility for identifying and managing risk.

The following control processes are clearly identified and articulated:

- Accountability, Roles and Responsibilities for risk management;
- Identification and management of risks;
- Monitoring and reporting of risks;
- How risk management is embedded into the corporate culture of the Free State Department of Police, Roads and Transport.

The Risk Management Unit is monitoring risks formally and issues formal monitoring reports which are filtered to the following:

- Accounting Officer
- Risk Management Committee
- Executive Management
- Audit Committee

Risk owners are also responsible to monitor risks on a continuous basis. Monitoring and reporting on risk mitigation is being done in line with the following timetable:

ANNUALLY

Executive Management and Senior Management is reviewing strategic/operational risks in conjunction with the Department's strategic planning processes (top strategic priority risks).

QUARTERLY

- Review strategic and operational risks and obtain assurance that risk management strategies have been implemented and new risks are being identified and reported to the Executive Management Team
- Review strategic and operational risks and obtain assurance that risk management strategies have been implemented and new risks are being identified and are being reported to the Risk Management Committee.
- During quarterly reviews, progress reports on the high operational risks and strategic emerging risks are being presented by each Chief Directorate.

MONTHLY

- Chief Directorate and Directorate Management Meetings review Directorate Risk Registers to obtain assurance that risks are being identified and managed in consultation with the Chief Risk Officer.
- Management of risks is being enforced to be a standing agenda item on Chief Directorate and Directorate meetings to ensure that risk mitigation plans are implemented and progress reported regularly. Management of risks has been included in the Annual Performance Agreements of all SMS Members.

Risk registers are being presented by respective risk owners to the Risk Management Committee.

With the implementation of risk management, the Department has moved from a disclaimer audit opinion to an unqualified audit opinion. The risk profile of the Department displayed an improvement in the implementation of internal controls and correction of compliance matters.

3. FRAUD AND CORRUPTION

The department's fraud prevention plan and the progress made in implementing the Fraud Prevention Plan

The Chief Risk Officer in consultation with the Director: Security Management responsible for Fraud and Anti-corruption has developed and reviewed the Fraud Prevention Plan on an annual basis. The Fraud Prevention Plan has been recommended by the Risk Management Committee and the Accounting Officer has approved implementation. Quarterly monitoring on the implementation of the Fraud Prevention Plan has been incorporated into the agenda of the Risk Management Committee.

The Department of Police, Roads and Transport adopted a zero approach towards the tolerance of fraudulent activities.

This fraud prevention plan covers the following minimum requirements:

- Executive Summary by Accounting Officer/Accounting Authority.
- Objective of the fraud prevention plan.
- Definition of fraud that the Department subscribes to.
- Fraud prevention and detection measures.
- Fraud implementation plan.
- Fraud indicators and warning signs.
- Fraud risk management.
- Whistle-blowing
- Fraud reporting and
- Fraud response plan.

In implementation the Fraud Prevention Plan Risk Management has successfully developed and distributed the following awareness material:

- Fraud Risk Management pamphlet.
- Fraud and Anti-corruption posters.
- Fraud Risk Management Awareness campaigns on intranet and formal awareness sessions.

**MECHANISMS IN PLACE TO REPORT FRAUD AND CORRUPTION AND HOW THESE OPERATE.
e.g.: WHISTLE-BLOWING - THE NEED FOR OFFICIALS TO BE ABLE TO MAKE CONFIDENTIAL
DISCLOSURES ABOUT SUSPECT FRAUD AND CORRUPTION ACTIVITIES**

The Whistle-blowing Policy has been developed to enable officials of the Department and Free State community members to report suspected fraud and corrupt activities. The policy encourages workers to report fraud and corruption either confidentially/anonymously or openly to the MEC, HOD and the Security Manager of the Department or the Public Service and Administration Fraud Hotline. Furthermore the Department has an approved Fraud Prevention Plan to streamline fraud prevention activities.

HOW THESE CASES ARE REPORTED AND WHAT ACTION IS TAKEN

Cases are or can be reported through the Departmental Call Centre and the National Anti-corruption hotline, or letters addressed to the Office of the Premier or MEC. Most cases investigated were reported through the Special Investigating Unit of Administration and Licensing. When complaints are being received by the investigating unit, officers' conduct a thorough investigation after which a comprehensive report is generated with recommendations.

4. MINIMISING CONFLICT OF INTEREST

All Senior Managers have completed e-disclosures.

5. CODE OF CONDUCT

Workshops on Code of Conduct are conducted by Employee Relations and also forms part of the Induction Programme. During fraud awareness sessions the importance of ethics are emphasised.

6. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

Workshops and briefing sessions on Health Safety and Environmental issues are continuously conducted by the Employee-wellness unit to the employees of the Department.

7. PORTFOLIO COMMITTEES

Portfolio Committee on Public Works, Infrastructure, Roads, Transport and Human Settlement:

Quarter 1	Quarter 2	Quarter 3	Quarter 4
8 November 2016	8 November 2016	15 February and 1 March 2017	1 June 2017

Portfolio Committee on Cooperative Governance and Traditional Affairs, Office of the Premier, Legislature and Police:

Quarter 1	Quarter 2	Quarter 3	Quarter 4
8 September 2016	10 November 2016	31 January 2017	31 May 2017

PROPAC

Number	Date	Subject
1	6 September 2016	First quarter expenditure report.
2	20 October 2016	Audited Financial Statements.
3	14 March 2017	Appropriation Bill, second and third quarter expenditure report and Finance Bill.

8. SCOPA RESOLUTIONS

Resolution No.	Subject	Details	Response by the Department	Resolve (Yes/No)
10/2016 (no.1 a)	Irregular Expenditure	<p>The Portfolio Committee was concerned that irregular expenditure investigations are not finalised within 30 days.</p> <p>The Portfolio Committee resolved that the Accounting Officer should develop an action plan, with timeframes to indicate when all investigations will be finalised. The action plan should also indicate who is responsible for the investigations as well as the SMS member who will be responsible to monitor compliance with the action plan.</p>	The Department has developed an action plan detailing when investigations will be completed, the official responsible for investigations as well as the SMS member responsible to monitor compliance with the action plan.	Yes
10/2016 (no.1 b)	Irregular Expenditure	The Portfolio Committee resolved that the Accounting Officer should put measures in place to ensure that the future investigations are finalised within 30 days.	<p>The Department has an irregular expenditure investigation committee in place to ensure that cases are investigated and finalised within the required timeframe of 30 days.</p> <p>No new cases have been identified in the 2016/2017 financial year.</p>	Yes
10/2016 (no.1 c)	Irregular Expenditure	The Portfolio Committee resolved that the Accounting Officer should report back to the Committee within 90 days from adoption of this Resolution.	<p>A report was submitted within the prescribed period of 90 days.</p> <p>The report was submitted to the Office of the Premier on 2 February 2017.</p>	Yes
10/2016 (no.2)	Material Misstatements	The Committee resolved that the Accounting Officer must implement proper review processes for the Chief Financial Officer to ensure that the Annual Financial Statements submitted for audit purposes is free of material misstatements, and supported by the relevant supporting documents to comply with the minimum requirements as issued by Provincial Treasury.	The financial reporting directorate has been intensified with new officials with in-depth knowledge of accounting standards and the new internal control unit was established to assist with the review of the annual financial statements. The action plan adopted includes review by the Internal Control unit, Chief Financial Officer and Internal Audit unit. The overall quality of the annual financial statements has improved, however, there are still misstatements identified by Provincial Treasury and therefore this is not fully resolved as yet.	Yes

Resolution No.	Subject	Details	Response by the Department	Resolve (Yes/No)
10/2016 (no.3)	Internal Control	The Committee resolved that the Accounting Officer must develop an action plan that includes measures to ensure that the Internal Control Framework is fully implemented.	The Department has assessed the National Treasury generic functional structure for the office of the chief financial officer, together with the supporting notes to the structure, and the National Treasury Internal Control Competency Framework. From this the Department identified its current status of implementation and developed the action plan to achieve full implementation. The action plan was developed and includes measures to ensure full implementation.	Yes
10/2016 (no.4 a)	Performance Information	The Committee resolved that the Accounting Officer must implement steps to ensure complete supporting documentation to substantiate actual performance for all programmes;	<p>The Department collects portfolio of evidence to substantiate claimed or reported performance which are recorded and stored at the Directorate level. The Monitoring and Evaluation Directorate verifies the validity of the portfolio of evidence.</p> <p>The Department introduced an automated performance management system which captures the evidence of reported performance such as vehicle inspection reports which are uploaded onto the system in alignment with the performance indicator as contained in the Annual Performance Plan of the Department.</p>	No
10/2016 (no.4 b)	Performance Information	The Committee resolved that the Accounting Officer must ensure comprehensive quarterly reviews of all performance information to ensure that it is reported accurately and completely.	Quarterly performance reviews are conducted with the Executive Management in order to monitor and track Departmental overall performance.	Yes
10/2016 (no.4 c)	Performance Information	The Committee resolved that the Accounting Officer must revise the system to control recordkeeping of vehicle inspections by the traffic department.	The Department introduced an automated performance management system which captures the evidence of reported performance such as vehicle inspection reports which are loaded into the system in alignment with the performance indicator as contained in the Annual Performance Plan of the Department.	No

Resolution No.	Subject	Details	Response by the Department	Resolve (Yes/No)
1/2016 (12/2015)	Financial Health Status	The Committee resolved that the Accounting Officer must ensure that expenditure is managed to limit the use of future year budget to pay for a prior commitments. Furthermore, progressive actions must be taken to recover departmental revenue relating to Section 56 fines.	<p>Due to the nature and mandate of the Department, it has contracts that take place over the MTEF period. This is to ensure consistent service delivery. Due to this the department will have commitments and accruals at year end. The Department does monitor its long term projects to ensure there is no over spending on the projects. The current accruals and commitments are at a level that equated to one month's total budget allocation, allowing the department to meet the PFMA requirements.</p> <p>For the Section 56 revenue, the Department has established a traffic infringement centre to assist with the collecting of revenue. This will ensure a more streamlined approach that will ensure speedier and better recovery of revenue. The additional collection of revenue does however not impact the financial health status of the department as all revenue needs to be surrendered to Provincial Treasury.</p>	No
1/2016 (11/2014 a)	Information Technology Controls	The Portfolio Committee resolved that the Accounting Officer should Test the DRP to ensure timely availability of the resources that are necessary to operate critical business processes at a level acceptable to management.	The Department has developed a Business Continuity Plan and it has been approved, including the elements of IT. There is also a Business continuity committee that meet once a quarter to ensure compliance with the plan. Evacuation plans have also been developed and approved. The Department now has to test the plans.	No
1/2016 (11/2014 b)	Irregular Expenditure	The Portfolio Committee resolved that the Accounting Officer should ensure that relevant official who cause the irregular expenditure be held responsible where applicable.	The Irregular Expenditure Committee has been established to recommend to the Accounting Officer on the outcome of the Committee. Responsible officials will face disciplinary action or other appropriate action, where applicable. To date no official has been found liable as yet.	No

9. PRIOR MODIFICATION TO AUDIT REPORT

The Department obtained an unqualified audit opinion in 2015/2016 financial year, consequently there has been no modification to the audit opinion.

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*
Predetermined objectives: Reliability of reported performance information for Transport Regulations.	2015/2016	Control provincial inspectors perform verification on information provided and sign as evidence of review. The Department has implemented a performance management system that allows all documentation to be uploaded and stored to ensure verification and completeness is adhered to.
Non-compliance: Material misstatements of accruals, payables and other disclosures were subsequently corrected.	2015/2016	The Department has implemented an action plan to obtain information for the annual financial statements with enough time to ensure the annual financial statements can be finalised with enough time to ensure a thorough review can be performed by Internal Control, Internal Audit and Provincial Treasury. This will assist in identifying and eliminating the need for material adjustments during the audit process.
Non-compliance: Procurement and contract management	2015/2016	The Department ensured that a supply chain management representative was included in each of the bid committees to ensure the appropriate application of Treasury Regulations and the CIBD Act and regulations.

10. INTERNAL CONTROL UNIT

The department started the process to establish its internal control unit in 2016/2017. This included the appointment of the internal control director and the establishment of the action plan to fully implement the National Treasury framework. The internal control unit is structured within the Chief Directorate: Finance as per the recommended Chief Financial Officer Office structure by National Treasury.

The main focus of the unit in 2016/2017 was to review financial controls regarding the financial reporting and in particular reporting for the financial statements. This overall general financial control environment has displayed improvement through the constant monitoring of the monthly and quarterly key control matrix reporting, that has been implemented and evaluated by Provincial Treasury.

The unit has also commenced with work around the legislative regulatory framework and departmental policies and procedures by developing six financial policies that were lacking and creating weaknesses in the control environment and reviewing an additional four policies. The unit will further monitor the implementation of these policies in the next financial year. This will improve the overall governance and legislative control environment and add to the governance framework in the longer term.

The internal control unit also assisted the in preparing, coordinating, attending and responding to oversight and other related committees.

In the following financial year the internal control unit is planning to be more involved in the combined assurance of the department by playing larger role with regard to the combined assurance plan together with Internal Audit and Risk Management.

11. INTERNAL AUDIT AND AUDIT COMMITTEES

11.1 Key Activities and Objectives of Internal Audit

The IAA evaluates and contributes to the improvement of governance, risk management and control processes using a systematic disciplined approach.

11.2 Governance

The internal audit activity must assess and make appropriate recommendations to improve the organisation's governance processes for the following:

- Making strategic and operational decisions.
- Overseeing risk management and control.
- Promoting appropriate ethics and values within the organisation.
- Ensuring effective organisational performance management and accountability.
- Communicating risk and control information to appropriate areas of the organisation.
- Coordinating the activities of, and communicating information among, the board, external and internal auditors, other assurance providers, and management.

11.3 Risk Management

The IAA must evaluate risk exposures relating to the organisation's governance, operations, and information system regarding the:

- Achievement of the organisation's strategic objectives.
- Reliability and integrity of financial and operational information.
- Effectiveness and efficiency of operations and programs.
- Safeguarding of assets.
- Compliance with laws, regulations, policies, procedures, and contracts.

11.4 Control

The IAA must evaluate the adequacy and effectiveness of controls in responding to risk within the organisation's governance, operations and information system regarding the:

- Achievement of the organisation's strategic objectives.
- Reliability and integrity of financial and operational information.
- Effectiveness and efficiency of operations and programs.
- Safeguarding of assets.
- Compliance with laws, regulations, policies, procedures, and contracts.

11.5 Summary of Internal Audit work performed

During the year under review the Internal Audit Unit conducted the following engagements in accordance with the approved Internal Audit one year operational plan:

Business Units	Project	Audit Area
Security management	Safe Guarding of Assets	<ul style="list-style-type: none"> • Security management
Fleet Management Trading Entity	Fleet Management Trading Entity	<ul style="list-style-type: none"> • Assets Management • AOPO • Supply Chain Management • Revenue and Receivables
Governance and Accountability	Governance and Accountability	<ul style="list-style-type: none"> • Service Delivery Improvement • Functionality of Management Structures • Policies • Risk Management • ICT
Strategic Management and Planning	APP and SP 2017/18	<ul style="list-style-type: none"> • Review APP and Strategic plan 201718 • Capacity, Training and Evaluation of reports • Quarterly Report, Compliance, Supporting document, Reasons • MPAT • Annual reporting
Financial Management	Assets Management	<ul style="list-style-type: none"> • Assets Management • Annual Financial Statements • Internal Controls Traffic Fines and Transfer Payments • Procurement and Contract Management • Revenue Management
Corporate Services	Corporate Services	<ul style="list-style-type: none"> • HRD planning and HR Strategy & Planning - (201718) • Appointments • Performance Management System (SMS and Lower) • Leave Management • Labour Relations
Follow-up Audits	Follow-up Audits	<ul style="list-style-type: none"> • AG and IA Findings

11.6 Key Activities and Objectives of the Audit Committee

Internal Audit Function

In the period under review, the Internal Audit Function (IAF) of the Free State Department of Police, Roads and Transport continued to fulfil its mandate to provide an independent, objective assurance and consulting activity that is designed to add value and improve the department's operations; in line with the PFMA, Treasury Regulations and the King Report on Corporate Governance requirements.

The IAF assisted the department to accomplish its objectives by bringing a systematic and disciplined approach by evaluating and assisting in improving the effectiveness of risk management, control and governance within the department. The function is a fully in-house function and operates in accordance with the approved Internal Audit Charter, Treasury Regulations and the International Standard of the Professional Practice of Internal Auditing (ISPPA).

The IAF is further guided by a fully functional Audit Committee which operates in terms of an approved Audit Committee Charter and the Treasury Regulations.

The IAF has been subjected to an external quality assessment, by an external quality assessor, and was found to be partially conforming to the ISPPA. The function proceeded to implement measures to address all non-compliant requirements, assisted and monitored by the Audit Committee.

Internal Audit Responsibilities

The IAF through engagement with internal stakeholders formulated a comprehensive three-year rolling plan, incorporating an annual plan that was approved by the Audit Committee. The annual audit plan of planned audits was fully executed during the year under review. The IAF also performed various consulting activities, and relationships with management improved as evidenced by the increase in management requested engagements, in turn, indicating that management sees the value of the IAF within its system of governance. Furthermore, the head of the IAF has complete access and a direct reporting line to the Audit Committee and reports at each audit committee meeting on control weaknesses and other internal audit activities. The internal audit function coordinated the Combined Assurance Model with the guidance from the Audit Committee and Provincial Treasury.

The table below summarises the Internal Audit work completed during the year.

Business Units	Project	Audit Area
Security management	Safe Guarding of Assets	<ul style="list-style-type: none">Security management
Governance and Accountability	Governance and Accountability	<ul style="list-style-type: none">Service Delivery ImprovementFunctionality of Management StructuresEthicsRisk Management
Strategic Management and Planning	Annual Performance Plan and Strategic Plan 2017/18	<ul style="list-style-type: none">Review of the Annual Performance Plan and Strategic plan 2017/18Capacity, Training and Evaluation of reportsQuarterly Report, Compliance, Supporting document, ReasonsManagement Performance Assessment Tool (MPAT)Annual reporting

Business Units (continued)	Project (continued)	Audit Area (continued)
Financial Management	Assets Management	<ul style="list-style-type: none"> • Assets Management • Annual Financial Statements • Internal Controls Traffic Fines and Transfer Payments • Procurement and Contract Management • Revenue Management
Corporate Services	Corporate Services	<ul style="list-style-type: none"> • Human Resource Development Planning and Human Resource Strategy & Planning - (2017/18) • Appointments • Performance Management System (SMS and Lower). • Leave Management • Labour Relations
Follow up Audits	Follow up Audits	<ul style="list-style-type: none"> • Auditor-General, SA and Internal Audit Findings

Attendance of the Audit Committee meetings by the Audit Committee Members

The table below discloses relevant information on the audit committee members:

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	No. of Meetings attended
Maleho Nkomo	<ul style="list-style-type: none"> • B.Com • B Com (Hons) • M.Com 	External	N/A	1 September 2014	5 of 5
Andile Mahlolutye	<ul style="list-style-type: none"> • BSc Quantity Surveying • Diploma in Company Direction • Masters in Business Leadership • Masters in Financial Management • Certificate in Development and Management of Non-Governmental Organisation 	External	N/A	Initial Appointment 1 March 2011 Re-appointment: 1 September 2014	1 of 5
Priscilla Mateta	<ul style="list-style-type: none"> • B Com Accounting • Post Graduate Diploma in Engineering Business Management • Post Graduate Certificate in Compliance Management • Post Graduate Certificate in Corporate Governance • Post Graduate Certificate in Environmental Law 	External	N/A	Initial Appointment : 1 March 2011 Re-appointment: 1 September 2014	5 of 5

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	No. of Meetings attended
Collen Weapond	<ul style="list-style-type: none"> • LLB • B Juris • Certificate in Policing • B Tech Policing/ Investigations • Diploma in Education • B. Comm Honours (IT) • Postgraduate Diploma in Computer Forensic (Course work) • Diploma in Business Management • Diploma in Compliance Management • Programme in Fraud Management • Masters in Business System (Course work completed) 	External	N/A	Initial Appointment : 1 March 2011 Re-appointment: 1 September 2014	4 of 5
*George Motloi	<ul style="list-style-type: none"> • B Com in Accounting • Management Development Programme (MDP) 	External	N/A	1 September 2014	4 of 5
Sibusiso Majola	<ul style="list-style-type: none"> • Certificate in Theory of Accounting • B Com Accounting (Hons) • Certified Internal Auditor 	External	N/A	1 September 2014	5 of 5

• *Mr George Motloi resigned as a member of the Shared Audit Committee*

The Audit Committee continues to operate within its approved charter, which is reviewed annually to ensure relevance. In discharging its functions and delivering on its mandate, the Committee ensures to comply to section 38(1)(a) of the PFMA and paragraph 3.1 of the Treasury Regulations, through the combined support of all the assurance providers.

The Audit Committee met five times during the financial year under review. In these meetings, the Accounting Officer and executive management were always represented. The Auditor-General South Africa is always invited to attend, thus ensuring that such meetings are as effective and transparent as possible, also to ensure a renewed working relationship with the AGSA and that duplication of efforts is avoided.

Auditor-General's Report

The Internal Audit Function performed a review of the departmental Audit Action Plan to address the audit issues raised by the Auditor-General South Africa (AGSA) in the previous year and were satisfied that the remedial actions would address the issues raised.

12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2017

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act, 1999 (PFMA) and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the department revealed certain weaknesses, which were then raised with the Department.

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

- Review of Asset Management
- Review of Supply Chain Management
- Review of Governance and Accountability
- Review Annual Performance Plan 2017/18
- Review of Human Resource Management
- Evaluation of Annual Financial Statement
- Review of Employee Relations
- Review of Pre-determined Objectives
- Review of financial Management
- Audit of the Management of performance Assessment Tool (MPAT)

The Audit Committee was concerned with the poor performance in meeting some of the performance targets.

In-Year Management and Quarterly Report

The Audit Committee is satisfied with the contents and quality of the department's quarterly reports issued during the year under review and submitted to the provincial Treasury as required by the PFMA.

Evaluation of Financial Statements

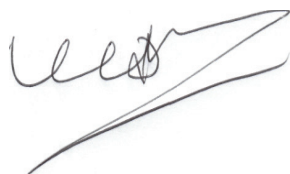
The Audit Committee has:

- Reviewed and discuss the unaudited Annual Financial Statements to be included in the Annual Report, with the Accounting Officer
- Reviewed the information on the Predetermined Objectives to be included in the Annual Report; and
- Reviewed the Department's compliance with legal and regulatory provisions.

Auditor-General's Report

The Audit Committee liaised with the Auditor-General South Africa (AGSA) during the year. We have reviewed the department's implementation plan for audit issues raised in the previous year and we are satisfied that the matters have been to a significant extent adequately resolved.

The Audit Committee concurs with and accepts the conclusion of the AGSA report on the annual financial statements and is of the opinion that the audited financial statements be accepted and read together with the report of the AGSA.



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Mrs MMD Nkomo

Chairperson of the Audit Committee

Date: 31 July 2017



PART D: HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The HR oversight statistics reflected in this part of the report is aimed at providing credible and accurate employee data in order to support decision-making by the strategic leadership of the Department. Human Resource Management is aligned with the strategic objective to enhance the human capacity-base of the Department. The information is presented as prescribed by the Minister for the Public Service and Administration for all Departments in the Public Service.

2. OVERVIEW OF HUMAN RESOURCES

The departmental organisational structure was reviewed and the vacancy rate is currently standing at 9.34% which reflects an increase as compared to last year's 6.5%.

The following were human resource priorities for the year under review:

- Capacity-building for staff
- Recruitment of skilled and capable workforce.
- Reduction of vacancy rate.

The department is continuing with staff development programmes in partnership with the University of the Free State. A total of 432 officials attended various developmental courses.

The following were key achievements for the year under review:

- Recruitment of capable and skilled personnel.
- Staff development.

3. HUMAN RESOURCES OVERSIGHT STATISTICS

3.1. Personnel related expenditure

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

- Amount spent on personnel.
- Amount spent on salaries, overtime, home owner's allowances and medical aid.

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2016 and 31 March 2017.

Programme	Total Voted Expenditure (R'000)	Compensation of Employees Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Compensation of Employees as percent of Total Expenditure	Average Compensation of Employees Cost per Employee (R'000)	Employment
ADMINISTRATION	238 284	157 343	5 633	0	66.0	54	2 890
PROVINCIAL SECRETARIAT FOR POLICE SERVICE	19 414	15 818	110	0	81.5	5	2 890
TRANSPORT INFRASTRUCTURE	1 615 669	165 640	407	0	10.3	57	2 890
TRANSPORT OPERATION	338 298	33 425	18	0	9.9	12	2 890
TRANSPORT REGULATION	393 372	314 586	202	0	80.0	109	2 890
Total as on Financial Systems (BAS)	2 605 037	686 812	6 370	-	26.4	238	2 890

Table 3.1.2 Personnel costs by salary band for the period 1 April 2016 and 31 March 2017.

Salary Bands	Compensation of Employees Cost including Transfers (R'000)	Percentage of Total Personnel Cost for Department	Average Compensation Cost per Employee (R)	Total Personnel Cost for Department including Goods and Services (R'000)	Number of Employees
Contract (Levels 13-16)	3 676	0.52	191	700 726	2
Contract (Levels 3-5)	55	0.01	12740	700 726	2
Contract (Levels 6-8)	696	0.10	1007	700 726	1
Contract (Levels 9-12)	3 365	0.48	208	700 726	2
Contract Other	26 688	3.81	26	700 726	0
Highly skilled production (Levels 6-8)	282 529	40.32	2	700 726	935
Highly skilled supervision (Levels 9-12)	112 716	16.09	6	700 726	215
Lower skilled (Levels 1-2)	2 836	0.40	247	700 726	403
Other	80	0.01	8759	700 726	
Periodical Remunerations	1 394	0.20	503	700 726	
Senior management (Levels 13-16)	35 681	5.09	20	700 726	34
Skilled (Levels 3-5)	217 096	30.98	3	700 726	1 007
TOTAL	686 812	98.01	0	700 726	2 601

Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2016 and 31 March 2017.

Programme	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Total Personnel Cost per Salary Band (R'000)
ADMINISTRATION	118 213	90.4	1 231	0.94	3 965	3.0	7 291	130 700
CIVILIAN OVERSIGHT	0	0	0	0	0	0.0	0	0
PROVINCIAL SECRETARIAT FOR POLICE SERVICE	11 375	93.6	20		250	2.1	513	12 158
TRANSPORT INFRASTRUCTURE	114 418	85.6	3		9 213	6.9	10 078	133 712
TRANSPORT OPERATION	23 718	89.2	543	2.0	805	3.0	1 534	26 600
TRANSPORT REGULATION	209 790	79.9	19 299	7.3	10 949	4.2	22 558	262 596
TOTAL	477 514	84.4	21 096	3.7	25 182	4.5	41 974	565 766

Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2016 and 31 March 2017.

Salary Bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Total Personnel Cost per Salary Band (R'000)
Contract (Levels 13-16)	3 052	100.0	0	0	0	0	0	3 052
Contract (Levels 3-5)	53	100.0	0	0	0	0	0	53
Contract (Levels 6-8)	668	99.7	0	0	0	0	2	670
Contract (Levels 9-12)	2 859	100.0	0	0	0	0	0	2 859
Contract Other	25 590	100.0	0	0	0	0	0	25 590
Highly skilled production (Levels 6-8)	182 637	78.9	18 378	7.9	9 904	4.3	20 621	231 540
Highly skilled supervision (Levels 9-12)	84 338	92.6	1 977	2.2	1 749	1.9	3 003	91 067
Lower skilled (Levels 1-2)	1 753	76.3	29	1.3	243	10.6	273	2 298
Other	62	100.0	0	0	0	0	0	62
Periodical Remunerations	0	0.0	0	0	0	0	0	0
Senior management (Levels 13-16)	29 204	97.8	0	0	385	1.3	271	29 860
Skilled (Levels 3-5)	147 298	82.4	712	0.4	12 901	7.2	17 804	178 715
TOTAL	477 514	84.4	21 096	3.7	25 182	4.5	41 974	565 766

3.2 Employment and Vacancies

The tables in this section summarise the position with regard to 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 (see definition in notes below).

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. Therefore, the vacancy rate reflects the percentage of posts that are not filled.

Table 3.2.1 Employment and vacancies by programme as on 31 March 2017.

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate (Includes Frozen Posts)	Number of Posts Filled Additional to the Establishment
ADMINISTRATION, Permanent	483	434	10.14	533
CIVILIAN OVERSIGHT, Permanent	0	0	0.00	0
PROVIN SECRET FOR POLICE SERV, Permanent	33	30	9.09	0
TRANSPORT INFRASTRUCTURE, Permanent	790	698	11.65	0
TRANSPORT OPERATION, Permanent	67	64	4.48	0
TRANSPORT REGULATION, Permanent	1 228	1 132	7.82	0
TOTAL	2 601	2 358	9.34	533

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2017.

Salary Band	Number of Posts	Number of Posts Filled	Vacancy Rate (Includes Frozen Posts)	Number of Posts Filled Additional to the Establishment
01 Lower Skilled (Levels 1-2), Permanent	403	385	4.47	0
02 Skilled (Levels 3-5), Permanent	1 007	905	10.13	0
03 Highly Skilled Production (Levels 6-8), Permanent	935	849	9.20	0
04 Highly Skilled Supervision (Levels 9-12), Permanent	215	189	12.09	0
05 Senior Management (Levels 13-16), Permanent	34	25	26.47	0
09 Other, Permanent	0	0	0.00	533
11 Contract (Levels 3-5), Permanent	2	0	0.00	0
12 Contract (Levels 6-8), Permanent	1	1	0.00	0
13 Contract (Levels 9-12), Permanent	2	2	0.00	0
14 Contract (Levels 13-16), Permanent	2	2	0.00	0
TOTAL	2 601	2 358	9.34	533

Table 3.2.3 Employment and vacancies by critical occupation as on 31 March 2017.

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate (Includes Frozen Posts)	Number of Posts Filled Additional to the Establishment
ADMINISTRATIVE RELATED, Permanent	124	115	11.03	1
ALL ARTISANS IN THE BUILDING METAL MACHINERY ETC., Permanent	5	5	0.00	0
AUXILIARY AND RELATED WORKERS, Permanent	9	6	25.00	0
BUILDING AND OTHER PROPERTY CARETAKERS, Permanent	5	5	0.00	0
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC., Permanent	49	46	2.13	0
CLIENT INFORM CLERKS (SWITCHB, RECEIPT INFORM CLERKS), Permanent	5	0	0.00	0
COMMUNICATION AND INFORMATION RELATED, Permanent	2	2	0.00	0
COMPUTER PROGRAMMERS., Permanent	1	1	0.00	0
ELECTRICAL AND ELECTRONICS ENGINEERING TECHNICIANS, Permanent	3	2	0.00	0
ENGINEERING SCIENCES RELATED, Permanent	19	17	10.53	0
ENGINEERS AND RELATED PROFESSIONALS, Permanent	17	7	0.00	0
FARM HANDS AND LABOURERS, Permanent	3	3	0.00	0
FINANCE AND ECONOMICS RELATED, Permanent	5	4	0.00	0
FINANCIAL AND RELATED PROFESSIONALS, Permanent	48	37	30.77	0
FINANCIAL CLERKS AND CREDIT CONTROLLERS, Permanent	498	447	6.21	0
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER, Permanent	1	1	0.00	0
HOUSEKEEPERS LAUNDRY AND RELATED WORKERS, Permanent	1	1	0.00	0

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate (Includes Frozen Posts)	Number of Posts Filled Additional to the Establishment
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF, Permanent	23	19	17.86	0
HUMAN RESOURCES CLERKS, Permanent	18	14	9.09	6
HUMAN RESOURCES RELATED, Permanent	5	7	12.50	0
INFORMATION TECHNOLOGY RELATED, Permanent	3	3	0.00	0
INSPECTORS OF APPRENTICES WORKS AND VEHICLES, Permanent	4	4	0.00	0
LANGUAGE PRACTITIONERS INTERPRETERS & OTHER COMMUN, Permanent	8	6	14.29	0
LIBRARY MAIL AND RELATED CLERKS, Permanent	19	15	0.00	0
LIGHT VEHICLE DRIVERS, Permanent	3	4	0.00	0
LOGISTICAL SUPPORT PERSONNEL, Permanent	18	16	5.88	0
MATERIAL-RECORDING AND TRANSPORT CLERKS, Permanent	8	7	12.50	0
MESSENGERS PORTERS AND DELIVERERS, Permanent	15	16	5.88	0
MOTOR VEHICLE DRIVERS, Permanent	1	1	0.00	0
MOTORISED FARM AND FORESTRY PLANT OPERATORS, Permanent	3	3	0.00	0
NATURAL SCIENCES RELATED, Permanent	1	1	0.00	0
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS, Permanent	204	203	11.54	0
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS, Permanent	10	8	11.11	0
OTHER INFORMATION TECHNOLOGY PERSONNEL., Permanent	16	16	5.88	0
OTHER OCCUPATIONS, Permanent	3	12	0.00	0

Critical Occupations	Number of Posts	Number of Posts Filled	Vacancy Rate (Includes Frozen Posts)	Number of Posts Filled Additional to the Establishment
OTHER PRINTING TRADE WORKERS, Permanent	1	1	0.00	0
REGULATORY INSPECTORS, Permanent	677	631	7.30	0
RISK MANAGEMENT AND SECURITY SERVICES, Permanent	1	2	0.00	0
ROAD SUPERINTENDENTS, Permanent	25	19	19.35	0
ROAD TRADE WORKERS., Permanent	1	1	0.00	0
ROAD WORKERS, Permanent	491	472	12.84	0
SAFETY HEALTH AND QUALITY INSPECTORS, Permanent	1	1	50.00	0
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS, Permanent	22	20	8.33	0
SECURITY GUARDS, Permanent	6	6	0.00	0
SECURITY OFFICERS, Permanent	163	119	0.55	526
SENIOR MANAGERS, Permanent	36	27	26.47	0
TRADE LABOURERS, Permanent	20	5	0.00	0
TOTAL	2 601.00	2 358.00	9.34	533

3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it relates to members of the Senior Management Service by salary level. It also provides 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 2017.

SMS Level	Total number of funded SMS posts	Total number of SMS filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-general/head of department	1	1	0	0	0
Salary Level 16	1	1	100	0	0
Salary Level 15	0	0	0	0	0
Salary Level 14	6	4	67	2	22
Salary Level 13	28	21	75	7	78
Total	36	27	75	9	25

Table 3.3.2 SMS post information as on 30 September 2016.

SMS Level	Total number of funded SMS posts	Total number of SMS filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-general/head of department	0	0	0	0	0
Salary Level 16	2	2	100	0	0
Salary Level 15	0	0	0	0	0
Salary Level 14	7	3	43	4	57
Salary Level 13	28	26	93	2	7
Total	37	31	84	6	16

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2016 and 31 March 2017.

SMS Level	Total number of funded SMS posts	Total number of SMS filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-general/head of department	1	1	0	0	0
Salary Level 16	1	1	0	0	0
Salary Level 15	0	0	0	0	0
Salary Level 14	6	4	67	2	33
Salary Level 13	28	21	75	7	25
Total	36	27	75	9	25

Table 3.3.4 Reason for not having complied with the filing of vacant SMS-Advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2016 and 31 March 2017.

Reasons for vacancies not advertised within six months
It was due to financial constraints

Reasons for vacancies not filled within six months
N/A

Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS post within 12 months for the period 1 April 2016 and 31 March 2017.

Reasons for vacancies not advertised within six months
N/A

Reasons for vacancies not filled within six months
N/A

3.4 Job Evaluation

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2016 and 31 March 2017.

Salary Band	Number of Posts	Number of Jobs Evaluated	% of Posts Evaluated	Number of Posts Upgraded	% of Upgraded Posts Evaluated	Number of Posts Downgraded	% of Downgraded Posts Evaluated
01 Lower Skilled (Levels 1-2)	403	0	0.0	0	0.0	0	0
02 Skilled (Levels 3-5)	1 007	44	4.4	40	90.9	0	0
03 Highly Skilled Production (Levels 6-8)	936	45	4.8	8	17.8	0	0
04 Highly Skilled Supervision (Levels 9-12)	216	5	2.3	2	40.0	0	0
05 Senior Management Service Band A	27	0	0.0	0	0	0	0
06 Senior Management Service Band B	6	1	16.7	0	0	0	0
08 Senior Management Service Band D	1	0	0.0	0	0	0	0
09 Other		0	0.0	0	0	0	0
11 Contract (Levels 3-5)	0	0	0.0	0	0	0	0
12 Contract (Levels 6-8)	1	0	0.0	0	0	0	0
13 Contract (Levels 9-12)	2	0	0.0	0	0	0	0
14 Contract Band A	1	0	0.0	0	0	0	0
17 Contract Band D	1	0	0.0	0	0	0	0
TOTAL	2 601	95	3.7	50	52.6	0	0

Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2016 and 31 March 2017.

Gender	African	Asian	Coloured	White	Total
Female	5	0	0	0	5
Male	21	0	0	4	25
TOTAL	26	0	0	4	30

Employees with a disability	None
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Table 3.4.3 Employees with salary levels higher than those determine by job evaluation by occupation for the period 1 April 2016 and 31 March 2017.

Occupation	Number of Employees	Job Evaluation Level	Remuneration Level	Reason for Deviation	No of Employees in Department
Deputy Director	1	11	12	Official on level 12 due to Resolution 3/2009	71
TOTAL	1				

Percentage of Total Employment	1.41
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Table 3.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2016 and 31 March 2017.

Gender	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	0	0	0	0	0
TOTAL	1	0	0	0	1
Employees with a Disability	0	0	0	0	0

3.5 Employment Changes

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2016 and 31 March 2017.

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
01 Lower Skilled (Levels 1-2) Permanent	255	2	0	0.0
02 Skilled (Levels 3-5) Permanent	1 062	112	68	6.4
03 Highly Skilled Production (Levels 6-8) Permanent	834	176	44	5.4
04 Highly Skilled Supervision (Levels 9-12) Permanent	211	10	19	9.0
05 Senior Management Service Band A Permanent	39	1	5	12.8
06 Senior Management Service Band B Permanent	0		0	0.0
08 Senior Management Service Band D Permanent	0	0	0	0.0

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
09 Other Permanent	110	520	11	10.0
Contract (Levels 1-2) Permanent	0	0	0	0.0
Contract (Levels 3-5) Permanent	0	2	0	0.0
12 Contract (Levels 6-8) Permanent	4	0	0	0.0
13 Contract (Levels 9-12) Permanent	5	0	0	0.0
14 Contract Band A Permanent	2	1	0	0.0
17 Contract Band D Permanent	1	1	1	0.0
TOTAL	2523	825	148	5.9

Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2016 and 31 March 2017.

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
ADMINISTRATIVE RELATED Permanent	134	6	15	11.2
ALL ARTISANS IN THE BUILDING METAL MACHINERY ETC. Permanent	5	0	0	0.0
AUXILIARY AND RELATED WORKERS Permanent	11	0	1	9.1
BINDING AND RELATED WORKERS, Permanent	1	0	0	0.0
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC. Permanent	50	2	2	4.0
CLIENT INFORM CLERKS(SWITCHB RECEIPT INFORM CLERKS) Permanent	2	0	1	50.0
COMMUNICATION AND INFORMATION RELATED Permanent	2	0	0	0.0
COMPUTER PROGRAMMERS. Permanent	1	0	0	0.0
ELECTRICAL AND ELECTRONICS ENGINEERING TECHNICIANS Permanent	2	0	0	0.0
ENGINEERING SCIENCES RELATED Permanent	21	5	1	4.8
ENGINEERS AND RELATED PROFESSIONALS Permanent	24	0	1	4.2
FINANCE AND ECONOMICS RELATED Permanent	5	1	0	0.0
FINANCIAL AND RELATED PROFESSIONALS Permanent	38	0	5	13.2
FINANCIAL CLERKS AND CREDIT CONTROLLERS Permanent	488	72	33	7.0
HEAD OF DEPARTMENT/CHIEF EXECUTIVE OFFICER Permanent	1	1	1	100.0

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
HOUSEKEEPERS LAUNDRY AND RELATED WORKERS Permanent	1	0	0	0.0
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF Permanent	30	1	2	6.7
HUMAN RESOURCES CLERKS Permanent	25	2	0	0.0
HUMAN RESOURCES RELATED Permanent	5	3	0	0.0
INFORMATION TECHNOLOGY RELATED Permanent	3	0	0	0.0
INSPECTORS OF APPRENTICES WORKS AND VEHICLES Permanent	5	0	0	0.0
LANGUAGE PRACTITIONERS INTERPRETERS & OTHER COMMUN Permanent	8	1	1	12.5
LIBRARY MAIL AND RELATED CLERKS Permanent	17	3	1	5.9
LIGHT VEHICLE DRIVERS Permanent	3	0	0	0.0
LOGISTICAL SUPPORT PERSONNEL Permanent	21	0	1	4.8
MATERIAL-RECORDING AND TRANSPORT CLERKS Permanent	8	0	0	0.0
MESSENGERS PORTERS AND DELIVERERS Permanent	19	0	2	10.5
NATURAL SCIENCES RELATED Permanent	1	0	0	0.0
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS Permanent	197	29	8	4.1
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS Permanent	9	0	0	0.0
OTHER INFORMATION TECHNOLOGY PERSONNEL. Permanent	17	0	0	0.0
OTHER OCCUPATIONS Permanent	2	0	0	0.0
OTHER PRINTING TRADE WORKERS Permanent	1	0	0	0.0
REGULATORY INSPECTORS Permanent	582	157	22	3.8
RISK MANAGEMENT AND SECURITY SERVICES Permanent	3	0	0	0.0
ROAD SUPERINTENDENTS Permanent	20	2	0	0.0
ROAD TRADE WORKERS. Permanent	1	0	0	0.0
ROAD WORKERS Permanent	493	14	46	9.3
SAFETY HEALTH AND QUALITY INSPECTORS Permanent	2	0	0	0.0
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS Permanent	29	2	0	0.0
SECURITY OFFICERS Permanent	196	523	0	0.0
SENIOR MANAGERS Permanent	35	1	5	14.3
TRADE LABOURERS Permanent	5	0	0	0.0

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
TOTAL	2 523	825	148	5.9

Table 3.5.3 Reasons why staff left the department for the period 1 April 2016 and 31 March 2017.

Termination Type	Number	Percentage of Total Resignations	Percentage of Total Employment	Total	Total Employment
01 Death, Permanent	30	20.3	1.2	148	2 601
02 Resignation, Permanent	38	25.7	1.5	148	2 601
03 Expiry of contract, Permanent	1	0.7	0.0	148	2 601
04 Transfers, Permanent	19	12.8	0.7	148	2 601
06 Discharged due to ill health, Permanent	1	0.7	0.0	148	2 601
07 Dismissal-misconduct, Permanent	18	12.2	0.7	148	2 601
09 Retirement, Permanent	41	27.7	1.6	148	2 601
TOTAL	148	100	5.7	148	2 601
Total number of employees who left as a % of total employment					

Table 3.5.4 Promotions by critical occupation for the period 1 April 2016 and 31 March 2017.

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
ADMINISTRATIVE RELATED	134	7	0.3	62	49.6
ALL ARTISANS IN THE BUILDING METAL MACHINERY ETC.	5	0	0.0	2	40
BINDING AND RELATED WORKERS	11	0	0.0	0	0
AUXILIARY AND RELATED WORKERS	1	1	0.0	4	50
CLEANERS IN OFFICES WORKSHOPS HOSPITALS ETC.	50	0	0.0	1	2.17
CLIENT INFORM CLERKS(SWITCHB RECEIPT INFORM CLERKS)	2	0	0.0	0	0

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
COMMUNICATION AND INFORMATION RELATED	2	0	0.0	1	50
COMPUTER PROGRAMMERS.	1	0	0.0	0	0
ELECTRICAL AND ELECTRONICS ENGINEERING TECHNICIANS	2	0	0.0	3	150
ENGINEERING SCIENCES RELATED	21	0	0.0	6	46.15
ENGINEERS AND RELATED PROFESSIONALS	24	0	0.0	8	47.06
FINANCE AND ECONOMICS RELATED	5	0	0.0	2	40
FINANCIAL AND RELATED PROFESSIONALS	38	2	0.1	19	61.29
FINANCIAL CLERKS AND CREDIT CONTROLLERS	488	27	1.1	274	60.89
HEAD OF DEPARTMENT/ CHIEF EXECUTIVE OFFICER	1	0	0.0	0	0
HOUSEKEEPERS LAUNDRY AND RELATED WORKERS	1	0	0.0	1	100
HUMAN RESOURCES & ORGANISAT DEVELOPM & RELATE PROF	30	0	0.0	9	36
HUMAN RESOURCES CLERKS	25	0	0.0	9	37.5
HUMAN RESOURCES RELATED	5	2	0.1	1	25
INFORMATION TECHNOLOGY RELATED	3	0	0.0	1	33.33
INSPECTORS OF APPRENTICES WORKS AND VEHICLES	5	0	0.0	4	100
LANGUAGE PRACTITIONERS INTERPRETERS & OTHER COMMUN	8	0	0.0	4	50
LIBRARY MAIL AND RELATED CLERKS	17	0	0.0	1	5.56
LIGHT VEHICLE DRIVERS	3	0	0.0	1	33.33

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
LOGISTICAL SUPPORT PERSONNEL	21	1	0.0	11	64.71
MATERIAL-RECORDING AND TRANSPORT CLERKS	8	0	0.0	2	28.57
MESSENGERS PORTERS AND DELIVERERS	19	0	0.0	0	0
NATURAL SCIENCES RELATED	1	0	0.0	0	0
OTHER ADMINISTRAT & RELATED CLERKS AND ORGANISERS	197	3	0.1	101	54.01
OTHER ADMINISTRATIVE POLICY AND RELATED OFFICERS	9	1	0.0	3	42.86
OTHER INFORMATION TECHNOLOGY PERSONNEL.	17	0	0.0	10	62.5
OTHER OCCUPATIONS	2	0	0.0	0	0
OTHER PRINTING TRADE WORKERS	1	0	0.0	0	0
REGULATORY INSPECTORS	582	5	0.2	350	76.42
RISK MANAGEMENT AND SECURITY SERVICES	3	0	0.0	0	0
ROAD SUPERINTENDENTS	20	10	0.4	12	66.67
ROAD TRADE WORKERS.	1	0	0.0	1	100
ROAD WORKERS	493	2	0.1	88	18.53
SAFETY HEALTH AND QUALITY INSPECTORS	2	0	0.0	0	0
SECRETARIES & OTHER KEYBOARD OPERATING CLERKS	29	0	0.0	7	33.33
SECURITY OFFICERS	196	0	0.0	12	7.45
SENIOR MANAGERS	35	4	0.2	1	3.33