

PART 5. HUMAN RESOURCE MANAGEMENT

Employment and Vacancies by Critical Occupation at end of period

| Critical Occupations | Number of Posts | Number of posts filled | Vacancy rate | Number of posts filled additional to the establishment |
|--|-----------------|------------------------|--------------|--|
| Administrative related | 43 | 33 | 23.3 | 5 |
| Cleaners in offices workshops hospitals etc. | 17 | 11 | 35.3 | 4 |
| Information Clerks/Receptionists/Switchboard Operators | 1 | 1 | 0 | 1 |
| Communication and information related | 15 | 12 | 20 | 4 |
| Computer programmers | 1 | 0 | 100 | 0 |
| Planners | 44 | 24 | 45.5 | 0 |
| Town and Regional Planners | 15 | 10 | 33.3 | 0 |
| Finance and economics related | 16 | 14 | 12.5 | 0 |
| Financial and related professionals | 7 | 7 | 0 | 2 |
| Financial clerks and credit controllers | 16 | 14 | 12.5 | 6 |
| Food services aids and waiters | 4 | 3 | 25 | 0 |
| General legal administration & rel. professionals | 2 | 2 | 0 | 0 |
| Head of department/chief executive officer | 1 | 0 | 100 | 0 |
| Human resources & organisat developm & relate prof. | 9 | 8 | 11.1 | 1 |
| Human resources clerks | 11 | 9 | 18.2 | 2 |
| Human resources related | 3 | 3 | 0 | 0 |
| Legal related | 9 | 5 | 44.4 | 0 |
| Librarians and related professionals | 1 | 1 | 0 | 0 |
| Mail and related clerks | 5 | 5 | 0 | 1 |
| Light vehicle drivers | 2 | 2 | 0 | 0 |
| Logistical support personnel | 6 | 6 | 0 | 3 |
| Material-recording and transport clerks | 7 | 6 | 14.3 | 1 |
| Messengers porters and deliverers | 8 | 7 | 12.5 | 0 |
| Other administrat & related clerks and organisers | 55 | 40 | 27.3 | 5 |
| Other administrative policy and related officers | 2 | 2 | 0 | 1 |
| Other information technology personnel | 5 | 4 | 20 | 0 |
| Other occupations | 1 | 1 | 0 | 0 |
| Secretaries & other keyboard operating clerks | 38 | 33 | 13.2 | 5 |
| Security guards | 1 | 1 | 0 | 0 |
| Security officers | 21 | 21 | 0 | 9 |
| Senior managers | 47 | 38 | 19.1 | 5 |
| TOTAL | 413 | 323 | 21.8 | 55 |

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| Job Evaluation | | | | | | | |
|--|-----------------|--------------------------|----------------------|--------------------------|-------------------------------|----------------------------|---------------------------------|
| 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 |
| Lower skilled (Levels 1-2) | 29 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (Levels 1-2) | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (Levels 3-5) | 20 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (Levels 6-8) | 28 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (Levels 9-12) | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (Band B) | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (Band C) | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Contract (Band D) | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Skilled (Levels 3-5) | 52 | 0 | 0 | 0 | 0 | 0 | 0 |
| Highly skilled production (Levels 6-8) | 107 | 0 | 0 | 0 | 0 | 0 | 0 |
| Highly skilled supervision (Levels 9-12) | 121 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management Service Band A | 28 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management Service Band B | 11 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management Service Band C | 5 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management Service Band D | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 413 | 0 | 0 | 0 | 0 | 0 | 0 |

| Profile of employees whose positions were upgraded due to their posts being upgraded | | | | | |
|--|---------|-------|----------|-------|-------|
| Beneficiaries | African | Asian | Coloured | White | Total |
| Female | 0 | 0 | 0 | 0 | 0 |
| Male | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| Employees with a Disability | 0 | 0 | 0 | 0 | 0 |

| Employees whose salary level exceed the grade determined by Job Evaluation [i.t.o PSR 1.V.C.3] | | | | | |
|--|---------------------|----------------------|--------------------|----------------------|-------------------------|
| Occupation | Number of Employees | Job Evaluation Level | Remuneration Level | Reason for Deviation | No of Employees in Dept |
| xxx | 0 | xxx | xxx | xxx | |
| xxx | 0 | xxx | xxx | xxx | |
| Total | 0 | | | | |
| Percentage of Total Employment | 0 | | | | 0 |

| Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR 1.V.C.3] | | | | | |
|--|---------|-------|----------|-------|-------|
| Beneficiaries | African | Asian | Coloured | White | Total |
| Female | 0 | 0 | 0 | 0 | 0 |
| Male | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| Employees with a Disability | 0 | 0 | 0 | 0 | 0 |



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| Annual Turnover Rates by Salary Band | | | | |
|--|--|--------------|--------------|---------------|
| Salary Band | Employment at beginning of period (April 2005) | Appointments | Terminations | Turnover Rate |
| Lower skilled (Levels 1-2) | 14 | 2 | 1 | 7.1 |
| Skilled (Levels 3-5) | 35 | 7 | 1 | 2.9 |
| Highly skilled production (Levels 6-8) | 73 | 6 | 4 | 5.5 |
| Highly skilled supervision (Levels 9-12) | 87 | 8 | 1 | 1.1 |
| Senior Management Service Band A | 17 | 0 | 0 | 0 |
| Senior Management Service Band B | 7 | 1 | 0 | 0 |
| Senior Management Service Band C | 4 | 1 | 0 | 0 |
| Contract (Levels 3-5) | 5 | 26 | 10 | 200 |
| Contract (Levels 6-8) | 9 | 26 | 6 | 66.7 |
| Contract (Levels 9-12) | 2 | 12 | 5 | 250 |
| Contract (Band A) | 0 | 1 | 0 | 0 |
| Contract (Band B) | 1 | 1 | 0 | 0 |
| Contract (Band D) | 0 | 1 | 0 | 0 |
| TOTAL | 254 | 92 | 28 | 11 |

| Annual Turnover Rates by Critical Occupation | | | | |
|--|--|--------------|--------------|---------------|
| Occupation | Employment at beginning of period (April 2005) | Appointments | Terminations | Turnover Rate |
| Administrative related | 28 | 4 | 2 | 7.1 |
| Information Clerks/Receptionists/Switchboard Operators) | 1 | 0 | 0 | 0 |
| Cleaners in offices workshops hospitals etc | 7 | 6 | 4 | 57.1 |
| Client inform clerks (switchboard receipt inform clerks) | 4 | 2 | 0 | 0 |
| Communication and information related | 6 | 6 | 2 | 33.3 |
| Economists | 18 | 6 | 2 | 11.1 |
| Electrical and electronics engineering technicians | 1 | 0 | 0 | 0 |
| Town and Regional Planners | 9 | 2 | 3 | 33.3 |
| Finance and economics related | 9 | 0 | 0 | 0 |
| Financial and related professionals | 6 | 2 | 0 | 0 |
| Financial clerks and credit controllers | 8 | 11 | 1 | 12.5 |
| Food services aids and waiters | 4 | 5 | 3 | 75 |
| General legal administration & rel. professionals | 4 | 2 | 0 | 0 |
| Human resources & organisat developm & relate prof | 9 | 0 | 0 | 0 |
| Human resources clerks | 7 | 2 | 1 | 14.3 |
| Human resources related | 5 | 0 | 0 | 0 |
| Legal related | 4 | 0 | 1 | 25 |
| Library mail and related clerks | 5 | 1 | 0 | 0 |
| Light vehicle drivers | 2 | 0 | 0 | 0 |
| Logistical support personnel | 3 | 3 | 0 | 0 |
| Material-recording and transport clerks | 6 | 1 | 0 | 0 |
| Messengers porters and deliverers | 6 | 1 | 0 | 0 |
| Other administrat & related clerks and organisers | 33 | 10 | 1 | 3 |
| Other administrative policy and related officers | 2 | 1 | 0 | 0 |
| Other information technology personnel | 5 | 0 | 0 | 0 |
| Other occupations | 2 | 0 | 0 | 0 |
| Secretaries & other keyboard operating clerks | 26 | 11 | 6 | 23.1 |
| Security guards | 8 | 1 | 2 | 25 |
| Security officers | 4 | 9 | 0 | 0 |
| Senior managers. | 21 | 6 | 0 | 0 |
| Social sciences related | 1 | 0 | 0 | 0 |
| TOTAL | 254 | 92 | 28 | 11 |



Reasons why staff are leaving the department

| Termination Type | Number | Percentage of Total Resignations | Percentage of Total Employment | Total |
|---------------------------------|-----------|----------------------------------|--------------------------------|-----------|
| Resignation | 10 | 35.7 | 3.9 | 28 |
| Expiry of contract | 15 | 53.6 | 5.9 | 28 |
| Dismissal-misconduct | 1 | 3.6 | 0.4 | 28 |
| Retirement | 1 | 3.6 | 0.4 | 28 |
| Other | 1 | 3.6 | 0.4 | 28 |
| TOTAL | 28 | 100 | 11 | 28 |
| Resignations as % of Employment | 11 | | | |

| Promotions by Critical Occupation | | | | | |
|---|--|------------------------------------|--|---|---|
| Occupation | Employment at Beginning of Period (April 2005) | 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 | 28 | 8 | 28.6 | 11 | 39.3 |
| Receptionist | 1 | 1 | 100 | 0 | 0 |
| Cleaners in offices workshops hospitals etc. | 7 | 0 | 0 | 4 | 57.1 |
| Client inform clerks (switchboard receptor inform clerks) | 4 | 0 | 0 | 0 | 0 |
| Communication and information related | 6 | 3 | 50 | 1 | 16.7 |
| Planners | 18 | 6 | 33.3 | 6 | 33.3 |
| Graphic Designer | 1 | 0 | 0 | 0 | 0 |
| Town and Regional Planners | 9 | 1 | 11.1 | 1 | 11.1 |
| Finance and economics related | 9 | 4 | 44.4 | 3 | 33.3 |
| Financial and related professionals | 6 | 3 | 50 | 2 | 33.3 |
| Financial clerks and credit controllers | 8 | 0 | 0 | 3 | 37.5 |
| Food services aids and waiters | 4 | 0 | 0 | 4 | 100 |
| General legal administration & rel. professionals | 4 | 0 | 0 | 0 | 0 |
| Human resources & organisat developm & relate prof | 9 | 3 | 33.3 | 5 | 55.6 |
| Human resources clerks | 7 | 1 | 14.3 | 2 | 28.6 |
| Human resources related | 5 | 0 | 0 | 3 | 60 |
| Legal related | 4 | 0 | 0 | 1 | 25 |
| Mail and related clerks | 5 | 0 | 0 | 2 | 40 |
| Light vehicle drivers | 2 | 0 | 0 | 2 | 100 |
| Logistical support personnel | 3 | 0 | 0 | 2 | 66.7 |
| Material-recording and transport clerks | 6 | 1 | 16.7 | 2 | 33.3 |
| Messengers porters and deliverers | 6 | 1 | 16.7 | 2 | 33.3 |
| Other administrat & related clerks and organisers | 33 | 7 | 21.2 | 6 | 18.2 |
| Other administrative policy and related officers | 2 | 1 | 50 | 1 | 50 |
| Other information technology personnel | 5 | 1 | 20 | 1 | 20 |
| Other occupations | 2 | 0 | 0 | 1 | 50 |
| Secretaries & other keyboard operating clerks | 26 | 3 | 11.5 | 11 | 42.3 |
| Security guards | 8 | 1 | 12.5 | 0 | 0 |
| Security officers | 4 | 0 | 0 | 1 | 25 |
| Senior managers | 21 | 4 | 19 | 5 | 23.8 |
| Social sciences related | 1 | 0 | 0 | 0 | 0 |
| TOTAL | 254 | 49 | 19.3 | 82 | 32.3 |

| Promotions by Salary Band | | | | | |
|--|--|------------------------------------|--|---|---|
| Salary Band | Employment at Beginning of Period (April 2005) | 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 |
| Lower skilled (Levels 1-2) | 14 | 0 | 0 | 11 | 78.6 |
| Skilled (Levels 3-5) | 35 | 4 | 11.4 | 6 | 17.1 |
| Highly skilled production (Levels 6-8) | 73 | 7 | 9.6 | 29 | 39.7 |
| Highly skilled supervision (Levels 9-12) | 87 | 31 | 35.6 | 31 | 35.6 |
| Senior management (Levels 13-16) | 28 | 7 | 25 | 5 | 17.9 |
| Contract (Levels 3-5) | 5 | 0 | 0 | 0 | 0 |
| Contract (Levels 6-8) | 9 | 0 | 0 | 0 | 0 |
| Contract (Levels 9-12) | 2 | 0 | 0 | 0 | 0 |
| Contract (Levels 13-16) | 1 | 0 | 0 | 0 | 0 |
| TOTAL | 254 | 49 | 19.3 | 82 | 32.3 |

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| Total number of employees (including employees with disabilities) per occupational category (SASCO) | | | | | | | | | | | |
|---|--------------|---------------|-------------|-------------------|------------|----------------|-----------------|---------------|---------------------|--------------|------------|
| Occupational Categories | Male African | Male Coloured | Male Indian | Male Total Blacks | Male White | Female African | Female Coloured | Female Indian | Female Total Blacks | Female White | Total |
| Legislators, senior officials and managers | 12 | 1 | 3 | 16 | 5 | 6 | 1 | 2 | 9 | 0 | 30 |
| Professionals | 47 | 1 | 5 | 53 | 9 | 52 | 2 | 1 | 55 | 18 | 135 |
| Clerks | 31 | 1 | 0 | 32 | 2 | 47 | 3 | 9 | 59 | 21 | 114 |
| Service and sales workers | 12 | 0 | 0 | 12 | 0 | 8 | 0 | 0 | 8 | 0 | 20 |
| Plant and machine operators and assemblers | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Elementary occupations | 9 | 1 | 0 | 10 | 0 | 12 | 0 | 0 | 12 | 0 | 22 |
| TOTAL | 113 | 4 | 8 | 125 | 16 | 125 | 6 | 12 | 143 | 39 | 323 |
| | Male African | Male Coloured | Male Indian | Male Total Blacks | Male White | Female African | Female Coloured | Female Indian | Female Total Blacks | Female White | Total |
| Employees with disabilities | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |



| Total number of Employees (incl. Employees with disabilities) per Occupational Bands | | | | | | | | | | | |
|---|--------------|---------------|-------------|-------------------|------------|----------------|-----------------|---------------|---------------------|--------------|------------|
| Occupational Bands | Male African | Male Coloured | Male Indian | Male Total Blacks | Male White | Female African | Female Coloured | Female Indian | Female Total Blacks | Female White | Total |
| Top Management | 5 | 0 | 1 | 6 | 3 | 2 | 0 | 1 | 3 | 0 | 12 |
| Senior Management | 9 | 1 | 0 | 10 | 4 | 5 | 2 | 1 | 8 | 1 | 23 |
| Professionally qualified and experienced specialists and mid-management | 36 | 1 | 4 | 41 | 8 | 37 | 0 | 2 | 39 | 14 | 102 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen | 20 | 0 | 1 | 21 | 0 | 26 | 3 | 6 | 35 | 24 | 80 |
| Semi-skilled and discretionary decision making | 13 | 2 | 0 | 15 | 1 | 20 | 1 | 0 | 21 | 0 | 37 |
| Unskilled and defined decision making | 5 | 0 | 0 | 5 | 0 | 5 | 0 | 0 | 5 | 0 | 10 |
| Contract (Top Management) | 0 | 0 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Contract (Senior Management) | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Contract (Professionally qualified) | 1 | 0 | 0 | 1 | 0 | 8 | 0 | 0 | 8 | 0 | 9 |
| Contract (Skilled technical) | 11 | 0 | 0 | 11 | 0 | 13 | 0 | 2 | 15 | 0 | 26 |
| Contract (Semi-skilled). | 11 | 0 | 0 | 11 | 0 | 9 | 0 | 0 | 9 | 0 | 20 |
| TOTAL | 113 | 4 | 8 | 125 | 16 | 125 | 6 | 12 | 143 | 39 | 323 |

TABLE 6.3 - Recruitment

| Occupational Bands | Male African | Male Coloured | Male Indian | Male Total Blacks | Male White | Female African | Female Coloured | Female Indian | Female Total Blacks | Female White | Total |
|---|--------------|---------------|-------------|-------------------|------------|----------------|-----------------|---------------|---------------------|--------------|------------|
| Top Management | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 |
| Senior Management | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Professionally qualified and experienced specialists and mid-management | 1 | 0 | 0 | 1 | 1 | 6 | 0 | 0 | 6 | 0 | 8 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen | 1 | 0 | 0 | 1 | 0 | 5 | 0 | 0 | 5 | 0 | 6 |
| Semi-skilled and discretionary decision making | 1 | 1 | 0 | 2 | 14 | 1 | 0 | 5 | 0 | 8 | |
| Unskilled and defined decision making | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Contract (Top Management) | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Contract (Senior Management) | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Contract (Professionally qualified) | 2 | 0 | 0 | 2 | 0 | 10 | 0 | 0 | 10 | 0 | 12 |
| Contract (Skilled technical) | 10 | 0 | 0 | 10 | 0 | 14 | 0 | 2 | 16 | 0 | 26 |
| Contract (Semi-skilled) | 12 | 0 | 0 | 12 | 0 | 14 | 0 | 0 | 14 | 0 | 26 |
| TOTAL | 32 | 1 | 1 | 34 | 2 | 53 | 1 | 3 | 57 | 0 | 93 |
| No data | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Promotions | | | | | | | | | | | |
| Top Management | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Senior Management | 4 | 1 | 0 | 5 | 5 | 2 | 0 | 0 | 2 | 0 | 12 |
| Professionally qualified and experienced specialists and mid-management | 29 | 1 | 0 | 30 | 5 | 19 | 0 | 0 | 19 | 8 | 62 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen | 5 | 2 | 0 | 7 | 0 | 7 | 2 | 0 | 9 | 20 | 36 |
| Semi-skilled and discretionary decision making | 4 | 0 | 0 | 4 | 0 | 6 | 0 | 0 | 6 | 0 | 10 |
| Unskilled and defined decision making | 2 | 0 | 0 | 2 | 0 | 9 | 0 | 0 | 9 | 0 | 11 |
| TOTAL | 45 | 4 | 0 | 49 | 10 | 43 | 2 | 0 | 45 | 28 | 132 |



| Performance Rewards by Salary Band for Personnel below Senior Management Service | | | | | |
|---|--------------------------------|-------------------------|---------------------------------------|---------------------|---|
| Salary Band | Number of Beneficiaries | Total Employment | Percentage of Total Employment | Cost (R'000) | Average Cost per Beneficiary (R) |
| Lower skilled (Levels 1-2) | 11 | 10 | 110 | 66 | 6,000 |
| Skilled (Levels 3-5) | 7 | 37 | 18.9 | 49 | 7,000 |
| Highly skilled production (Levels 6-8) | 33 | 80 | 41.3 | 524 | 15,879 |
| Highly skilled supervision (Levels 9-12) | 30 | 102 | 29.4 | 894 | 29,800 |
| Contract (Levels 3-5) | 0 | 20 | 0 | 0 | 0 |
| Contract (Levels 6-8) | 0 | 26 | 0 | 0 | 0 |
| Contract (Levels 9-12) | 0 | 9 | 0 | 0 | 0 |
| TOTAL | 81 | 284 | 28.5 | 1533 | 18926 |
| Performance Rewards by Critical Occupation | | | | | |
| Salary Band | Number of Beneficiaries | Total Employment | Percentage of Total Employment | Cost (R'000) | Average Cost per Beneficiary (R) |
| Administrative related | 12 | 35 | 34.3 | 392 | 32,667 |
| Architects town and traffic planners | 0 | 2 | 0 | 0 | 0 |
| Cleaners in offices workshops hospitals etc | 4 | 9 | 44.4 | 15 | 3,750 |
| Client information clerks (switch board reception information clerks) | 0 | 4 | 0 | 0 | 0 |
| Communication and information related | 1 | 12 | 8.3 | 20 | 20,000 |
| Economists | 6 | 21 | 28.6 | 152 | 25,333 |
| Electrical and electronics engineering technicians | 0 | 1 | 0 | 0 | 0 |
| Engineers and related professionals | 0 | 8 | 0 | 0 | 0 |
| Finance and economics related | 3 | 12 | 25 | 64 | 21,333 |
| Financial and related professionals | 2 | 9 | 22.2 | 56 | 28,000 |
| Financial clerks and credit controllers | 3 | 16 | 18.8 | 51 | 17,000 |
| Food services aids and waiters | 3 | 5 | 60 | 11 | 3,667 |
| General legal administration & rel. professionals | 1 | 5 | 20 | 50 | 50,000 |
| Human resources & organisational development & related professions | 4 | 10 | 40 | 65 | 16,250 |
| Human resources clerks | 3 | 8 | 37.5 | 54 | 18,000 |
| Human resources related | 3 | 4 | 75 | 118 | 39,333 |
| Legal related | 1 | 2 | 50 | 43 | 43,000 |
| Librarians and related professionals | 0 | 2 | 0 | 0 | 0 |
| Library mail and related clerks | 4 | 6 | 66.7 | 52 | 13,000 |
| Light vehicle drivers | 2 | 2 | 100 | 9 | 4,500 |
| Logistical support personnel | 2 | 6 | 33.3 | 40 | 20,000 |
| Material-recording and transport clerks | 2 | 8 | 25 | 12 | 6,000 |
| Messengers porters and deliverers | 4 | 7 | 57.1 | 42 | 10,500 |
| Other administrat & related clerks and organisers | 6 | 40 | 15 | 70 | 11,667 |
| Other administrative policy and related officers | 1 | 2 | 50 | 12 | 12,000 |
| Other information technology personnel | 1 | 4 | 25 | 6 | 6,000 |
| Other occupations | 1 | 2 | 50 | 17 | 17,000 |
| Secretaries & other keyboard operating clerks | 13 | 32 | 40.6 | 216 | 16,615 |
| Security guards | 0 | 7 | 0 | 0 | 0 |
| Security officers | 1 | 13 | 7.7 | 6 | 6,000 |
| Senior managers | 4 | 29 | 13.8 | 184 | 46,000 |
| TOTAL | 87 | 323 | 26.9 | 1757 | 20195 |

Performance Related Rewards (Cash Bonus) by Salary Band for Senior Management Service

| SMS band | Number of beneficiaries | Total employment | Percentage of total employment | Cost (R'000) | Average cost per beneficiary (R) | % of SMS wage bill | Personnel cost SMS (R'000) |
|--------------|-------------------------|------------------|--------------------------------|--------------|----------------------------------|--------------------|----------------------------|
| Band A | 5 | 3 | 66.7 | 169 | 3,380 | 1.8 | 9,255 |
| Band B | 1 | 22 | 4.5 | 55 | 5,500 | 1.1 | 4,972 |
| Band C | 0 | 13 | 0 | 0 | 0 | 0 | 0 |
| Band D | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 6 | 39 | 15.4 | 224 | 3733.3 | 1.6 | 14227 |

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Foreign workers by salary band

| Salary band | Employment at beginning period | Percentage of total | Employment at end of period | Percentage of total | Change in employment | Percentage of total | Total employment at beginning of period | Total change in employment |
|--------------|--------------------------------|---------------------|-----------------------------|---------------------|----------------------|---------------------|---|----------------------------|
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

TABLE 8.2 - Foreign workers by major occupation

| Major occupation | Employment at beginning period | Percentage of total | Employment at end of period | Percentage of total | Change in employment | Percentage of total | Total employment at beginning of period | Total employment at end of period | Total change in employment |
|------------------|--------------------------------|---------------------|-----------------------------|---------------------|----------------------|---------------------|---|-----------------------------------|----------------------------|
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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Sick Leave for Jan 2005 to Dec 2005

| Salary band | Total days | % Days with medical certification | Number of employees using sick leave | % Of total employees using sick leave | Average days per employee | Estimated cost (R'000) | Total number of employees using sick leave | Total number of days with medical certification |
|--|-------------|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------|------------------------|--|---|
| Lower skilled (Levels 1-2) | 81 | 81.5 | 10 | 4.7 | 8 | 12 | 215 | |
| Skilled (Levels 3-5) | 125 | 80.8 | 23 | 10.7 | 5 | 24 | 215 | |
| Highly skilled production (Levels 6-8) | 479 | 69.3 | 72 | 33.5 | 7 | 174 | 215 | |
| Highly skilled supervision (Levels 9-12) | 448 | 65.2 | 78 | 36.3 | 6 | 316 | 215 | |
| Senior management (Levels 13-16) | 118 | 78 | 20 | 9.3 | 6 | 202 | 215 | |
| Contract (Levels 3-5) | 10 | 90 | 2 | 0.9 | 5 | 2 | 215 | |
| Contract (Levels 6-8) | 24 | 62.5 | 7 | 3.3 | 3 | 9 | 215 | |
| Contract (Levels 9-12) | 15 | 73.3 | 3 | 1.4 | 5 | 15 | 215 | |
| TOTAL | 1300 | 70.6 | 215 | 100 | 6 | 754 | 215 | |

| Disability Leave (Temporary and Permanent) for Jan 2005 to Dec 2005 | | | | | | | |
|---|------------|-----------------------------------|--|---|---------------------------|------------------------|---|
| Salary Band | Total days | % Days with medical certification | Number of employees using disability leave | % Of total employees using disability leave | Average days per employee | Estimated cost (R'000) | Total number of days with medical certification |
| Lower skilled (Levels 1-2) | 71 | 100 | 1 | 20 | 71 | 11 | 71 |
| Highly skilled production (Levels 6-8) | 2 | 100 | 7 | 140 | 0 | 1 | 2 |
| Highly skilled supervision (Levels 9-12) | 11 | 100 | 5 | 100 | 2 | 6 | 11 |
| Senior management (Levels 13-16) | 86 | 100 | 2 | 40 | 43 | 149 | 86 |
| TOTAL | 170 | 100 | 15 | 300 | 11 | 167 | 170 |

| HR oversight - April 2005 To March 2006 - Department of Housing | | | |
|---|----------|---------------------|----------|
| Collective Agreements | | | |
| Subject Matter | Date | | |
| 0 | 0 | | |
| 0 | 0 | | |
| Misconduct and discipline hearings finalised | | | |
| Outcomes of disciplinary hearings | Number | Percentage of Total | Total |
| TOTAL | 3 | 100 | 3 |
| Types of Misconduct Addressed and Disciplinary Hearings | | | |
| Type of misconduct | Number | % of total | |
| Abscondment | 1 | 25 | |
| Nepotism | 1 | 25 | |
| Theft | 1 | 25 | |
| Sexual Harassment | 1 | 25 | |
| TOTAL | 4 | | |



176

| Grievances Lodged | | |
|--|---------------|-------------------|
| Number of grievances addressed | Number | % of total |
| Resolved | 1 | 11.1 |
| Not resolved | 8 | 88.9 |
| TOTAL | 9 | |
| Disputes Lodged | | |
| Number of disputes addressed | Number | % of total |
| Upheld | 0 | 0 |
| Dismissed | 0 | 0 |
| TOTAL | 0 | |
| Strike Actions | | |
| Strike Actions | - | |
| Total number of person working days lost | 31 | |
| Total cost (R'000) of working days lost | 11711 | |
| Amount (R'000) recovered as a result of no work no pay | 11711 | |
| Precautionary Suspensions | | |
| Precautionary Suspensions | - | |
| Number of people suspended | 0 | |
| Number of people whose suspension exceeded 30 days | 0 | |
| Average number of days suspended | 0 | |
| Cost (R'000) of suspensions | 0 | |

| Oversight - April 2005 to March 2006 - Department of Housing | | | | | | |
|--|--------|------------|---------------|---|-------------------------|------------|
| Training Needs identified | | | | | | |
| Occupational Categories | Gender | Employment | Learner-ships | Skills programmes & other short courses | Other forms of training | Total |
| Legislators, senior officials and managers | Female | 0 | 0 | 4 | 0 | 4 |
| | Male | 0 | 0 | 15 | 0 | 15 |
| Professionals | Female | 0 | 0 | 12 | 0 | 12 |
| | Male | 0 | 0 | 12 | 0 | 12 |
| Technicians and associate professionals | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Clerks | Female | 0 | 0 | 83 | 0 | 83 |
| | Male | 0 | 0 | 48 | 0 | 48 |
| Service and sales workers | Female | 0 | 0 | 0 | 0 | 00 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Skilled agriculture and fishery workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Craft and related trades workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Plant and machine operators and assemblers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Gender sub totals | Female | 0 | 0 | 99 | 0 | 99 |
| Male | 0 | 0 | 0 | 75 | 0 | 75 |
| TOTAL | | 0 | 0 | 174 | 0 | 174 |



Oversight - April 2005 to March 2006 - Department of Housing

| Training Provided | | | | | | |
|--|----------|------------|---------------|---|-------------------------|------------|
| Occupational Categories | Gender | Employment | Learner-ships | Skills programmes & other short courses | Other forms of training | Total |
| Legislators, senior officials and managers | Female | 0 | 0 | 15 | 0 | 15 |
| | Male | 0 | 0 | 14 | 0 | 14 |
| Professionals | Female | 0 | 0 | 29 | 0 | 29 |
| | Male | 0 | 0 | 23 | 0 | 23 |
| Technicians and associate professionals | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Clerks | Female | 0 | 0 | 218 | 0 | 218 |
| | Male | 0 | 0 | 110 | 0 | 110 |
| Service and sales workers | Female | 0 | 0 | 0 | 0 | 00 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Skilled agriculture and fishery workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Craft and related trades workers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Plant and machine operators and assemblers | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Elementary occupations | Female | 0 | 0 | 0 | 0 | 0 |
| | Male | 0 | 0 | 0 | 0 | 0 |
| Gender sub totals | Female | 0 | 0 | 262 | 0 | 99 |
| Male | 0 | 0 | 0 | 147 | 0 | 147 |
| TOTAL | 0 | 0 | 0 | 409 | 0 | 409 |

HR oversight - April 2005 to March 2006 - Department of Housing

| Injury on Duty | | |
|---------------------------------------|----------|------------|
| Nature of injury on duty | Number | % of total |
| Required basic medical attention only | 4 | 100 |
| Temporary Total Disablement | 0 | 0 |
| Permanent Disablement | 0 | 0 |
| Fatal | 0 | 0 |
| TOTAL | 4 | |

| Job Evaluation, 1 April 2005 to 31 March 2006 | | | | | | | |
|---|-----------------|--------------------------|--------------------------------------|----------------|----------------------|------------------|----------------------|
| Salary band | Number of posts | Number of Jobs Evaluated | % of posts evaluated by salary bands | Posts Upgraded | | Posts downgraded | |
| | | | | Number | % of posts evaluated | Number | % of posts evaluated |
| Lower skilled (Levels 1-2) | | | | | | | |
| Skilled (Levels 3-5) | 4 | 4 | 100% | 3 | 75% | 0 | 0 |
| Highly skilled production (Levels 6-8) | | | | | | | |
| Highly skilled supervision (Levels 9-12) | | | | | | | |
| Senior Management Service Band A | | | | | | | |
| Senior Management Service Band B | | | | | | | |
| Senior Management Service Band C | | | | | | | |
| Senior Management Service Band D | | | | | | | |
| TOTAL | | | | | | | |

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

| Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2005 to 31 March 2006 | | | | | |
|--|---------|-------|----------|-------|----------|
| Beneficiaries | African | Asian | Coloured | White | Total |
| Female | 2 | | | | 2 |
| Male | | | | 1 | 1 |
| TOTAL | | | | | 3 |
| Employees with a disability | | | | | 0 |

The following table summarises the number of cases where remuneration levels exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

| Employees whose salary level exceed the grade determined by job evaluation, 1 April 2004 to 31 March 2005 (in terms of PSR 1.V.C.3) | | | | |
|---|---------------------|----------------------|--------------------|----------------------|
| Occupation | Number of employees | Job evaluation level | Remuneration level | Reason for deviation |
| None | 0 | 0 | 0 | |
| None | 0 | 0 | 0 | |
| None | 0 | 0 | 0 | |
| None | 0 | 0 | 0 | |
| Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2003/04 | | | | 0 |
| Percentage of total employment | | | | 0 |






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

| Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2004 to 31 March 2005 (in terms of PSR 1.V.C.3) | | | | | |
|---|----------------|--------------|-----------------|--------------|--------------|
| Beneficiaries | African | Asian | Coloured | White | Total |
| Female | 0 | 0 | 0 | 0 | 0 |
| Male | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 0 |
| Employees with a disability | 2 | | | | |
| Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2003/ 04 | | | | | None |

