the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

FRAMEWORK
FOR
STRATEGIC PLANNING
AND
PERFORMANCE INFORMATION

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LIST OF ACRONYMS

DPLG	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
ENE	Estimates of National Expenditure
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
MEC	Member of the Executive Council
PFMA	Public Finance Management Act
DORA	Division of Revenue Act (annual legislation)
IYM	In-year Monitoring
Stats SA	Statistics South Africa
DRPW	Department of Roads and Public Works
CFO	Chief Financial Officer
HOD	Head of Department
AG	Auditor-General
MANCO	Management Committee (Senior Managers of the Department)
TR	Treasury Regulations for 2005
EA	Executive Authority
EM	Executive Manager (on Chief Director level)
PM	Programme Manager
RM	Responsibility Manager
P&P	Policy and Planning
CD	Chief Director
PT	Provincial Treasury
PEC	Provincial Executive Committee
APP	Annual Performance Plan

1. INTRODUCTION

1.1 Why is Measuring Performance Important?

Performance information indicates how well the department is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of government's mandate.

- Performance information is key to effective management, including planning, budgeting, implementation, monitoring and reporting.

- Performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money.

- Performance information also plays a growing role in budget allocations and will increasingly be used to monitor service delivery.

- The most valuable reason for measuring performance is that what gets measured gets done. If an institution knows that its performance is being monitored, it is more likely to perform the required tasks - and perform them well. In addition, the availability of performance information allows managers to pursue results-based management approaches, for instance performance contracts, risk management, benchmarking and market testing.

- Performance information must therefore be accurate, relevant, measurable (quantitatively and qualitatively appropriate) and timely.

2. LEGISLATIVE FRAMEWORK

2.1 The Constitution

- Section 133 provides for the accountability of Members of the Executive Council (MECs) of a province to the provincial legislature.

- *Section 215 of the Constitution* states that national, provincial and municipal budgets and budgetary processes must promote transparency, accountability and the effective financial management of the economy, debt and the public sector.

2.2 Public Sector Management Reform

- *The implementation of the Public Finance Management Act (PFMA) (1999), and the* Public Service Act (1994, as amended) has enhanced control over public expenditure and empowered public sector managers.

- *The PFMA, Chapter 4: National and Provincial Budgets, section 28,* requires departments to prepare multi-year budget projections.

2.3 The Government-wide Monitoring and Evaluation System

- In 2004, the Cabinet initiated plans for a monitoring and evaluation system for government, and the Presidency subsequently developed the Government-wide Monitoring and Evaluation Framework.

3. AIMS OF THE PROCESSES

- Map out the existing arrangements for managing performance information (Fig.1).
- Define roles and responsibilities for managing performance information.
- Promote accountability and transparency for collecting performance information.
- Define the processes involved in collecting and reporting on performance information

4. PLANNING, BUDGETING AND REPORTING

The planning, budgeting and reporting cycle describes the relationship between these processes and emphasises that the executive is accountable to the relevant elected representative body for the entire process. Full and regular reports are required at each stage of the process.

Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages.

Figure 1: The relationship and timing of the different accountability documents
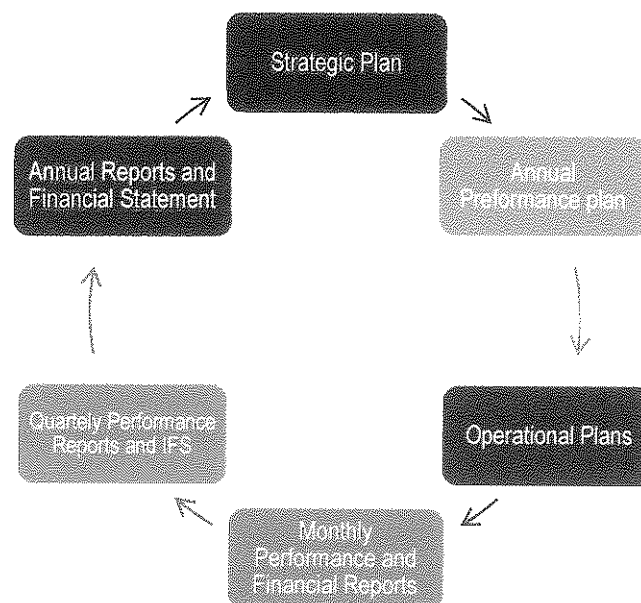
4.1   Key performance information concepts
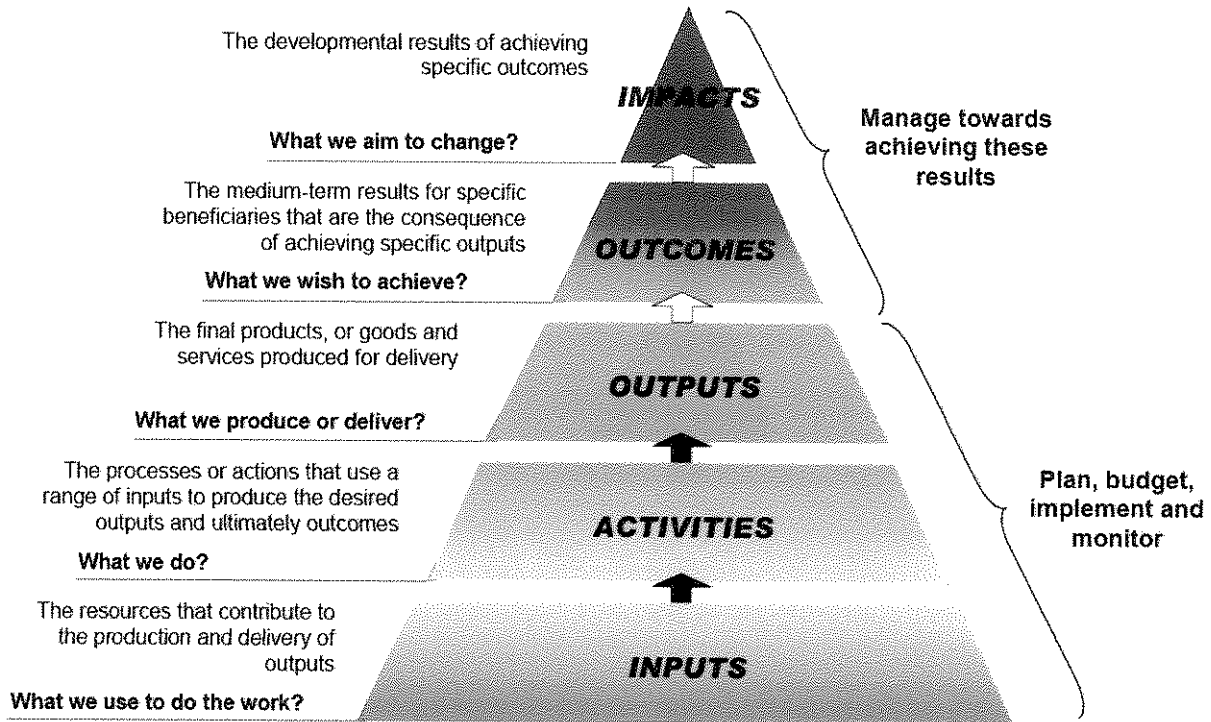
It is important to make sure that the performance indicators comply with the SMART principles.

Criteria: Compliance	Explanation
Existence	• Objectives, indicators and targets must be pre-determined and performance information must be reported against it
Presentation	• Performance information must be presented using the National Treasury guidelines • Material differences between actual and planned performance must be explained and supported by adequate supporting evidence
Measurability	• Objectives must be made measurable by means of indicators and targets. • Indicators should be well-defined and verifiable. • Targets should be specific, measurable and time-bound.
Relevance	• Planned objectives, indicators and targets should be relevant to the mandate and overall objectives of the entity • Clear and logical links should exist between the objectives, outcomes, outputs, indicators and performance targets
Consistency	• Objectives, indicators and targets must be consistent between planning and reporting documents

4.2 Planning documents

4.2.1 Process flow for strategic planning

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┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│ P&P prepares a  │      │ PM have         │      │ P&P consolidates,│     │ PM present APP  │
│ template and    │ ──>  │ individual      │ ──>  │ correct and     │ ──>  │ and Budgets to  │
│ send shell to PM│      │ Workshops to get│      │ complete report │      │ Extended        │
│                 │      │ inputs for APP  │      │ into Department │      │ Managment       │
│                 │      │ and Budget      │      │                 │      │ Committtee      │
│                 │      │ September/      │      │ Last week       │      │ Meeting         │
│                 │      │ October         │      │ November        │      │ November        │
└─────────────────┘      └─────────────────┘      └─────────────────┘      └─────────────────┘

┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│ Inputs and      │      │ Have workshops  │      │ Submit 2nd draft│      │ P&P consolidate │
│ challenges are  │      │ with the        │      │ APP to          │      │ all district    │
│ worked into     │ ──>  │ districts on    │ ──>  │ Provincial      │ ──>  │ inputs and      │
│ report and      │      │ operational     │      │ Treasury        │      │ submit a report │
│ submitted to P&P│      │ plans with      │      │                 │      │ to the CD & CFO │
│ November        │      │ budgets         │      │ December        │      │ December        │
│                 │      │ December        │      │                 │      │                 │
└─────────────────┘      └─────────────────┘      └─────────────────┘      └─────────────────┘

┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│ Final APP and   │      │ P&P submits     │      │ Proof of receipt│
│ Budget Statement│      │ signed APP to   │      │ is kept by CD   │
│ is submitted to │ ──>  │ Provincial      │ ──>  │ and CFO         │
│ HOD Signature   │      │ Legislature and │      │                 │
│ and sent back   │      │ Provincial      │      │                 │
│ February        │      │ Treasury        │      │                 │
│                 │      │ February        │      │                 │
└─────────────────┘      └─────────────────┘      └─────────────────┘
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4.2.2 Strategic Plan

Strategic planning, budgeting and spending plans, play an important role in the compilation of a credible budget which gives effect to strategic priorities. The process followed is outlined below:

The strategic plan of the Department shall be compiled in terms of detailed written guidelines issued by National Treasury. Strategic Plans identify strategically important outcomes and orientated goals and objectives against which public institutions' medium-term results can be measured and evaluated by Parliament, provincial legislatures and the public. The plan covers a period of five years in between National and Provincial Elections. It is envisaged that an institution's Strategic Plan should indicate the components of other medium to long term policies and plans that are to be implemented over a five-year planning period.

The strategic plan may be changed during the five year period that it covers. These changes should be limited to revisions related to significant policy shifts or changes in the service-delivery environment. The Department will do this by issuing an amendment to the existing plan which may be published as an annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan.

4.2.3 Annual Performance Plans

An Annual Performance Plan sets out what the institution intends doing in the upcoming financial year and during the MTEF to implement its Strategic Plan.

The departments are required to have an Annual Performance Plan (Workplan) that is linked to the budget for the current financial year. The approved MTSF and MTEF is translated into an operational plan.

The document sets out performance indicators and targets for budget programmes, and sub-programmes where relevant, to facilitate the institutions realising its goals and objectives set out in the Strategic Plan. Where appropriate, the plan should include a quarterly breakdown of performance targets for the upcoming financial year.

The Annual Performance Plan covers the upcoming financial year and the MTEF period. It should be noted that in years four and five of the Strategic Plan, the Annual Performance Plan's outer years will fall outside the period covered by the Strategic Plan. Forward projections should nonetheless be provided. The Department should aim to table its Annual Performance Plan within a month after the tabling of the budget in respect of the year to which it relates. The Annual Performance Plan is implemented annually with effect from 01 April.

4.2.4 Budgeting

The budget process involves debate and decision-making about how to achieve the agreed policy priorities and service delivery objectives. Budgeting is about considering choices and trade-offs as resources are limited, making it impossible to fund every priority being considered; this is the budget reality and maximization is required to maximize what can be achieved in the medium term given the available resource envelope. The budget process usually includes a step referred to as *"budget hearings"* or *"budget benchmarking"* which is conducted by the relevant treasury and involves interrogation of departmental budgets.

4.2.4.1 Zero-based budgeting

This approach assumes that the budget is being compiled for the first time, i.e. budget compilation starts from a zero baseline. Managers must plan their expenditure and present it to senior management for review, approval and consolidation.

4.2.4.2 Incremental budgeting

Incremental budgeting uses the previous financial year's actual expenditure to inform the following year's budget. Usually a percentage increase on the previous year's actual performance is added to arrive at the budget. This approach does not take cognisance of the changing environment and it does not allow for cost reduction initiatives.

4.2.4.3 MTEF and MTSF

The Department meets annually to set priorities for the next financial year and to re-examine the relevance of the current key objectives. The proposals/projects are set over a three year cycle which is aligned to the MTSF and the MTEF. The three year plan is presented to MANCO and the EA for prioritisation of projects and approval. The three year plan is submitted as the DRPW's MTSP.

4.3   Reporting on Performance Information

4.3.1   Monthly Reports

The purpose of monthly financial reports is to serve as a management tool i.e. managers must analyse the reported information and use it to assess performance against plans, to evaluate alternative courses of action and, where necessary, take corrective action to ensure that service delivery objectives are achieved. The monthly reports will also allow the executive authority to monitor performance of the accounting officer.

4.3.1.1 In Year Monitoring

Within fifteen days of the month-end, the accounting officer must submit to the relevant treasury and executive authority, information on:

* actual, expenditure and transfers for that month, in the format determined by the national Treasury
* actual expenditure on any conditional grants under the DORA
* projections of anticipated expenditure and revenue for the remainder of the current financial year.
* any material variances and a summary of actions to ensure that the projected expenditure and revenue remain within the budget

4.2.1.1 Non-financial report

1. Overview.
2. Priority Performance Area.
3. Service delivery Programme based on priority performance Areas.
4. Financial Performance Report:

Budget	Expenditure	Variance	% Spent	Projections

- Any material variances and a summary of actions to ensure that the projected expenditure remain within the budget.
- List of commitment to be paid for remainder of financial year: eg. Projects and programmes.
- New Policy priorities that require funding for remainder of financial year.

5. Key Projects and Programmes - Link to operational plan.

The major projects should include:

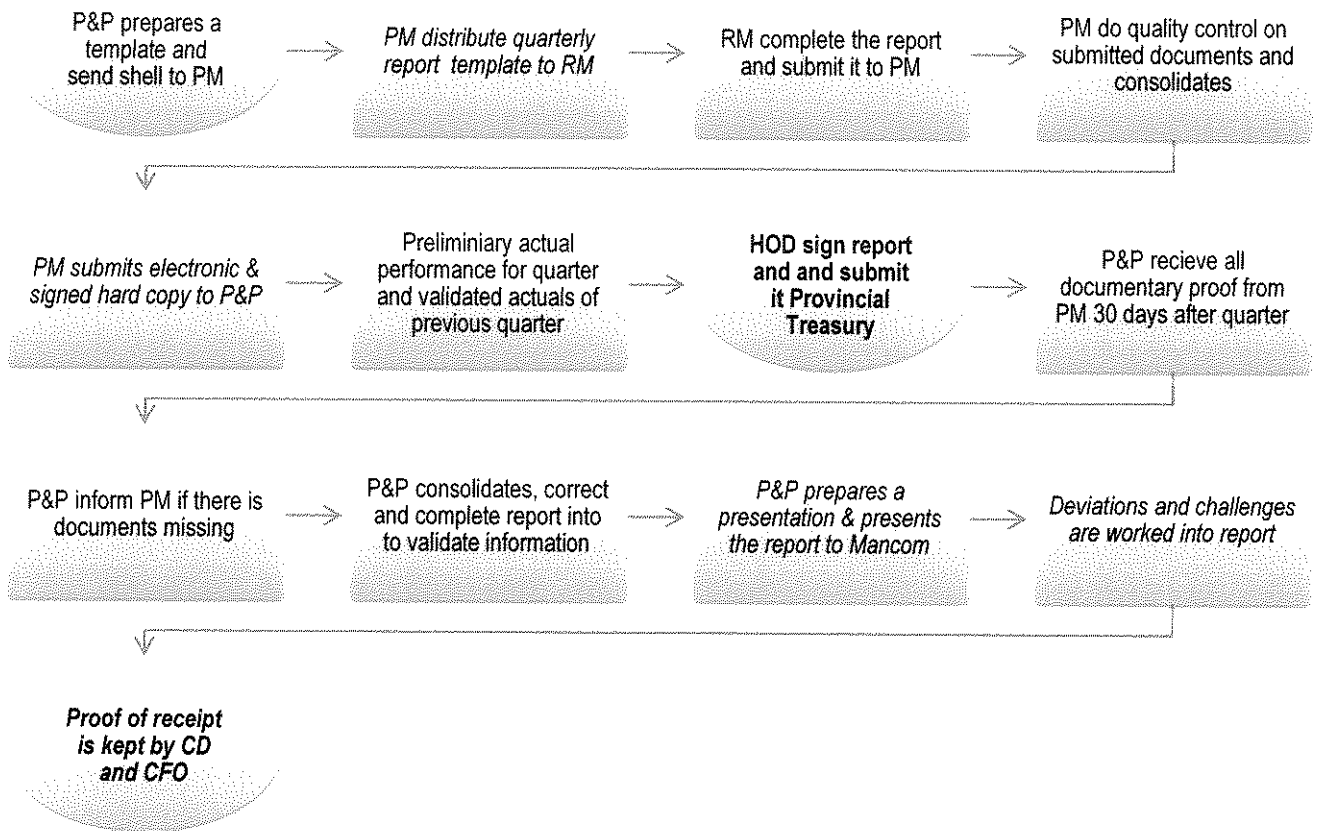| Name of Project	Value of Project	Amounts spent	Progress to date	No of job opportunities	Brief history of project

6. Stakeholder engagements / Status of relationships.
7. Challenges, Risks and Mitigating Strategies.

4.3.2 Quarterly Reports

Quarterly performance reports provide progress updates on the implementation of an institutions' Annual Performance Plan in the previous quarter, with particular reference to monitoring delivery against quarterly performance targets. The Quarterly Report of the Department is prepared according to the template issued by Treasury.

The refinement of performance reporting will assist with further development of government's performance management system. The accountability cycle illustrates the linkages between the department's strategic plan, medium term budget, management's performance agreements, in-year monitoring and reporting, the annual report and annual review; meaningful financial and non-financial information is necessary to assess departmental performance.

Figure 4: The process for quarterly performance reporting

P&P prepares a template and send shell to PM	PM distribute quarterly report template to RM	RM complete the report and submit it to PM	PM do quality control on submitted documents and consolidates

PM submits electronic & signed hard copy to P&P	Preliminiary actual performance for quarter and validated actuals of previous quarter	HOD sign report and and submit it Provincial Treasury	P&P recieve all documentary proof from PM 30 days after quarter

P&P inform PM if there is documents missing	P&P consolidates, correct and complete report into to validate information	P&P prepares a presentation & presents the report to Mancom	Deviations and challenges are worked into report

Proof of receipt is kept by CD and CFO

4.3.2.1 Non-financial information

Submission dates for quarterly performance reports (nonfinancial Data) by managers

Points to remember when completing the database

All targets must be expressed as actual numbers rather than percentages. The targets for the database must correspond with the targets that have been expressed in the Annual Performance Plan as well as the Budget Statement. **In other words, the targets for each of the performance measures/indicators should be the same in all 3 documents.**

Ensure that the targets in the Quarterly Performance Reporting database are the same as the targets that are in the Annual Performance Plan.
  a) Ensure that the annual planned target columns and the quarterly planned targets for all four quarters are accurately completed when submitting it.

b) The database will be **LOCKED** a day after the submission date and under no circumstances will late information be accepted. Therefore, if your information is not received timeously it will not be reflected in the national progress report for that particular quarter.

Departments with standardised annual performance plans

The narrative report needs to provide a brief explanation of the challenges per programme and sub-programme that are experienced by the department and the management measures that have been taken or are being taken to respond to these issues. The challenges can either respond to the customised measures in the program or generic challenges that are experienced by the Department with specific programmes.

4.3.2.2 Standardised Quarterly Reports

Part 1: Generic Departmental Performance

- Vision, Mission, Values.
- Organogram.
- Legislative Mandates.
- Introduction by Accounting Officer.

Part 2: Departmental Programme Performance

- Programme Performance in Summary.
- Voted Funds.
- Aim of the Vote.
- Summary of Programmes.
- Key Strategic Performance Achievements.
- Overview of Service Delivery Environment.
- Organisational Environment.
- Departmental Payments.

Programme Performance

Performance indicator	Reporting period	Annual target	Quarter 1		
			Target	Actual	Comments

4.3.3 Annual Reports

The Annual Report provides information on the performance of the institutions in the preceding financial year for the purposes of oversight.

The Annual Report looks at the institution's performance relative to the targets set in the Annual Performance Plan and provides the audited annual financial statements. It reveals how the budget was implemented and the state of the institution's financial management systems, and should include relevant background statistics and administrative data series.

The Annual Report should be linked to the implementation of the Annual Performance Plan and budget. All in-year reports assist in the drawing up of the Annual Report, which should be subjected to an annual review and oversight process. Recommendations emerging from the review would feed into the planning and budgeting process for the following year.

The accounting officer must ensure that the annual report complies with the relevant legislative requirements and minimum content in accordance with the annual reporting guidelines published by the National Treasury's Office of the Accountant-General. On the 31 May the Accounting Officer must submit the General Information, Performance Information and Human Resource Information to The Auditor General.

The accounting officer must also, within five months of the year-end, submit the department's annual report containing the audited financial statements and the Auditor-General's report, to the relevant treasury and the executive authority.

The Executive Authority must table the annual report at the Provincial Legislature by 30 September each year.

The Annual Report must provide the following minimum information:

Part 1:   General Information.
Part 2:   Programme Performance.
Part 3:   Report of the Audit Committee.
Part 4:   Annual Financial Statements.
Part 5:   Human Resource Management.

5. MANAGING PERFORMANCE INFORMATION

Effective management of performance information requires a clear understanding of different responsibilities, and the structures and systems involved in managing performance.

5.1 Responsibilities

(a) **Executive Authority:** An MEC is accountable to the provincial legislature should provide these institutions with full and regular reports concerning matters under their control. The MEC's should in turn ensure that the institutions under their control set up appropriate performance information system so that they are able to fulfill their accountability reporting responsibilities. They should also oversee such systems to ensure that they are functioning optimally and comply with this Framework and other related standards and guidelines.

(b) **Accounting Officer:** The accounting officer or head official of an institution is accountable for establishing and maintaining the systems to manage performance information. Their performance agreements should reflect these responsibilities. They should be assisted by chief information officers, and by ensuring there is appropriate capacity within the institution.

(c) **The CFO:** analyzes and interprets reports in terms of financial performance. In this respect the CFO should interact and engage with officials to ensure that remedial action is taken where required and that financial performance against budget remains within satisfactory limits.

(d) **Policy and Planning:** This unit should evaluate whether the documentation is correct and relevant to the performance indicator. They must also do quality control on the information submitted and make sure that the template is completed as that reasons for deviations from target was submitted. aggregates all reports received from PM and serves as the interface between the EM and PM. They should be able to interrogate submissions for integrity and accuracy before completing the aggregated report.

(e) **Programme Managers:** Programme managers will consolidate the information received from all line managers and submit to the Policy and Planning unit. They will use their inputs to compile a deviation report and to submit forecasting for the next month. A signed copy and adjust forecasts with deviation(s).

(f) **Line managers and other officials:** Line managers are accountable for establishing and maintaining the performance information processes and systems within their areas of responsibility. Their performance agreements must reflect these responsibilities. The Sub-

Program Manager completes a pre-populated spreadsheet with projections and deviation reports. These are submitted to the PM to ensure that performance against budget remains within satisfactory limits.

A range of officials is responsible for capturing, collating and checking performance data related to their activities. The integrity of the institution's overall performance information depends on how conscientiously these officials fulfill these responsibilities. Consequently, their performance agreements and assessments should deal explicitly with the quality of this aspect of their work.

The Engineers would go to site and measure the progress of the projects and would sign off indicating that the projects have progress this percentage. They would indicate the m^2 or the km^2 that was completed. The progress report on all the projects would than indicate the amount of work that was performed.

Registers or minutes of meetings will be submitted as proof when we need to that a person attends training courses, conferences, workshops and meetings.

Figure 3: Organogram – Performance Information Management
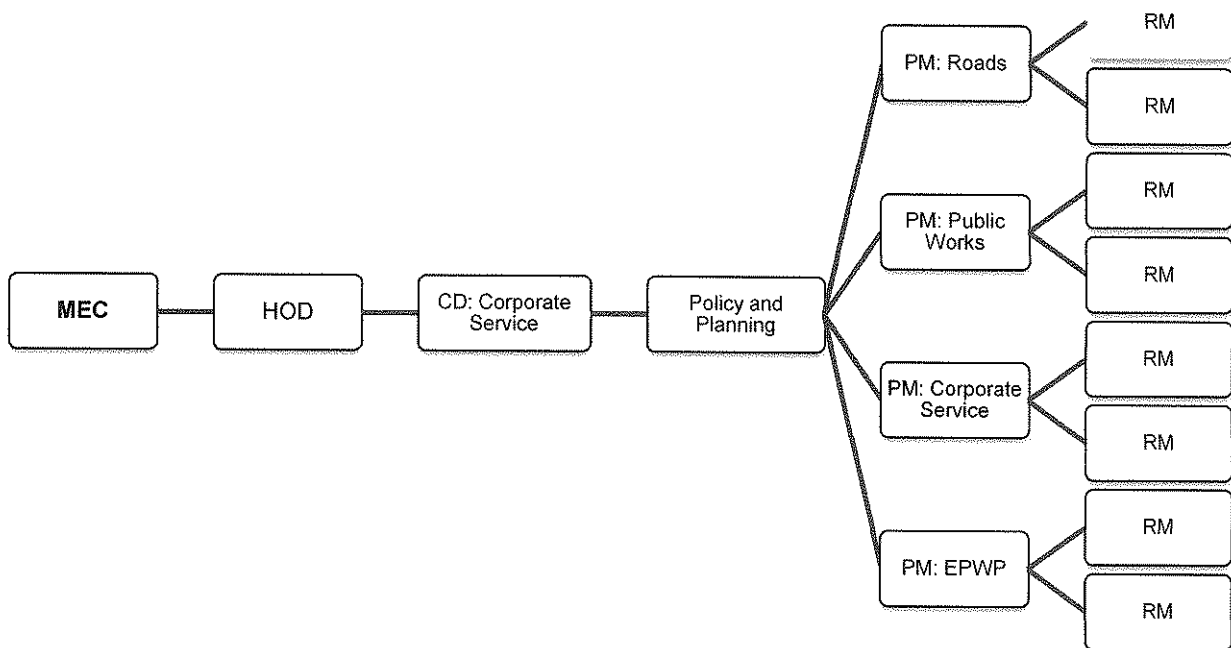
5.2 Departmental forum for report on Performance Information

Provincial Management Committee (MANCO)

- The meeting comprises of HOD, Chief Directors, Directors and District Managers.
- MANCO meetings are held on a quarterly basis.
- The term of reference is as follows
  - ✓ Implementation of all decisions that was taken by PEC
  - ✓ Make recommendations of all decisions taken by PEC
  - ✓ Review the departments strategic Plan
  - ✓ Implement the Annual Performance Plan
  - ✓ Advice the PEC on strategic and Governance issues
  - ✓ Put in place measures that assist the department to fulfill its mandate

5.3 Systems and Processes on Performance Indicators

The department has *approved* process and system documentation for the collection, collation, verification, storing and reporting of actual performance information.

Performance indicator	Describes where the information comes from and how it is collected	Provides a brief explanation of what the indicator is,	What is provided as evidence to substantiate the achievement	Explain what the indicator is intended to show and why it is important

- The national department responsible for concurrent function assisted the department by providing inputs and/or programmes, system or processes for the collection, collation, verification, storing and reporting of actual performance information.
- At the Strategic planning sessions of the programme managers the department communicated the approved process and system documentation for the collection, collation, verification, storing and reporting of actual performance information to all role-players
- The other officials that deal with the performance information are part of the workshop on the completion of the above table. By them being part of this process, it gives them insight on the processes and procedures, for collection of performance information.

6.   REPORTING TIME FRAMES

Figure 5: Planning, budgeting and reporting time frames

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Planning	Strategic Plans (every 5yrs)				1st Draft SP			2nd Draft SP				Tabled in Parliament	
	Annual Performance Plans				1st Draft APP			2nd Draft APP			Performance indicators and targets for APP's	Tabled in Parliament	
Budgeting	Annual Budget and MTEF		NT issues MTEF instructions		Depts submit 1st draft budget and new expenditure estimates			NT issues instructions for ENE	NT and PT issue allocation letters		Depts submit final ENE chapter	Tabled in Parliament	
Monitoring and Reporting	Monthly Financial Reports	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end	15 days after month end
	Quarterly Performance Reports	4th quarter QPR (previous financial year)			1st quarter QPR			2nd Quarter QPR			3rd quarter QPR		
	Annual Reports		Performance Info sent to Auditors			Tabled Annual Reports							
Sector Coordination	Change Requests to BPS			Depts propose changes to BPS	NT approves changes to BPS								
	Change request to Performance Indicators			Depts propose Performance Indicators	Depts and NT agree on core Performance indicators								

7.   APPROVALS AND RECOMMENDATIONS

This policy is approved / not approved

Comments:

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ACCOUNTING OFFICER

_31·01·2013_
_____

DATE

ANNEXURE A: PROCESSES FOR COMPILATION OF ANNUAL REPORT

GENERAL AND PERFORMANCE INFORMATION

SUB-SECTIONS	RESPONSIBLE PERSON	REVIEWED BY	ACTION	FOLLOW-UP DATE	DUE DATE	COMPLETED
Performance information completed	B. Mabilo		Manage completion of information and submit to AG.		31-May	
Pre audit (internal)	B. Slingers		Pre audit performance information completed and report to CFO.		25-May	
Guideline for PM's on programme annual reports			Develop annual performance report guideline. Include AG's requirements.		15-Feb	
Guideline for referencing supporting documentation file.			Prepare guide.		15-Feb	

PART 1: Generic Departmental Performance

		Director Policy and Planning	CD: Institutional Support			
2	GENERAL INFORMATION					
2.1	Vision, Mission, Values			Write the submission.		07-May
2.2	Organogram			Contact Office of HOD to do this.		07-May
2.3	Legislative Mandates			Contact Office of HOD to contact Ministry to do this.		07-May
2.4	Accounting Officer Overview			Copy from final approved SP.		07-May

PART 2: DEPARTMENTAL PROGRAMME PERFORMANCE

SUB-SECTIONS	RESPONSIBLE PERSON	REVIEWED BY	ACTION	FOLLOW-UP DATE	DUE DATE	COMPLETED
2.1.1 Voted Funds	Director Policy and Planning					
2.1.2 Aim of the Vote			Copy from final approved APP		07-May	
2.1.3 Summary of Programmes			Copy from final approved APP		07-May	
2.1.4 Key Strategic Performance Achievements			Summarize key achievements of the department		16-May	
2.1.5 Overview of Service Delivery Environment			Refer to page 25 of the guideline.		16-May	
2.1.6 Organisational Environment			Refer to page 25-26 of the guideline.		16-May	
2.1.7 Departmental Payments			Refer to page 26 of the guideline.		16-May	
Departmental revenue, expenditure, and other specific topics	CHIEF FINANCIAL OFFICER					
2.1.8 Collection of departmental revenue			Complete information.		04-May	
2.1.9 Departmental expenditure			Complete information.		04-May	
2.1.10 Transfer payments (if applicable)			Complete information.		04-May	
2.1.11 Capital investment, maintenance and asset management plan			Complete information.			

SUB-SECTIONS	RESPONSIBLE PERSON	REVIEWED BY	ACTION	FOLLOW-UP DATE	DUE DATE	COMPLETED
2.2 PROGRAMME PERFORMANCE			Ensure that all info is correct and edited for final document.		07-May	
2.2.1 Programme 1: Administration	CD: Inst. Support		Liaise with programme managers		11-May	
Human Capital Management	Dir: HCM				07-May	
Labour Relations	Dir: labour					
Finance	CFO					
Corporate Support	Dir: Corp.					
Policy and Planning	Dir: P&P					
2.2.2 Programme 2: Public Works	Dir: PW		Liaise with programme managers		07-May	
PW	Director					
Property management	Director					
2.2.3 Programme 3: Road Infrastructure	CD: Roads		Liaise with programme managers		07-May	
2.3.4: Programme 4: Community Based Programme	CD: PW & EPWP		Liaise with programme managers		07-May	

HUMAN RESOURCE INFORMATION

NOTE	REPORTS PER NATIONAL TREAUSURY GUIDELINE	RESOURCE DOCUMENTS	RESPONSIBLE UNIT	FOLLOW-UP DATE	DUE DATE	COMPLETED
1	**Service Delivery**					
Table 1.1	Main services provided and standards	SDIP	Policy and Planning			
Table 1.2	Consultation arrangements with customers	SDIP	Policy and Planning			
Table 1.3	Service delivery access strategy	SDIP	Policy and Planning			
Table 1.4	Service information tool	SDIP	Policy and Planning			
Table 1.5	Complaints mechanism	SDIP	Policy and Planning			
2	**Expenditure**					
Table 2.1	Personnel costs by programme	Persal #7.10	Budget Office			
Table 2.2	Personnel costs by salary bands	Persal #7.10	HRM			
Table 2.3	Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme,	Persal #7.10	HRM			
Table 2.4	Salaries, Overtime, Home Owners Allowance and medical Assistance by salary bands	Persal #7.10	HRM			
3	**Employment and vacancies**					
Table 3.1	Employment and vacancies by programme	Persal #3.3.20	HRM			
Table 3.2	Employment and vacancies by salary bands,	Persal #3.3.20	HRM			
Table 3.3	Employment and vacancies by critical occupation,	Persal #3.3.20	HRM			
4	**Job evaluation**					
Table 4.1	Job Evaluation	Persal #3.3.20	HRM			
Table 4.2	Profile of employees whose salary positions were upgraded due to their posts being upgraded	Persal #3.3.20	HRM			

NOTE	REPORTS PER NATIONAL TREAUSURY GUIDELINE	RESOURCE DOCUMENTS	RESPONSIBLE UNIT	FOLLOW-UP DATE	DUE DATE	COMPLETED
Table 4.3	Employees whose salary level exceed the grade determined by job evaluation	Persal #3.3.20	HRM			
Table 4.4	Profile of employees whose salary level exceed the grade determined by job evaluation	Persal #3.3.20	HRM			
5	Employment changes					
Table 5.1	Annual turnover rates by salary band for the period	Persal #7.6.9	HRM			
Table 5.2	Annual turnover rates by critical occupation for the period	Persal #7.6.9	HRM			
Table 5.3	Reasons why staff are leaving the department	Persal #7.6.7	HRM			
Table 5.4	Promotions by critical occupation	Persal #7.6.6	HRM			
Table 5.5	Promotions by salary band	Persal #7.6.6	HRM			
6	Employment equity					
Table 6.1	Total number of employees in each of the following occupational categories as	Persal #7.12	HRM			
Table 6.2	Total number of employees in each of the following occupational category bands	Persal #7.12	HRM			
Table 6.3	Recruitment for the period	Persal #4.8.15	HRM			
Table 6.4	Promotions for the period	Persal #7.6.3	HRM			
Table 6.5	Terminations for the period	Persal #7.8.5	HRM			
Table 6.6	Disciplinary action for the period	Persal #4.8.31	HRM			
Table 6.7	Skills development for the period	Register	HRD			
7	Performance rewards					
Table 7.1	Performance Rewards by race, gender and disability,	Persal #4.8.39	HRM			

NOTE	REPORTS PER NATIONAL TREAUSURY GUIDELINE	RESOURCE DOCUMENTS	RESPONSIBILE UNIT	FOLLOW-UP DATE	DUE DATE	COMPLETED
Table 7.2	Performance Rewards by salary bands for personnel below Senior Management Service	Persal #4.8.39	HRM			
Table 7.3	Performance Rewards by critical occupations	Persal #7.6.12	HRM			
Table 7.4	Performance related rewards (cash bonus), by salary band, for Senior Management Service	Persal #7.6.12	HRM			
8	**Foreign workers**					
Table 8.1	Foreign Worker, 1 April to 31 March by major occupation		HRM			
Table 8.2	Foreign Worker, 1 April to 31 March by major occupation		HRM			
9	**Leave utilisation for the period**					
Table 9.1	Sick leave,	Persal #4.8.9	HRM			
Table 9.2	Disability leave (temporary and permanent)	Persal #4.8.9	HRM			
Table 9.3	Annual Leave	Persal #4.8.9	HRM			
Table 9.4	Capped leave	Persal #4.8.9	HRM			
Table 9.5	Leave payouts for the period	Persal #4.8.9	HRM			
10	**HIV and Aids and health promotion programmes**					
Table 10.1	Steps taken to reduce the risk of occupational exposure	Database	Special Programs			
Table 10.2	Details of Health Promotion and HIV and AIDS Programmes	Database	Special Programs			
11	**Labour relations**					
Table 11.1	Collective agreements	N/A	Labour relations			

23   FRAMEWORK FOR STRATEGIC PLANNING AND PERFORMANCE INFORMATION

NOTE	REPORTS PER NATIONAL TREASURY GUIDELINE	RESOURCE DOCUMENTS	RESPONSIBLE UNIT	FOLLOW-UP DATE	DUE DATE	COMPLETED
Table 11.2	Misconduct and disciplinary hearings finalised,	Persal #4.8.31	Labour relations			
Table 11.3	Types of misconduct addressed at disciplinary hearings	Persal #4.8.31	Labour relations			
Table 11.4	Grievances lodged for the period	Persal #4.8.31	Labour relations			
Table 11.5	Disputes lodged with Councils for the period	Register	Labour relations			
Table 11.6	Strike actions for the period	Register	Labour relations			
Table 11.7	Precautionary suspensions for the period	Register	Labour relations			
12	**Skills development**					
Table 12.1	Training needs identified	Workplace Skills plan	HRD			
Table 12.2	Training provided	Workplace Skills plan	HRD			
13	**Injury on Duty**					
Table 13.1	Injury on duty	Register from OHS	OHS			
14	**Utilisation of consultants**					
Table 14.1	Report on consultant appointments using appropriated funds	SCM Report	SCM			
Table 14.2	Analysis of consultant appointments using appropriate funds, in terms of Historically Disadvantaged Individuals	SCM Report	SCM			
Table 14.3	Report on consultant appointments using Donor Funds					
Table 14.4	Analysis of consultant appointments using Donor Funds, in terms of Historically Disadvantaged Individuals (HDIs)					