





HUMAN
RESOURCES
MANAGEMENT

Human RESOURCES Management

The SABC operates in a dynamic environment which is characterised by fast-changing technological and broadcasting media platforms. The much anticipated migration from analogue to digital television, the establishment of the internet as a global media platform and the emergence of new technologies are some of the changes that are already happening in South Africa.

These changes pose serious transformational challenges from the human resources viewpoint. For instance, skills and talent profiles required and training and development as well as talent management strategies that need to be adopted at the SABC now and in the future. There are also some human resource processes that need to be reviewed in order to enhance the readiness of the SABC human capital to face the new challenges that have been ushered by the digital migration and broadcasting global platform media.

PERFORMANCE MANAGEMENT

During the 2012/13 financial year, the Performance Management Policy and System was developed and consulted with all the stakeholders in order to obtain buy-in at all levels. The final policy and system will be implemented during the next fiscal to ensure that the culture of performance excellence is cultivated within the SABC.

Skills Audit and Workforce Study

A Skills Audit and Workforce Study Analysis commenced during the last quarter of the year under review and will be completed in the early part of the new fiscal in 2013/14. This study will provide the Human Capital Services (HCS) with valuable information regarding the nature of the capability (knowledge and skills) that the organisation has currently and what it will require in the future as well as gaps that need to be addressed. The data also provides the organisation with insight into its current head count and what would constitute an effective organisation in light of the changing broadcasting environment.

New Organisational Structure

One of the main initiatives within the Turnaround Strategy of the SABC was the redesign of the organisational structure to support the SABC's Organisational Strategy and Vision. A new top structure was approved and implemented during June 2012. Further to this the divisional structures were developed and these were consulted with the relevant stakeholders, approved and signed-off.

The new structure brought with it a challenge of new or revised position titles which necessitated that new job profiles be drawn up to ensure that all positions are at the correct levels. This process will continue into the next financial year because it involves the in-depth analysis and evaluation of the job to place it at levels that are objective and bench-marked.

Employee Wellness

New trends and risks associated with the health and wellness of employees have been discovered and pose new challenges for the Employee Wellness Department within the SABC. This department which oversees the Employee Wellness, Occupational Health and

Employee Assistance Programme (EAP) nationally, has identified the following health and wellness risks:

- Drug and alcohol abuse;
- High sick leave;
- Absenteeism;
- Stress; and
- Debt/financial management.

The EAP report showed a worrying increase in issues relating to stress and anxiety. Some of the examples relate to inadequate life management skills, interpersonal relations issues, management/employee conflict and financial management challenges. Research has shown unequivocally that an unmanageable increase in these illnesses and life management issues will impact the performance and productivity of an organisation negatively. In the short-term, the corporation will roll out a financial health programme in the new fiscal to assist employees to manage their debt and finances better with a spin off of stress free employees. Further more in the new fiscal a comprehensive Employee Wellness and Wellbeing Strategy will be developed to assist employees and the organisation to improve its performance.

POLICY DEVELOPMENT

During the 2012/13 financial year, a task team was established to review all Human Capital Services policies in order to ensure that they are aligned to latest legislation, are transformative and bench-marked. The task team prioritised four policies for development, consultation and finalisation in the current fiscal period to be implemented in the next financial year. These policies are:

- Recruitment;
- Remuneration;
- Performance management; and
- Disciplinary Code of Conduct.

HUMAN RESOURCE OVERSIGHT STATISTICS

Key Training Statistics

Workplace Skills Plan achievement	66.2% 4 277 interventions completed
Total training expenditure	Approximately R32m
Number of bursaries supported	180 (R4.2m) SABC 14 SED bursaries
Employment Equity	53% females trained 47% males trained

Employee Relations

The Special Investigation Unit (SIU) investigation covered a variety of aspects of misconduct such as declaration of interests, contravention of policy on additional work and transgressions of DAF as well as procurement regulations and policies. The cases of declaration of interests were addressed through HR processes pursuant to legal advice. About 130 of employees who contravened the provisions of declaration of interests were progressively disciplined and that process was finalised.

All other matters investigated by SIU were handed back to the DoC for final decision.

A total of 44 other internal disciplinary hearings were conducted during the period under review and the major categories of misconduct were:

- Dishonesty;
- Negligence in the execution of duties;
- Absence from the workplace; and
- Contravention of Rules and Regulations.

An on-going process of employee relations training commenced during the 2012/13 financial year after a need was identified in this regard amongst management and staff including employee representatives.

Employment Equity

The SABC has a legal and social obligation to adhere to the provisions of the Constitution and the Employment Equity Act of 1998. Legislation requires South African institutions to contribute towards transformation initiatives. It is required of organisations to design and implement strategies that will help institutions to transform in a manner that will ensure that the work environment is representative of the population of South Africa.



Occupational Health and Safety awareness campaign showcases the evacuation chair for the disabled.

Equity Target and Employment Equity Status

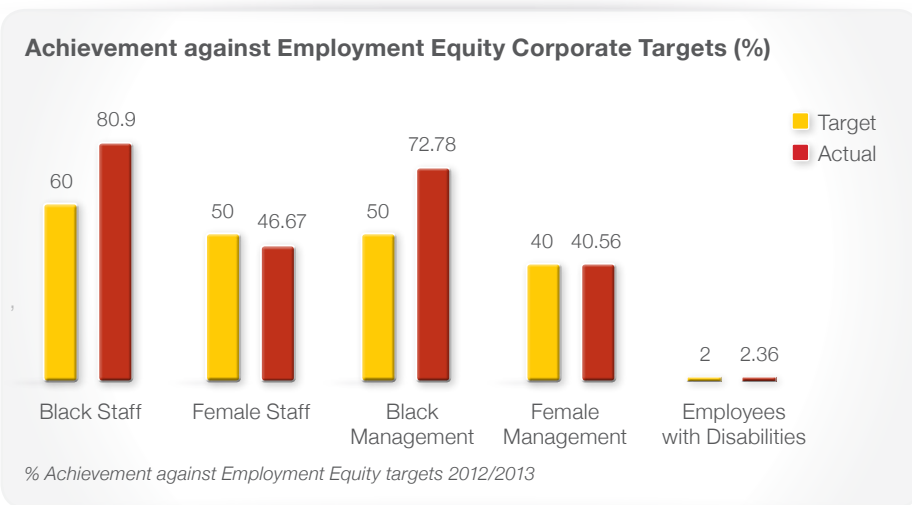
Level	African		Coloured		Indian		White		All	
	Current	Target	Current	Target	Current	Target	Current	Target	Current	Target
Male										
Top Management	0	0	0	0	0	0	0	0	0	0
Senior Management	3	2	0	0	0	0	1	1	4	3
Professional Qualified	181	178	14	19	22	20	67	58	284	275
Skilled	1 038	1 032	107	121	58	72	304	272	1 507	1 497
Semi-skilled	140	136	7	8	0	0	0	0	147	144
Unskilled	0	0	0	0	0	0	0	0	0	0
Grand Total	1 362	1 348	128	148	80	92	372	331	1 942	1 919
Female										
Top Management	1	1	0	0	0	0	0	0	1	1
Senior Management	1	1	3	3	1	1	0	0	5	5
Professional Qualified	109	106	20	30	15	25	46	40	190	201
Skilled	924	954	158	205	75	90	273	261	1 430	1 510
Semi-skilled	59	59	7	7	2	2	5	7	73	75
Unskilled	0	0	0	0	0	0	0	0	0	0
Grand Total	1 094	1 121	188	245	93	118	324	308	1 699	1 792
All										
Top Management	1	1	0	0	0	0	0	0	1	1
Senior Management	4	3	3	3	1	1	1	1	9	8
Professional Qualified	290	284	34	49	37	45	113	98	474	476
Skilled	1 962	1 986	265	326	133	162	577	533	2 937	3 007
Semi-skilled	199	195	14	15	2	2	5	7	220	219
Unskilled	0	0	0	0	0	0	0	0	0	0
Grand Total	2 456	2 469	316	393	173	210	696	639	3 641	3 711

* Figures as at 31 March 2013.

* Targets as per the Department of Labour report on Employment Equity submitted in September 2012.

In line with the Employment Equity Act the SABC had set and achieved Employment Equity targets for the past financial year.

During the year under review, the SABC exceeded the employment equity targets for most of the categories of the designated groups as set out on the table below



Leave Liability

In an effort to reduce the leave liability, the SABC Board approved an open window for encashment during the year under review. The open window authorised employees to take a certain number of days leave with simultaneous encashment of an equal number of days. As a result of this exercise, the SABC spent R8.3m on leave encashment during March. The corresponding leave liability value reduction relating to the exercise was R19m.

The SABC Board also resolved to amend the SABC policy on leave with a view to curb growth to the leave liability.

Personnel Cost by Division

Division	Total Expenditure (R'000)	Permanent Employee Compensation and Benefits Expenditure (R'000)	Permanent Employee Compensation and Benefits Expenditure as % of Total Expenditure	No. of Employees	Average Employee Compensation and Benefits per Employee (R'000)
Commercial Enterprises	259 148	163 914	63.3%	325	504.35
Group Services	699 466	410 101	58.6%	444	923.65
News	575 579	434 423	75.5%	953	455.85
Provincial Operations	159 763	71 580	44.8%	192	372.81
Radio	881 560	161 346	18.3%	371	434.90
SABC Sport	701 297	28 166	4.0%	51	552.27
Technology	940 364	391 363	41.6%	969	403.88
Television	2 177 667	158 559	7.2%	336	471.90
Grand Total	6 394 844	1 819 452	28.5%	3641	499.71

Personnel Cost Level

Level	Permanent Employee Compensation and Benefits Expenditure (R'000)	Permanent Employee Compensation and Benefits Expenditure as % of Total Expenditure	No. of Employees	Average Employee Compensation and Benefits per Employee (R'000)
Top Management	26 305	1.5%	9	2 922.78
Senior Management	93 975	5.2%	62	1 515.73
Middle Management	331 992	18.2%	428	775.68
Junior Management	384 166	21.1%	605	634.99
Supervisory Levels	818 564	45.0%	1943	421.29
Other Staff	164 450	9.0%	594	276.85
Grand Total	1 819 452	100.0%	3641	499.71

Performance Reward

Level	* Performance Rewards (R'000)	Permanent Employee Compensation and Benefits Expenditure (R'000)	% of Performance Rewards vs Total Employee Compensation and Benefits Expenses
Top Management	367	26 305	1.4%
Senior Management	1 193	93 975	1.3%
Middle Management	-	331 992	0%
Junior Management	-	384 166	0%
Supervisory Levels	-	818 564	0%
Rest of Staff	-	164 450	0%
Grand Total	1 560	1 819 452	0.1%

* These are not performance rewards, but payments made for fulfilling additional responsibilities as well as special adhoc payments for concluding the AG investigation project. For example persons who acted in higher roles and those who form part of the AG Task Team and concluded the investigation project.

Training Costs

Division	Permanent Employee Compensation and Benefits Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as % of Permanent Employee Compensation and Benefits Expenses	No. of Employees Trained	Average Training Cost per Employee (R'000)
Commercial Enterprises	163 914	3 523	2.1%	211	17
Group Services	410 101	13 056	3.2%	133	98
News	434 423	7 229	1.7%	416	17
Provincial Operations	71 580	658	0.9%	153	4
Radio	161 346	5 992	3.7%	162	37
SABC Sport	28 166	288	1.0%	90	3
Technology	391 322	19 648	5.0%	486	40
Television	158 557	3 616	2.3%	236	15
Grand Total	1 819 452	54 010	3%	1 887	29

* including Seta levies paid, workshops and seminars, training and bursaries.

Employment and Vacancies

Level	2011/12 No. of Employees	2012/13 Approved Posts	2012/13 No. of Employees	2012/13 Vacancies	% of Vacancies
Top Management	8	10	9	1	12.9%
Senior Management	59	64	62	2	3.2%
Middle Management	432	440	428	12	2.9%
Junior Management	599	616	605	11	1.8%
Supervisory Levels	1 411	1 964	1 943	21	1.1%
Other Staff	1 123	610	594	16	2.8%
Grand Total	3 632	3 705	3 641	64	1.8%

* A centralised budget was created for vacancies, but no positions were linked to this budget.

* % of vacancies was extrapolated by using a ratio of % per division against the total vacancy budget.

Employment and Vacancies by Division

Division	2011/12 No. of Employees	2012/13 Approved Posts	2012/13 No. of Employees	2012/13 Vacancies	% of Vacancies
Commercial Enterprises	447	331	325	6	2.0%
Group Services	301	453	444	9	2.0%
News	963	967	953	14	1.4%
Provincial Operations	188	194	192	2	1.1%
Radio	349	377	371	6	1.6%
SABC Sport	46	53	51	2	3.4%
Technology	957	983	969	14	1.4%
Television	381	347	336	11	3.3%
Grand Total	3 632	3 705	3 641	64	1.8%

* A centralised budget was created for vacancies, but no positions were linked to this budget.

* % of vacancies was extrapolated by using a ratio of % per division against the total vacancy budget.

During the 2012/13 financial year, nine positions at Group Executive level were vacant. Three of these positions were filled with internal candidates and one with an external candidate. During the same year 18 General Manager appointments were made, four of these were filled by external candidates and the 14 were internal candidates that were either promoted or laterally transferred to other general management roles.

Employment Changes

Level	Employment at Beginning of Period	Appointments	Terminations	Level Movements	Employment at 31 March 2013
Top Management	8	1	2	2	9
Senior Management	59	5	12	10	62
Middle Management	432	19	37	14	428
Junior Management	599	14	40	32	605
Supervisory Levels	1411	117	77	492	1943
Other Staff	1123	60	39	-550	594
Grand Total	3632	216	207		3641

The appointments and terminations grand total will tie up to the total as at 31 March 2013. This has to be looked at by level and across the row in order to balance per category. Normal promotions as well as anomaly corrections have had a major influence on Level movements (with the bulk being anomaly corrections).

Reasons for Staff Leaving

Level	Number	% of Total no. of Staff Leaving
Death	18	8.7%
Resignation	97	47.1%
Dismissal	7	3.4%
Retirement	63	30.6%
Ill Health	5	2.4%
Expiry of Contract	14	6.8%
Other	2	1.0%
Grand Total	206	100.0%

Labour Relations: Misconduct and Disciplinary Action

Level	Number
Verbal Warning	130
Written	4
Final Written Warning	11
Dismissal	7
Grand Total	152