



GENERAL PUBLIC SERVICE
SECTOR BARGAINING COUNCIL

ANNUAL REPORT | 2017-18

**19 YEARS OF PROMOTING SOUND LABOUR RELATIONS AND OF ENSURING INDUSTRIAL
STABILITY WITHIN THE GENERAL PUBLIC SECTOR**

FOREWORD BY THE CHAIRPERSON

Lavery Modise



We are seeing more and more transformation in the Labour Market driven by economic, technological and global changes. The more the laws change the more complex the environment becomes and more our constituencies expect of us. The GPSSBC has come a long way in 19 years and is about to complete two decades of contributing to Labour peace and reform in the General Public Services. The past year has been the final year of the 2015/2018 strategic cycle and effectively brings to close another challenging period.

The strategic goals set for the organisation in 2015 were forward thinking and rested on the finalisation of the improved funding model of the Council. As reported in previous reports this process was only successfully concluded in 2017. The true impact of the improved model is yet to be felt as the implementation of the model will be done over 4 financial years, the first of which has just been concluded.

The improvement has brought much needed financial relief for the organisation and ensures that the operations of the Council can proceed unhindered. The effect of a staggered implementation however means that some, if not most, of the strategic goals will be untenable by the close of the strategic cycle. This should however not necessarily mean that the goals are not worthy of achievement and it is to this end that I will urge the Council to retain the goals identified and incorporate such over the next cycle with an implementation plan that is supported by the staggered implementation of the funding model.

Operationally the organisation has not faltered in executing its mandate of collective bargaining and dispute management. The statistical report of the actual work conducted is included in this report and reflects the extensive nature of the scope and work of the Council. The finance team has once again ensured that the organisation has achieved an unqualified audit opinion which speaks volumes on the governance of the organisation. As the GPSSBC enters its 20th year of existence, I continue to be proud of the work the Council delivers and I am especially grateful for the opportunity to serve alongside the vice chairpersons, executive committee and council members. The secretary to council and management and staff of the GPSSBC deserve my gratitude and congratulations on their sterling contributions through this past year. **THANK YOU**

OVERVIEW

The GPSSBC was designated in terms of the PSCBC Res. 10/99.

Subsequent to its designation by the PSCBC in 1999, the GPSSBC was registered with the registrar of Labour Resolutions at the Dept. of Labour. The registration is effective 28 July '99. The GPSSBC inaugurated 7th of Sep. '99. It was accredited to do dispute resolution 1 June 2000.

The GPSSBC has as its core objectives the promotion of:

- enabling environment for collective bargaining;
- Create and maintain effective and efficient administration;
- Promote effective and expeditious dispute management;
- Its other objectives are to Improve the governance model by inculcating best practice in all aspects of our work; and
- Develop an effective communication

FOREWORD BY THE SECRETARY TO COUNCIL

Sharlaine Oodit



I am pleased to present to you the 19th Annual Report of the GPSSBC. During the past year the Council completed the 2015/2018 strategic cycle, and as we prepare to embark on the next cycle, we will reflect on successes of the past and concentrate on the development of goals which will take the Council into its 3rd decade of existence.

The Council's complex and diverse scope still provides challenges in the areas of Collective Bargaining. During this past year, the Council has undertaken various initiatives to improve the overall labour and employment environment, one such initiative has been a training initiative with Chambers on Labour Relations which was rolled out over two financial years.

This training was mainly aimed at improving the existing skills within the sector, while developing and nurturing new skills, and through these and other interventions the Council is ensuring a continued improvement within the functioning of its Chambers.

Through Collective Bargaining, the Council managed to enter into and sign significant agreements which include:

- **Resolution 1 of 2017** – Agreement on the Increase of Levies: GPSSBC.
- **Resolution 2 of 2017** – Agreement on the amendment of GPSSBC Resolution 1 of 2014: National Framework Agreement for the Turnaround Strategy for the National Department of Public Works.
- **Resolution 3 of 2017** – Agreement on the amendment of GPSSBC Resolution 4 of 2004: Rules for the Conduct of Proceedings before the General Public Service Sector Bargaining Council.
- **Resolution 1 of 2018** – Agreement on the Re-instatement of Pension Benefits for the Demilitarized Finance Officials in the Department of Defense.

The Dispute Resolution function of the GPSSBC is one of the biggest in the public service. The dispute resolution statistics are provided in this report and I urge you to consider the gravity of the increasing costs of disputes to the Council.

I am proud to report that GPSSBC has once again achieved an unqualified audit report and reflects a viable and stable financial position.

VISION

The vision of the General Public Service Sector Bargaining Council is as follows: "Delivering exceptional service to all we serve."

MISSION

The mission statement of Council is: "To promote sound labour relations and to ensure industrial stability within the sector."

VALUES

Integrity through:

- Honesty
- Effective Service Delivery

Efficiency through:

- Productivity
- Application of best practices
- Excellent services

Accountability through:

- Desire to perform well
- Accepting accountability for own behavior
- Commitment

Equity through:

- No unfair discrimination
- Gender equality



This report will also reflect the achievements of the organization in terms of operations and objectives. The Unit Reports, will provide you with an in-depth analysis of the work conducted. Overall I am satisfied with the performance of the GPSSBC and I am confident that the Council is living its vision of “delivering an exceptional service to all we serve”.

Allow me to recognize the commitment and dedication of the Parties to Council, its Committees, Management and Staff. Their conduct has been exemplary and I look forward to the continued support in the year ahead.

THANK YOU.

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WHAT IS THE SCOPE OF THE GPSSBC?

The GPSSBC covers all Public Service employees who do not fall within the scope of the following Sector Councils (PHSDSBC, SSSBC or the ELRC) excluding uniform members in the following institutions:

1. Members of the National Defence Force;
2. Members of the National Intelligence Agency
3. Members of the South African Secret Service; and
4. Members of the South African National Academy of Intelligence.

The GPSSBC therefore covers all national and provincial departments which are not covered by the scopes of other three sector councils.

The GPSSBC has been established as a result of the PSCBC having designated a “general” sector in the public service in terms of section 37 of the LRA, and PSCBC Resolution 10 of 1998, that is, a sector other than education, safety and security and health and social development. The jurisdiction of the GPSSBC is determined by its scope of registration and can be summarized as all those departments (and employees) that are not covered by the other three sectors.

The GPSSBC was registered and inaugurated with the Department of Labour on 7 September 1999. The GPSSBC derives its powers and functions from the Constitution of Council. The powers and functions are defined as follows:

- Conclusion of collective agreements;
- Enforcement of collective agreements
- Prevention and resolution of labour disputes;
- Performance of the dispute resolution functions referred to section 51 of the *Act*;
- Establishment and administration of a fund to be used for resolution of disputes;
- Promotion and establishment of training and education schemes;
- Raising, borrowing, lending, levying and investing funds;
- Development of policy proposals that may affect the sector;
- Determining, by collective agreement, matters that may not be an issue in dispute for the purposes of a strike or a lock-out at a workplace;
- Exercising any other power to perform any other function that may be necessary or desirable to achieve the objectives of council.
- Creation of an environment conducive to the provisioning of operational services by the PSCBC to the council if it contributes to efficiency or administrative convenience and is appropriate for the sharing of skills, expertise or resources.

The objectives of the Council are contained in the GPSSBC Constitution. They are listed to be:

- promote labour peace in the General Public Service Sector;
- promote and maintain sound relationships between the employer and its employees;
- in terms of the Act and this constitution, negotiate and bargain collectively to reach agreement on matters of mutual interest to the employer and employees represented by admitted trade unions in the Council;
- provide mechanisms for the prevention and effective and expeditious resolution of disputes between-
 - i. the employer and trade unions admitted to the Council;
 - ii. the employer and trade unions not admitted to the Council; and
 - iii. the employer and employees.



Where the employer has the requisite authority to resolve such disputes;

- conclude, supervise and enforce collective agreements;
- comply with its powers and duties in terms of the Act and this constitution;
- consider and deal with such other matters as may affect the interests of the parties to the Council; and
- promote the effective delivery of services to the community;
- promote effective communication between the employer, its employees and the trade unions in the General Public Service Sector.

The GPSSBC is governed by duly elected members to Council, acting as parties to the Council, representing the employer and all trade unions admitted to the GPSSBC. Subject to the direction and control of the Council, the Executive Committee may exercise and perform the powers, functions and duties of the Council relating to the supervision and control of the day-to-day management and administration of the Council.

The composition of the Executive Committee is as follows:

- (a) Chairperson and two Vice-Chairpersons;
- (b) Three (3) representatives appointed/elected by the employer; and
- (c) Three (3) representatives appointed/elected by the admitted trade unions.
- (d) The Secretary to Council.

MEMBERSHIP TO THE GPSSBC

As established the parties to the Council are the State as employer and all trade unions admitted to the Council. Unions who meet the following criteria or threshold requirements may apply for admission to the *Council*:

- (a) A registered *trade union* which meets the threshold requirement of 30 000 members; or
- (b) Two or more registered *trade unions* acting together as a single party, (referred to as a combined trade union party), provided their combined membership meets the threshold requirement of 30 000 members.

The trade unions meeting these requirements in the GPSSBC are; Police and Prison Civil Rights Union (POPCRU); National Education, Health and Allied Workers Union (NEHAWU) Public Servants Association (PSA).

GOVERNMENT DEPARTMENTS FALLING UNDER THE SCOPE OF GPSSBC

NATIONAL DEPARTMENTS	
1	Dept. of Agriculture, Forestry and Fisheries
2	Dept. of Arts and Culture
3	Dept. of Basic Education
4	Dept. of Higher Education and Training
5	Further Education and Training Colleges
6	Dept. of Cooperative Governance
7	Dept. of Traditional Affairs
8	Economic Development Department
9	Dept. of Energy
10	Dept. of Mineral Resources
11	Dept. of Defence
12	Government Communication Information System
13	Government Printing Works
14	Government Pension Administration Agency
15	Dept. of Communications
16	Dept. of Home Affairs
17	Dept. of Human Settlements
18	Dept. of International Relations and Cooperation
19	Independent Police Investigative Directorate
20	Dept. of Justice and Constitutional Development
21	Dept. of Correctional Services
22	Dept. of Environmental Affairs
23	Dept. of Tourism
24	Office of the Public Service Commission
25	Dept. of Planning, Monitoring and Evaluation
26	Dept. of Public Enterprises
27	National School of Government
28	Dept. of Public Service and Administration
29	Dept. of Public Works
30	Dept. of Rural Development and Land Reform
31	Dept. of Science and Technology
32	Dept. of Sport and Recreation South Africa
33	Statistics South Africa
34	National Treasury
35	Dept. of Trade and Industry
36	Dept. of Labour
37	Dept. of Transport
38	The Presidency

39	Dept. of Water and Sanitation
40	Dept. of Women
41	Dept. of Military Veterans
42	Dept. of Telecommunications and Postal Services
43	Dept. of Small Business Development
44	Civilian Secretariat for the Police Services
45	Office of the Chief Justice

	North West Province
1	Office of the Premier
2	Dept. of Tourism
3	Dept. of Education and Sport Development
4	Dept. of Economy Enterprise Development
5	Dept. of Finance
6	Dept. of Local Government and Human Settlements
7	Dept. of Culture, Arts and Traditional Affairs
8	Dept. of Public Works and Roads
9	Dept. of Rural, Environment and Agriculture Development

	Gauteng Province
1	Office of the Premier
2	Dept. of Agriculture and Rural Development
3	Dept. of Community Safety
4	Dept. of Economic Development
5	Dept. of Education
6	Provincial Treasury
7	E-Government
8	Dept. of Human Settlements
9	Dept. of Infrastructure Development
10	Dept. of Roads and Transport
11	Dept. of Sport, Arts, Culture and Recreation

	Eastern Cape Province
1	Office of the Premier
2	Dept. of Economic Development, Environmental Affairs and Tourism
3	Dept. of Education
4	Dept. of Human Settlements
5	Dept. of Cooperative Governance and Traditional Affairs
6	Dept. of Provincial Planning and Treasury
7	Dept. of Roads and Public Works
8	Dept. of Rural Development and Agrarian Reform

9	Dept. of Safety and Liaison
10	Dept. of Sport; Recreation; Arts and Culture
11	Dept. of Transport

	Western Cape Province
1	Dept. of the Premier
2	Dept. of Agriculture
3	Dept. of Community Safety
4	Dept. of Cultural Affairs and Sport
5	Dept. of Economic Development and Tourism
6	Dept. of Education
7	Dept. of Environmental Affairs and Dev. Planning
8	Dept. of Human Settlements
9	Dept. of Local Government
10	Dept. of Transport and Public Works
11	Provincial Treasury

	Northern Cape Province
1	Office of the Premier
2	Dept. of Agriculture, Land Reform and Rural Development
3	Dept. of Cooperative Governance, Human Settlements and Traditional Affairs
4	Dept. of Education
5	Dept. of Environment and Nature Conservation
6	Dept. of Economic Development and Tourism
7	Dept. of Roads and Public Works
8	Dept. of Sport, Arts and Culture
9	Provincial Treasury
10	Dept. of Transport, Safety and Liaison

	Free State Province
1	Office of the Premier
2	Dept. of Agriculture
3	Dept. of Cooperative Governance and Traditional Affairs
4	Dept. of Economic Development, Tourism and Environmental Affairs
5	Dept. of Education
6	Dept. of Human Settlements
7	Dept. of Public Works
8	Dept. of Sport, Arts, Culture and Recreation
9	Provincial Treasury
10	Police, Roads and Transport

	Limpopo Province
1	Office of the Premier
2	Dept. of Agriculture and Rural Development
3	Dept. of Economic Development, Environment and Tourism
4	Dept. of Education
5	Dept. of Cooperative Governance, Human Settlements and Traditional Affairs
6	Dept. of Public Works, Roads and Infrastructure
7	Dept. of Transport
8	Dept. of Safety; Security and Liaison
9	Dept. of Sports; Arts and Culture
10	Dept. of Provincial Treasury

	KwaZulu-Natal Province
1	Office of the Premier
2	Dept. of Agriculture and Environmental Affairs
3	Dept. of Arts and Culture
4	Dept. of Community Safety and Liaison
5	Dept. of Cooperative Government and Traditional Affairs
6	Dept. of Economic Development, Tourism and Environmental Affairs
7	Dept. of Education
8	Dept. of Human Settlements
9	Dept. of Public Works
10	Dept. of Sport and Recreation
12	Dept. of Transport
13	Dept. of Finance

COUNCIL STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE	OUTCOME
STRENGTHENING SOCIAL DIALOGUE	- Promote and advocate efficient and effective Collective Bargaining in the Sector. - Contribute to the review and consolidation of Collective Bargaining in the Sector including Constitutional Enrichment. - Do research and analysis of good bargaining practices globally, aligned to the law and PSCBC processes. - Develop a focused bargaining programme (non-exclusive) - Contribute meaningfully to the acceleration of the pace of transformation of the State Machinery, mindful of Gender Affirmation. - Maintain and promote strategic partnerships / twinning programmes / visits etc.
MAINTAIN AN EFFECTIVE DISPUTE RESOLUTION SYSTEM	- Consider the viability of establishing a full time Panel of Conciliators and Arbitrators (Quality / Cost / Control). - Contribute meaningfully to the establishment of a professional body for Dispute Resolution Practitioners (NABC level). - Integrate and embrace technology in the Dispute Resolution Administration process. (Integrated Management System). - Enhance dispute prevention strategies through Training and Communication amongst others. - Review and strengthen the Dispute Resolution Rules and Procedures for greater effectiveness including standard operating procedures. - Encourage improvement of the outcome of the conciliation process - Enrich the constitution and rules of the Council to ensure enforcement of collective agreements.
INFORMATION, COMMUNICATION AND TECHNOLOGY	- To maximise our reach and impact on all stakeholders through effective and efficient communication technologies and methods. - Embrace innovative marketing tools (Social Media: Twitter / Facebook / SMS / WhatsApp). - Make communication more stakeholder friendly.
GOVERNANCE AND ADMINISTRATION	- Secure resources such as skilled human capital. - Maximise utilisation of resources across the organisation. - Continuously examine appropriate funding model
TRAINING AND DEVELOPMENT	- Conduct Skills audits and needs analysis - Empower all stakeholders and parties at Chamber and Council level - Develop and implement training strategy - Continuous assessment of the training interventions



CORE BUSINESS

COLLECTIVE BARGAINING

Introduction

It is the purpose of the Labour Relations Act 66 of 1995 as amended to promote and facilitate orderly collective bargaining at the workplace and at sectoral level. Collective bargaining is a means of ensuring motivation, social recognition, respect and dignity, which can harness the commitments undertaken by the Employer and Trade Union organizations to help them implement the core principles of public governance in democratic States, and to serve as an effective instrument for sound human resource management to improve the quality of services provided to the public. The right to organize and to bargain collectively is closely linked to the other fundamental rights at work. It is the corollary of freedom of association. It is a constructive means of promoting the protection of workers, often in vulnerable situations, and enables the promotion of all of the fundamental rights. It is a key instrument in ensuring non-discrimination and equality, including equal remuneration for men and women for work of equal value, embodying in the world of work the guarantee of fundamental rights at work for all, especially with a view to promoting social justice.

The Collective Bargaining Unit is responsible for amongst others but not limited to the following; the implementation of the provisions of the GPSSBC Constitution, the implementation of relevant sections of the Governance Rules, and to ensure optimal administrative functioning of the various structures of Council and Chambers by:

- Managing the logistics relating to all Council, EXCO, Provincial Chambers, National Chambers, Committees and Task Team meetings;
- Organise , prepares agendas for and take minutes of meetings;
- Prepare a Year Planner for Council, Provincial Chambers and National Chamber meetings;
- Responsible for ensuring that decisions from respective meetings are communicated to relevant parties and having in place a follow-up system to ensure implementation.

The purpose of Provincial and National Chambers is to provide a conducive environment that would expedite processes of information sharing, deliberations, consultation, and negotiation. These processes unfold at National Departmental and Provincial Administration levels respectively. Consequently, the CBU is obligated to ensure that the aforementioned purpose of the LRA is fulfilled.

The core mandate of the CBU is to maintain an enabling environment for collective bargaining, as noted above in Council's strategic objectives. To ensure the efficient functioning of Chambers, the CBU utilises Governance Rules for Chambers, Resolution 1 of 2012. Healthy collective bargaining generally follows this dialogue process or stages outlined below. Depending on the issue at hand, parties at the start of the collective bargaining process decide which route will be taken. There is typically lower

dialogue intensity at information sharing level, medium at consultation, and higher intensity at negotiation process.



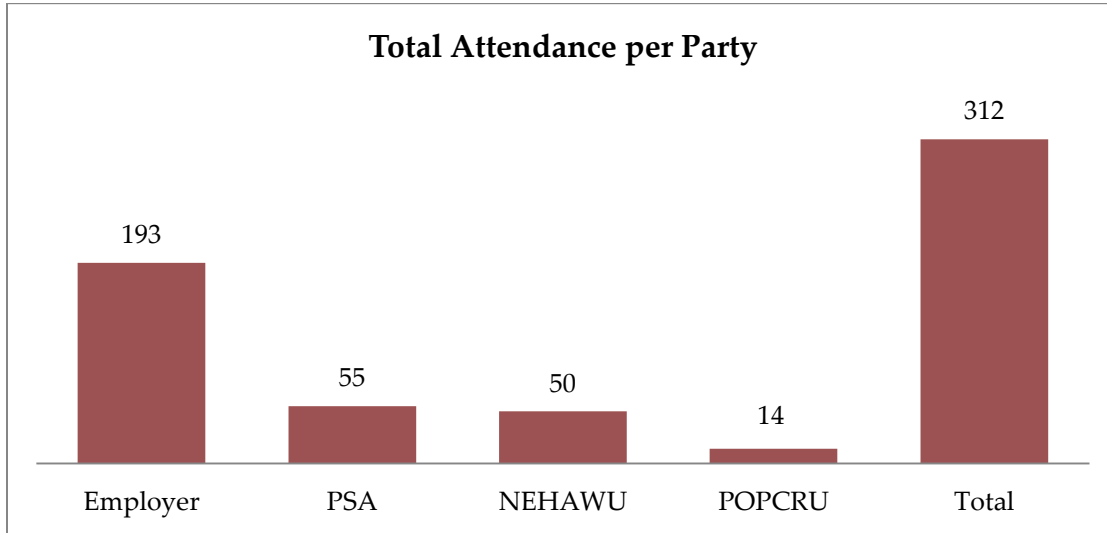
The CBU report reflects on the general state of collective bargaining in the General Public Service amongst others but not limited to; workshops held, number of meetings, agenda items, council interventions and other key administrative processes related to collective bargaining.

Workshops: Dispute Resolution & Labour Law Amendments

As part of Capacity Building to the Chambers, the Council has conducted Workshops on Dispute Resolution and Labour Law Amendments to all Bargaining Chambers:

DATES	CHAMBERS
22 – 24 May 2017	DOJ, DMV, STATS SA, DST, DPME, NSG, DOD, EDD, GPW
26 – 28 June 2017	DHET/FETC, DBE, DWS, DIRCO, DMR, DOL, DPSA, OCJ, DOT, NDT, the dti
03 – 05 July 2017	WESTERN CAPE
18 – 14 September 2017	FREE STATE
21 – 23 August 2017	NORTHERN CAPE
24 – 26 October 2017	KWA-ZULU NATAL
06 – 08 November 2017	GAUTENG
20 – 22 November 2017	MPUMALANGA
04 – 06 December 2017	LIMPOPO
29 – 31 January 2018	EASTERN CAPE

The total number of employee attendance was as per the following illustration:

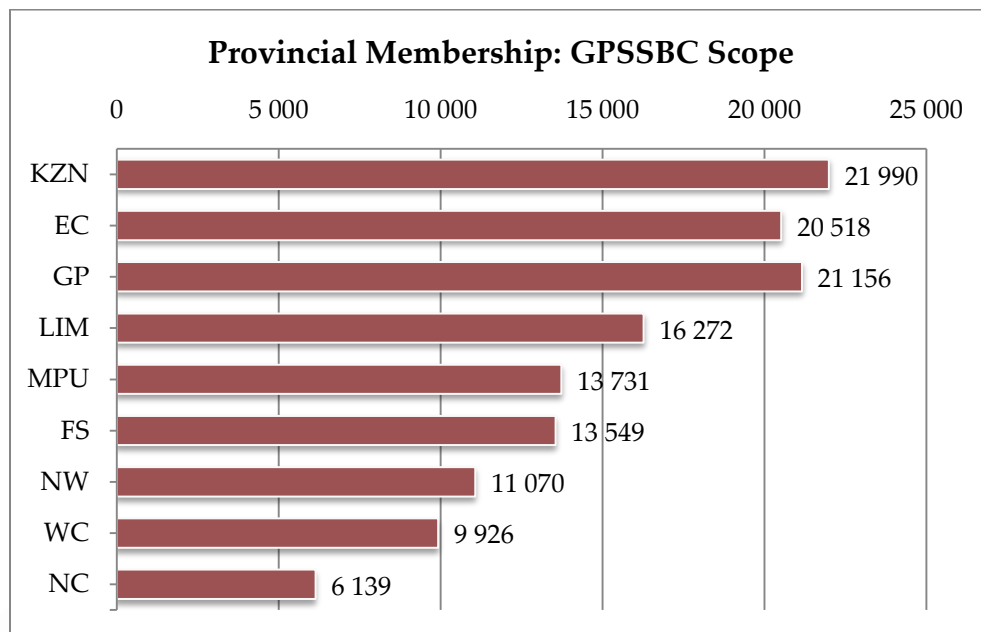


This shows that the employer had 62% attendance vs 38% from labour reps.

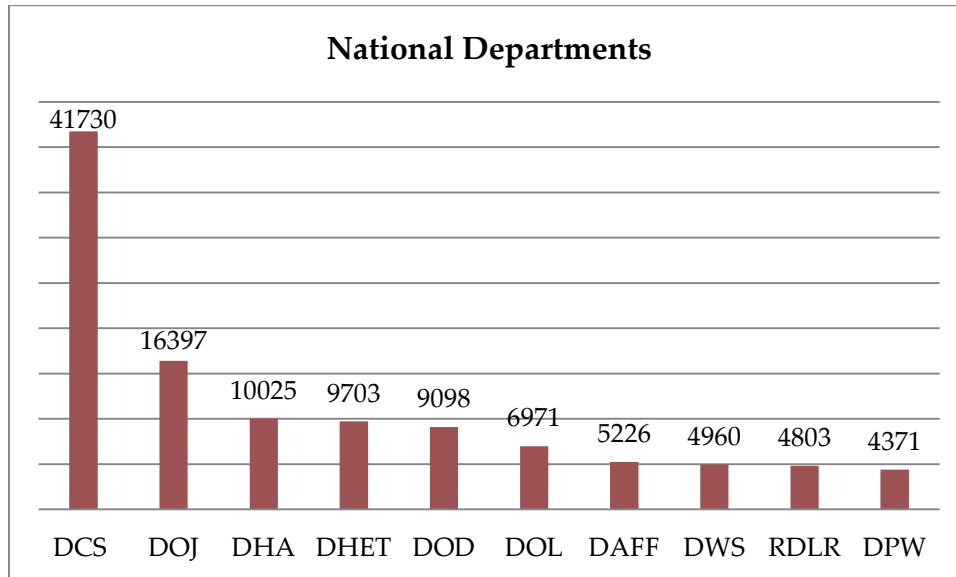
Unionized Employees in the Sector

The vote weights of trade unions admitted to chambers are determined on the basis of actual membership within the area of jurisdiction of the chamber (as reflected by PERSAL figures) in proportion to the membership of all the trade unions admitted to the chamber. Such figures are as at 31 December of the previous year.

The graph below illustrates the Provincial sizes of unionized employees in the GPSSBC:



The graph below illustrates the ten biggest National Departments in the GPSSBC Sector:

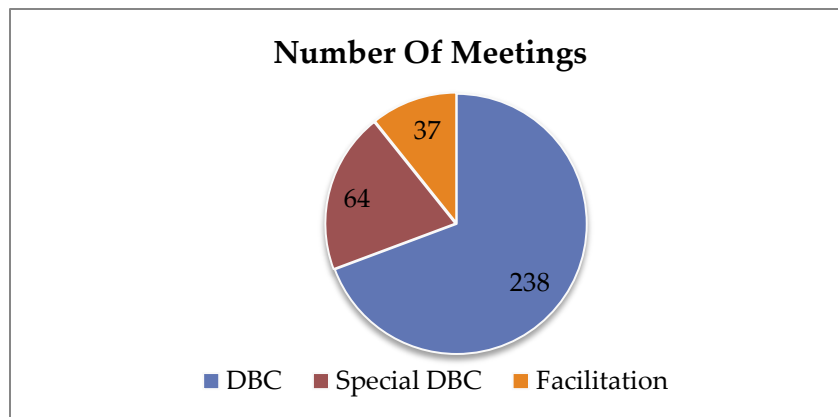


Chambers Operational Review

National Departmental Chamber Meetings

In this reporting year, there has been a significant increase in the demand for bargaining on issues from parties to the chamber. The total actual meetings held were 339 over the past twelve months, averaging at 28.25 meetings per month.

The graph below illustrates the types and number of meetings held:



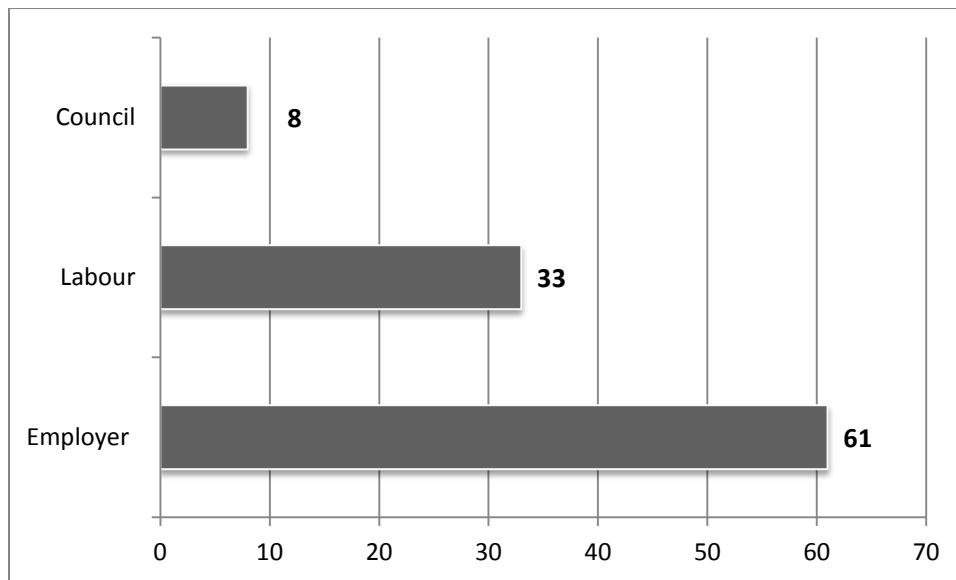
Postponements of Meetings

The Governance Rules provide in clause 13.7 for the postponements of meetings. A request is submitted to the Secretariat, and must be granted by either the Chamber chairperson or administrator, provided there is an agreement from the Employer and a number of admitted Trade Unions representing a majority of votes on the side of Organised Labour.

Postponements mostly resulted by the unavailability of parties days before a scheduled meeting.

In this reporting period, there were one hundred and two (102) requests for postponements. Most of the requests for postponements are received from the Employer (61); Organized Labour accounts for (33) and the Council accounts for (08) postponements. Most of the postponements by the Secretariat were for facilitation meetings and some wherein council, due to other commitments, was not available to chair and parties not amenable to either allow vice chairpersons to chair or to elect a chairperson amongst themselves.

The graph below illustrates responsible parties for postponements:



It is notable that the Employer leads in all meeting type categories of postponements. The reason that is cited in several instances is unavailability of key representatives due to other pressing commitments. Parties are often very accommodative of postponement requests, though there are instances wherein complaints are raised.

Notwithstanding that there is usually a slight financial loss suffered by Council [catering, flights, car rentals, etc., the biggest setback resulting on postponements is matters staying on the agenda for a protracted period of time and strain relations between parties, which hampers collective bargaining.

Agenda Items and Key Decisions

There has been an additional of 320 items deliberated on Chamber agendas, averaging to 27 items dealt with per month. Chambers mostly dealt with both consultation and negotiation issues and the following were common agenda items:

- a. Policies
- b. Restructuring, Transformation, Realignment, or Modernization
- c. Payment of Performance Rewards/ Incentives/ Bonuses



- d. Cost Cutting Measures
- e. Relocation of Departments
- f. Filling of Posts
- g. Parking Allocation
- h. Contract Workers
- i. Implementation of Resolution 3 of 2009
- j. Implementation of Resolution 1 /2012
- k. Implementation of GPSSBC Resolution 5/ 2014

Council Intervention in Chambers

According to clause 1 of the Governance Rules for Chambers, Resolution 1 of 2012, Council may intervene in the operations of a Chamber, if such intervention is regarded as necessary.

During this reporting period, Council made several interventions to Chambers; these include, inter alia:

- Facilitating engagement between parties,
- Taking over the chairing of chamber meetings,
- Conducting workshops on pertinent areas,
- Offering written advice to parties upon request,
- Observing functioning of chambers by attending meetings, and
- Facilitating and mediating settlements on deadlocks.

Out of fifty four (54) Chambers, the Council provides chairpersonship for twenty (20) National Departments. These are Chambers for the following Departments: EDD, WOMEN, SRSA DOC, DBE, DHET, GPW, GPAA, DTL, STATSSA, DOE, OCJ, RDLR, DTPS, CSP, FETC, DSBD, DHA, Transport and Tourism.

Council was also invited by several Chambers to either conduct workshops, provide facilitated engagements between parties, or advise parties on issues of mutual interest. Some of the issues also included assisting parties to understand differences between consultation and negotiation.

A report on deadlocks facilitations and mediations is provided below.

Dispute Prevention – Clause 17 of GRA

Background

Clause 17 of the Governance Rules (Resolution 1 of 2012) is a mechanism for dispute prevention of matters emanating from a chamber agenda, seeking to achieve a facilitated or mediated settlement of deadlocks. This is a measure of attempting to settle matters on deadlock/dispute between parties, emanating from Chamber agendas, before they are referred to Council for dispute resolutions processes of Conciliations and Arbitrations.

During this reporting period, the council recorded forty-two (42) clause seventeen referrals. There is high increase of facilitation meetings as compared to the last financial year.

Issues on deadlock

Issues on deadlock vary from chamber to chamber and were referred to Council for facilitations, and the Department of Rural Development and Land Reform had referred most items for the facilitation process. The table below illustrates the Departments that have three (3) or more referrals, issues referred, settlements, unresolved issues and wherein parties reserved their rights.

Chamber	Issue(s) Referred	Facilitation Outcome
DMV	GPSSBC Resolution 5 of 2014 (Recognition of Improved Qualifications).	The matter was referred back to the Chamber for parties to engage and agree on a way forward.
	Performance Assessment 2015/2016.	The matter was referred back to the Chamber for parties to engage and agree on a way forward.
	Prioritization of Policies for Adoption.	The employer was afforded an opportunity to go back and present Labour's inputs to management for consideration and provide feedback in writing on or before 12 December 2017.
DOL	GPSSBC Resolution 5 of 2014 (Recognition of Improved Qualifications).	Labour will follow the Dispute Resolution process of the Council only if the feedback is negative but should the feedback be positive, it will consult with the employer on the matter in the Task Team.
	HRM Circular Minutes A3 of 2016 shut down period at which DOL Offices may close on 24 March 2016, 23 March 2016.	Labour will verify the report on 2016 December leave to be certain that indeed employees were credited their leave days back.
	Non-implementation of Clause 4.2 of PSCBC Resolution 1 of 2012.	The employer will finalise the implementation of pay progression by end of March 2018.
	Amendment of Employment Policies.	The employer was afforded a week of (5 -9 March 2018) to consult its principals on the matter and provide feedback by 9 March 2018.
DOJ	Librarians and Library Assistants	The employer will provide Labour with proof that there has been communication with the DPSA on the matter within 7 days, failing which, it would resort to the Council Dispute process.
	Translation of various Occupational Measures	Parties will submit names of their representatives in the task team by 06 February 2017 through the chamber administrator and the Task Team will report to the chamber until the matter is finalised.
	Contract Workers in Gauteng Provincial Government.	The matter was referred back to the chamber for further engagements.

Chamber	Issue(s) Referred	Facilitation Outcome
	Implementation of OSD/L -10. Justice College	The matter was removed from the agenda. The matter was removed from the agenda as it was <i>sub judice</i> .
GPW	Job Evaluation E-Gazette Positions Salary Discrepancies: Supply Chain and Finance Section as well as Delivery Section Job Evaluation : Store Assistance Posts	The implementation of the 2016 JE results for the affected employees will be on the next persal salary run. The employer will conduct the Job Evaluation process which would be finalised by the end of November 2017. The debtor's collection positions would be advertised in the week of 16- 20 October 2017.
RDLR	Establishment of Provincial Labour Relations Forums within the Department of Rural Development and Land Reform. Alignment of Deeds Offices across the Provinces. Deeds Registration Diploma. Implementation of Occupational Specific Dispensation (OSD) Posts in the Branch: Rural Infrastructure Development (RID). Wasteful, Unfair and Forced Relocation of Officials from SG: Gauteng to SG: North West. Issues of Concerns of Cadastral Officers. Departmental Re-Engineering.	The matter be withdrawn from the agenda of the Chamber as Labour has withdrawn its support for the establishment of the forums. The matter remains on the agenda of the Chamber for monitoring purposes. The Employer will continue making follow-ups with the DPSA for concurrence in terms of recognizing the Diploma in Law as the minimum requirement for entry in Deeds, and report progress to Labour by 28 February 2018. The OSD task team will meet on 02 March 2018 to engage on the matter, and the Employer will coordinate the meeting. The Secretary to Council advised Labour that it should enforce the PSCBC Resolution 3 of 1999 dealing with the relocation to address the issue of the relocation claims. In the event of a dispute, the PSCBC dispute resolution processes should be followed. The Secretary to Council advised parties that discussions around cadastral officers and all other issues relating to the OSD should be taken up in the OSD task team. The Employer was afforded an opportunity to obtain a mandate on the demand that the Re-engineering be put through the NFA process and revert to Labour by 16 February 2018.



Approximately 20 Chambers have had facilitations, with RDLR having referred the most items at Seven (07). The figure below illustrates the numbers of referrals and issues, settlements and those that were not resolved; wherein parties reserved their rights.

Clause 17 Meetings	Facilitations	Mediations
Number of issues Referred	42	0
Matters Resolved	31	0
Matters not resolved	08	0
Pending	03	0

Organised Labour have referred all the items for facilitation. It can be also noted that some issues that are facilitated and settled are as a result of frustration from referring parties, claiming that matters stay too long on chamber agendas without notable progress.

Of great disquiet is that the same parties who are alleged to be blocking progress at chamber levels are than readily amenable to offer settlements to issues once at council level. Parties should always approach the collective bargaining structures of Council with mandates and willing to bargain on issues.

Dispute prevention (Clause 17) has also worked as parties settled almost all the referrals, saving Council thousands in daily fees, rulings and or award fees. In this instance, a total of 31 items were resolved at Facilitation level. Consequently, Council potentially saved approximately R165 850 of Dispute Resolutions fees over this reporting period.

See the illustration below:

Total Matters Resolved	31	
Conciliation Fees Saved	R 2,350.00	R 72 850.00
<i>Daily Fees</i>	<i>R 1,850.00</i>	
<i>Rulings</i>	<i>R 500.00</i>	
Arbitration Fees Saved	R 3,000.00	R 93 000.00
<i>Daily Fees</i>	<i>R 2,500.00</i>	
<i>Rulings</i>	<i>R 500.00</i>	
<i>Award Fees</i>	<i>R1000.00</i>	
Estimated Total Amount Saved (resolved items)		R 165 850.00

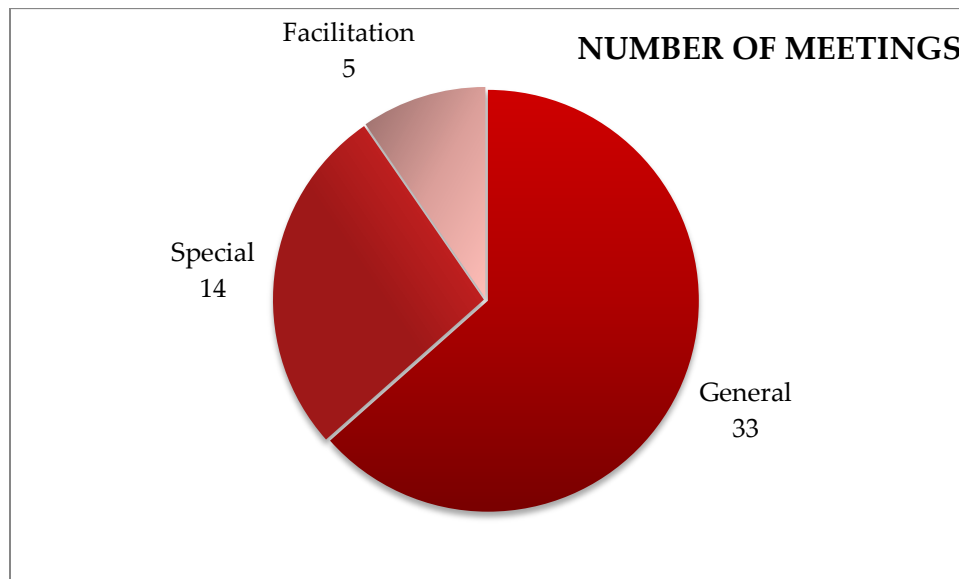
Provincial Administration Chambers

The GPSSBC Resolution 3 of 2004 institutionalised the establishment of the Provincial Chambers within their scope of operation in all nine provinces. The GPSSBC provides the secretariat services to all the provinces except for Free State and Limpopo, which are serviced by the Employer on consensus with their Organised Labour counterparts.

GPSSBC Resolution 1 of 2012; an amendment to GPSSBC Resolution 2 of 2005, provides guidelines on the functioning of the provincial chambers.

The total number of provincial chamber meetings was fifty – two (52), including the special meetings and Facilitations meetings held. This figure has decreased when compared to the last financial year, averaging for 4.3 meetings per chamber; which encapsulates General, Special and Facilitation meetings.

The graph that illustrates the types and number of meetings held:



Common Agenda Items dealt with during the period under review by the various provincial chambers are as follows:

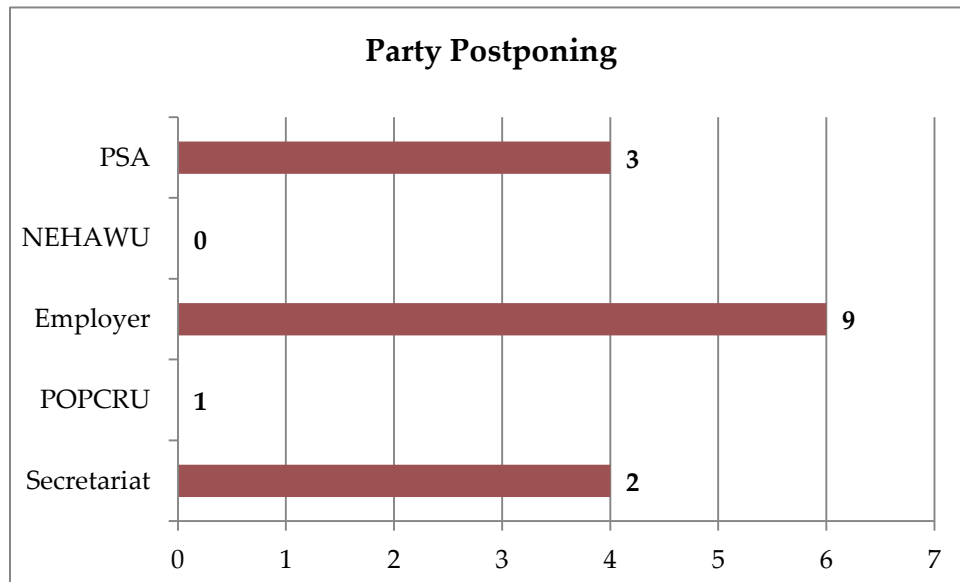
- Restructuring in the Departments
- Policies
- Road Traffic Management Corporation (RTMC) Issues
- Recognition of Improved Qualifications in the Public Service (GPSSBC Resolution 5/2014)

Postponements

The Governance Rules provide in clause 13.7 for the postponements of meetings. A request is submitted to the Secretariat, and must be granted by either the Chamber chairperson or administrator,

provided there is agreement from the Employer and a number of admitted Trade Unions representing a majority of votes on the side of Labour to the Chamber.

There were a total of 15 postponements received in provinces and most were requested by the Employer due to other commitments followed by the PSA and Secretariat.



Matters of Mutual Interest

Below is a depiction of a few matters of mutual interest discussed during this reporting period; however, some of these items have not been concluded. This list also covers the Council ratified agreements;

- Restructuring/ Re-alignment/ Transformation
- PMDS (Payment of Performance Rewards/ Incentives/ Bonuses)
- Implementation of PSCBC Resolution 1 of 2012/ Amendment to PSCBC Resolution 3 of 2009
- Implementation of GPSSBC Resolution 5 of 2014: Agreement on Recognition of Improved Qualifications
- Cost Cutting Measures
- Relocation of Departments

Council Intervention in Chambers

The Governance Rules for Chambers (GPSSBC Resolution 1 of 2012) - states that Council may intervene in the operations of a Chamber, if such intervention is regarded as necessary.

During this reporting period; Council made several interventions to the Chambers, however not limited to the following:

- Taking over the chairing of chamber meetings.



- Observing functioning of chambers by attending meetings,
- Conducting workshops on Governance Rules for the Chambers,
- Offering written advice to parties upon request on Collective Bargaining Issues, and
- Facilitating Settlements on Deadlocks reached in the chamber meetings.

Council was also invited by several Chambers to either conduct workshops, provide facilitated engagements between parties, or advise parties on pertinent issues of mutual interest. Some of the issues included assisting parties to understand the difference between consultation and negotiation.

Challenges in Collective Bargaining

The following are some of the notable challenges identified during this reporting period:

- Lack of understanding of Chamber's role and non-compliance with its procedures;
- Lack of mandate and commitment by parties;
- Non implementation of Collective Agreements;
- Non implementation of Chamber decisions;
- Issues remain on the Chamber agenda for a protracted period of time;
- Non-functional of Task Teams that fail to finalise issues;
- Parties influenced by political issues and directly or indirectly undermine the Chamber's role, protocols and processes.

The following are the recommendations for circumvent the challenges mentioned above:

- Council should monitor Chamber's functionality and performance;
- Parties should revive and improve the functioning of Labour and Employer caucuses;
- Parties should commit to consistency of representation that is properly mandated;
- Parties should convene priority joint workshops to address interpretation and implementation issues after signing of a Collective Agreement;
- Chambers should ensure that there is no deviation from Collective Agreements during implementation;
- Chambers should adopt a flexible approach, whilst improving capacity to expand knowledge of negotiations and develop bargaining skills and
- Council should develop/improve parties' negotiation skills through joint training.

DISPUTE MANAGEMENT UNIT

Introduction

It is the purpose of the Labour Relations Act 66 of 1995 as amended, to advance economic development, social justice, labour peace and democratization of the workplace by fulfilling the primary objects of the act, among others, to promote effective resolution of labour disputes (s1 (d) (iv)) and to give effect and regulate the fundamental rights conferred by section 23 of the Constitution of the Republic of South Africa 1996, that everyone has the right to a fair labour practice.

Entrusted with a primary function to implement the effective resolution of labour disputes in a fair, impartial, equitable and without bias, a high standard of professional ethics must be promoted and maintained. The Council is established and accredited by CCMA (s52 and s127) to perform dispute resolution functions. Conciliations and Arbitrations are the main forms of processes for resolving disputes of rights, whereas the Conciliation and the use of industrial action are the primary means for resolving disputes over economic or interest issues.

The primary Strategic Objective to the Dispute Management Unit is to maintain effective Dispute Resolution System outcomes. The Unit is the primary driver of the legal mandate of the Council to perform dispute resolution management and prevention.

The mandate to perform these functions is derived from sections 52 and section 127 of the Labour Relations Act 66 of 1995 (as amended) and its processes are based in line with provisions entrenched in the Bill of Rights, Chapter 2 of the Constitution of the Republic of South Africa, 1996.

Strategic Objective: “Maintain effective Dispute Resolution System outcomes.”

The emphasis of this objective underpins the following key performance areas that Dispute Management Unit should strive to realize,

- Review and strengthen the Dispute Resolution Rules and Procedures for greater effectiveness including standard operating procedures.
- Encourage improvement of the outcome of the conciliation process
- Enrich the constitution and rules of the Council to ensure enforcement of collective agreements
- Enhance dispute prevention strategies through training, interventions and communication amongst others
- Integrate and embrace technology in the Dispute Resolution Administration process. (Integrated Management System).
- Consider the viability of establishing a full time Panel of Conciliators and Arbitrators (Quality / Cost / Control).
- Contribute meaningfully to the establishment of a professional body for Dispute Resolution Practitioners (NABC level).

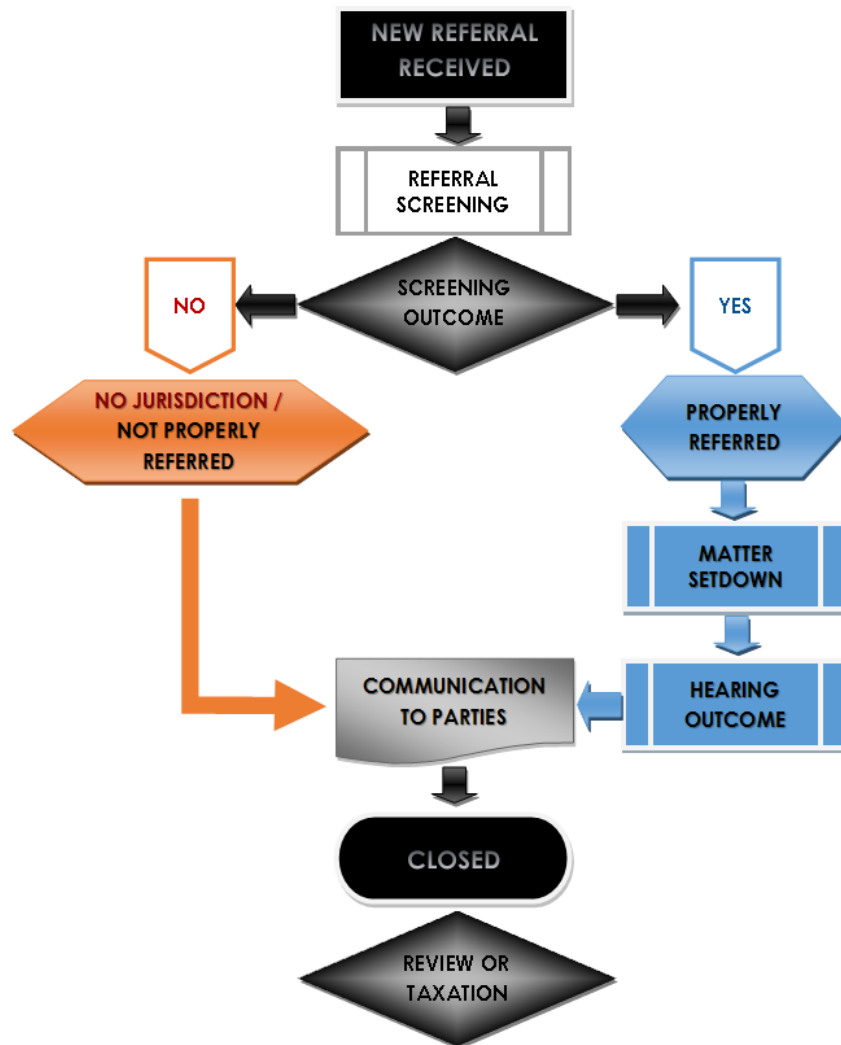


In order to realise the organizational objective, we envisage in cultivating stakeholder participation, prioritising dispute prevention, ensuring effective dispute resolution, improving client focus and enhancing the quality of service providers

Day to day key activities of the Unit entails

- Scheduling/rescheduling of cases
- Development of Standard Operating Procedures
- Management of Postponements
- Management of Outcomes
- Management of various applications
- Performance Management of Panellists
- Handling of notice of motions for review applications
- Manage and administer records of proceedings
- Response and accounting to LC motions and enquiries.
- Filing notices of compliance/ explanatory affidavits to Labour Courts
- Ensuring implementation of courts judgements
- Monitoring and analysis of awards on review
- Quality control of outcomes
- Conducting of Conciliation hearings
- Record keeping and filing
- Handling of complaints/enquiries/walk-ins etc.

Below is the model that best illustrates a typical case life cycle in the Unit:



Current Unit Operational Structure

The Unit consist of 10 staff members composed of 4 x Case Officers, 4 x Case Administrators, 1x Asst. Manager and 1 x Manager. The unit is stretched to the limit in terms of Human Capital that it now utilises the services of learners and temporary workers to boosts its capacity in order to cope with ever increasing workload.

Increased Stakeholder Participation

Legal Review Committee has been revived and so far made great advancement in processes improve efficiencies of the Unit. Through this stakeholder participation process, parties commit in attendance to dispute resolution meeting were long outstanding aspects of dispute resolution are conferred, i.e. review of rules, exodus of panellists owed to low daily/travelling fees, collaborator (electronic system)

problems etc. This commitment and participation enhance prospects for achievement of performance indicators (PI) as per the assigned strategic objective e.g. Legal Review Committee, Role Players Forums, etc.

Client Focus

Provide in service training and develop communication to parties on matters such as general awareness of GPSSBC dispute resolution function, jurisdiction of GPSSBC, non-compliance to GPSSBC rules and referrals. SMS notices are sent in addition to set down notices reminding parties of the dates/time and venues of the hearings for their matters. Helpdesk Workstation has been established, operational and assisting parties on general enquiries and monitoring of dispute hearings on daily basis as a mechanism to ensure progress on our hearings, reducing unnecessary postponements. Service Level agreement is introduced in use to manage and regulate performance of Commissioners for expedition of dispute resolution and managing panellist performance.

Effective Dispute Resolution

Scheduled Hearings

For the current financial year **12175** scheduled hearings are recorded. The **12175** is formed of **1748** conciliation hearings and **4511** arbitration hearings. Fifteen **15** hearings set for Con-arb processes, **60** for disciplinary processes and **128** pre-dismissal arbitration enquiries respectively. In limine hearings were counted for **7** while **22** were set down for reconstruction hearing. For quantification **8** hearings were administered, **14** were for taxation process and **8** scheduled for quantification hearings. Our records system further reflect **5661** hearing proceeded but classified as Blank due to system technical liabilities.

See table below.

Scheduled hearings	Total
Conciliation	1748
Arbitrations	4511
Con/arb	15
Disciplinary hearing	60
Pre-dismissal arbitration	128
In limine hearings	07
Reconstruction hearings	22
Rescission hearings	01
Mediation hearings	00
Quantification hearings	08
Taxation hearings	14
Blank (unclassified hearings)	5661
TOTAL	12175

Conciliations

The Dispute Management Unit operates in compliance with the legislative requirements i.e. Labour Relations Act and Resolutions. The Unit heightened in meeting the statutory requirement to set down Conciliations within the 30days timelines due to various reasons. Section 135 of the LRA is applied where non availability of dates and Panellists within the 30days period are impeding the processes, or where geographic origin of the disputes from far rural areas exist. Other various mechanisms are put in place e.g. consolidating disputes from remote areas to single Panellist. Following LRA 66 of 1995 s135 it states that -

“when conciliation has failed, or at the end of the 30-day period or any further period agreed between the parties- (a) the commissioner must issue a certificate stating whether or not the dispute has been resolved; (b) the commissioner must serve a copy of that certificate on each party to the dispute or the person who represented a party in the conciliation proceedings; and (c) the commissioner must file the original of that certificate with Commission”.

A requirement in terms of Section 135 (5) of the LRA to ensure efficiency and speedy resolution of disputes in handling conciliations and for costs effectiveness.

Conciliation hearings in Gauteng are centralised and conducted by the in-house Commissioners mitigating exuberant dispute costs since such in-house Commissioners are staff managers in the Council. Such arrangements accelerate efficiency and expedite handling of referred conciliation matters. In the current financial year **485** conciliations hearings were recorded and conducted in-house with **404** certificate issued for flung remote areas thus substantially mitigating ever growing dispute costs profoundly.

Arbitrations

The Council resolved to centralise all Gauteng matters at the Council facilities to remedy problems related to venues and for monitoring purposes. The resolve yields positive results as most hearing are proceeding to progress and costs saving.

Multiple postponements and adjournments in arbitrations processes are a persevering worrying factor as they escalate costs and expand case lifespans compromising speedy resolution and defeating the primary objective of the LRA. For the current financial year **4511** scheduled arbitration hearings were recorded.

Postponements

One of the key principal legitimate mandate of the Council and the Unit is to ensure speedy resolution of dispute referred within its jurisdiction. Postponements of hearings in their nature are the impediment and the prime malefactors to lengthy processes and exacerbation of high costs in management of dispute resolution.



Most pricey postponements are those incurred during hearings in a forms of adjournments owing to many reasons parties advance similar to alleging to be not properly served with notices, processes turned legalistic and sometimes due to technical liabilities of our system Collaborator etc.

Postponements achieved in terms of rules (res 4 of 2004) prior to hearings in writing or applications, are found to be lesser in costs as are mainly of administrative expenditures hence persuading parties to apply for postponements in advance to minimise and mitigate escalation of costs against the Council

Table below

Party	Applications	Granted
Applicant	43	08
Respondent	97	12
Council	12	12
Totals	163	30

For the current financial year hundred and sixty three (163) postponement applications were filed in terms of rule 28 of Resolution 4 of 2004. Of the hundred and sixty three applications (43) were by the applicant while ninety seven (97) were from the respondent party. Twelve (12) applications were granted while eighty five (85) were refused. Eighty five (85) were found to be duplicate and seven (8) only acknowledged mostly due to been overtaken by events.

Awards rendered

During current financial year 598 awards are recorded with 567 awards rendered within 14 days period. Thirty one 31 were issued outside 14 days period. Reasons for late submission can be owed to many reasons among others granted extensions or non-compliance with time frames by the Commissioner which is mostly remedied through SLA prescripts. Of the 598 awards issued, 260 were in favour of employee while 263 are recorded to be in favour of employer. Of 76 are recorded unclassified owed to system liabilities.

Table below: Awards rendered per Province

Provinces	Employer	Employee	Totals
Eastern Cape	35	19	54
Free State	14	20	34
Gauteng	66	72	138
Kwa-Zulu Natal	26	34	60
Limpopo	27	34	61
Mpumalanga	17	13	30
Northwest	13	17	30
Northern Cape	18	18	36
Western Cape	47	33	80
Unclassified	00	00	76
Totals	263	260	598

Management of Reviews

The Unit has developed a monitoring process to ensure compliance to Labour Court notices and motions in terms of Court Rules by introducing to its case cycle a Workstation Review and applications. The key focus of the work station is for handling and monitoring of reviews/applications, processes beyond the rules and case cycle within the Council. Since the conception of the workstation, problems experienced with compliance to Labour Court notices, directives, judgments and motions are accounted and reduced to the minimum. Procurement and introduction of the new storage facility for physical archiving of records abridged the process and made it feasible to uplift and filing of records. The workstation ensures compliance within time frames in accordance with Court Rules to curb and prevent compelling applications and costs against the Council.

For the past three consecutive financial years, through and since introduction of review and application workstation only one compelling judgement against the Council, the judgement issued in absentia as was not served or cited on the Labour Court set down notice. Council file notice and application in terms of s165 of the LRA and Rule 16A of the Labour Court Rules to rescind/vary the judgement

For the financial year **2017/2018**, one hundred and seventy one (171) notice of motions in terms of **s145** and **s158** of the LRA were administered.

Of the **171** review applications, **86** of them were filed from the employee party whereas **85** filed by the employer party.

Table below

REVIEWS	April, 2017	May, 2017	June, 2017	July, 2017	August, 2017	September, 2017	October, 2017	November, 2017	December, 2017	January, 2018	February, 2018	March, 2018	Total
Employee	9	6	15	5	6	12	14	3	1	2	3	10	86
Employer	14	11	8	4	13	8	6	4	3	7	1	6	85
Total	23	17	23	9	19	20	20	7	4	9	4	16	171

Service Providers

Panellists

The most primary service provider is the part-time Commissioners conducting our dispute resolution processes. As a result the Council embarked on recruitment endeavour to refresh its panel of Panellists. The principal requirements to qualify as a Panelist is CCMA accreditation in order to conduct our dispute resolution processes, that is also per CCMA set terms for our accreditation as a Council in terms of s127. Adverts is lately put out in the National/Local media to attract such credentials. The process is intended to result in Council appointing participative substantial pool of commissioners nationally. As it happens naturally that some appointed Commissioners will resign, pass over or get inactive, resulting to the list been continually updated. For provinces like Mpumalanga, Northwest, Free State, Northern Cape we are entirely in shortage of Commissioners. As a result, applications are accepted and processed for acceptance in particular applications which are for CCMA accredited Commissioners. Below is an illustration of originally adopted list (2016/17).

The Council has entered in to Service Level Agreement (SLA) with all Panellists for regulation of relationship, payments and performance of panellists, it has been endorsed and in operation. The SLA further addresses work operational factors such as recordings, controlling of processes fairly and humanely, postponements, late awards and quality of awards, conduct, rates, punitive measures etc.

Totals of Panellists per Province

Figure table below illustrates active and inactive Panellists

PROVINCE	Active Panellists	Inactive Panellists
EASTERN CAPE	16	03
FREE STATE	04	01
GAUTENG	20	10
KWA-ZULU NATAL	26	02
LIMPOPO	04	02
MPUMALANGA	02	00
NORTH WEST	03	01
WESTERN CAPE	15	00
TOTAL	90	19

Allocation of Cases in the Unit

Properly referred or cases in Council's jurisdiction are allocated in the Unit through an automated collaborator system. With assistance of the tool, the Unit introduced models/norms for allocation of cases. The Unit operates in a Case Cycle System through Workstation Formation.

Processes are centralised according to particular Workstations i.e. scheduling, outcomes, reviews, applications, records etc.

Allocation of cases to Commissioners is centralised within the Unit in five scheduling Workstations to schedule and set down matters.

Material essentials which are central to inform allocation and scheduling of matters

- Nature of the dispute
- Complexity of the matter also influences the calibre of the Commissioner to be allocated.
- The red lined matters as identified via screening receive special attention by allocating them to most experienced Commissioners
- High Profile/Senior Personnel with sensitive complicated cases are allocated to most experienced Commissioners
- Cases are allocated equivalently among Commissioners of cause informed by their availability and performance.
- Timelines are considered when allocating cases.
- Geographic origin of the disputes are as well considered

Prioritising Dispute Prevention

The principle of dispute prevention conforms to a strategy to empower and capacity building of stakeholders as an enhancement to handle workplace relations and possible arising disputes within their workplaces. Capacity building involves interventions, training and workshops to parties to councils. The Council provided various training interventions in Labour Relations Training, Negotiation Skill Developments, and Panellists Workshop. Collective Bargaining by its own nature and right confirms a dispute prevention mechanism package as it creates space for parties to exchange on interests/rights issues among themselves. Such processes have positive effect to dispute resolution in the general.

Conclusion

Dispute Management Unit role is central contributing to the overall achievement of objectives to Council during this reporting period. It remains an on-going process for the Unit to keep on evolving in line with new dispute resolution trends by reviewing and observing its processes and procedures to remain relevant and ensure continuous compliance. The Unit continually evaluate and assesses its structure and staff complements for relevancy to ensure exceptional service delivery to its stakeholders, whilst adding value to the process of dispute resolution and prevention within public service environment and scope.

THE RESIDENT PANELLIST UNIT

Introduction

The key function of the Resident Panellist Unit (RPU) is to provide effective labour relations support to the Council, stakeholders and to assist in enhancing the dispute prevention initiatives of the Council.

Key Performance Areas of the Resident Panelist Unit

The Unit is responsible for, amongst others:

- The indexing, capturing and screening of all new referrals;
- Conducting all conciliations in the provinces of Gauteng, North West, Mpumalanga;
- Processing of various applications and issuance of rulings regarding the applications;
- Quality assurance of rulings and awards;
- Issuance of certificates of non-resolution as per request from parties;
- Provision of information and advice to parties and Council;
- Compilation and analysis of statistical reports;
- Monitoring and Ensuring compliance by Council to legislation.

New Referrals

A total of 2518 new referrals for conciliation were received by the Council for the 2017/2018 financial year, of which 1494 were processed as properly referred compared with 1445 referrals received in the previous financial year 2016/2017. This is indicative of an increase of properly referred conciliation disputes (new referrals). Council also received 1377 new arbitration referrals during this period, of which 1245 were found to be properly referred

Analysis of New referrals (Conciliations)

Of the **2518 referrals received**: 562 were screened as not properly referred as compared with 565 referrals which were found to have not been properly referred during the 2016/2017 financial year. Although there is a slight decrease in the number of referrals not properly referred, it remains a significantly high number and poses an undue administrative burden for the Council.

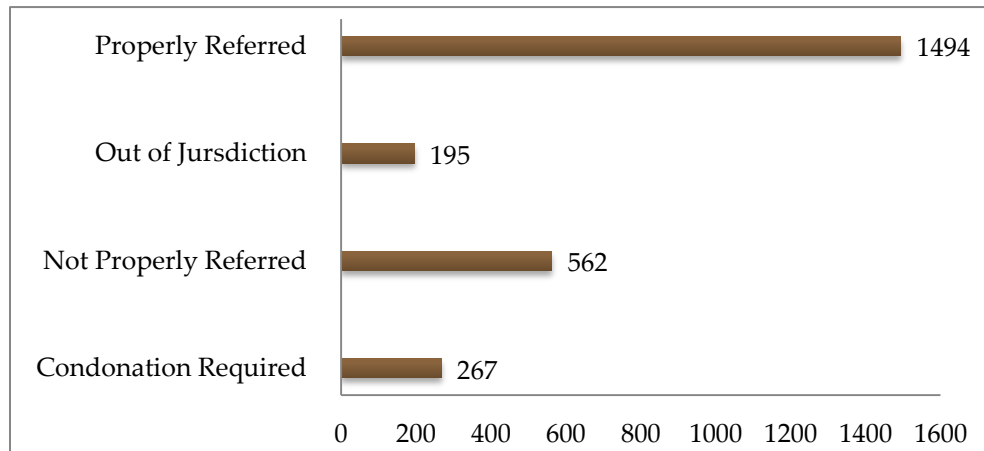
Factors which contributed to referrals being found not to have properly referred are:

- Matters were found to have been referred outside the stipulated time frame section 191 of the LRA without the required condonation applications;
- Matters referred without the mandatory proof of service on the other party;
- Incomplete referrals;
- Unsigned referrals forms by referring party, with missing information such as e.g. date of the dispute, town where dispute arose;
- In certain instances applicants ticked more than one “nature of dispute” category and sometimes they even ‘invented’ their own nature of dispute;



- In certain instances applicants use the incorrect conciliation form instead of GPSSBC G1 prescribed referral form.

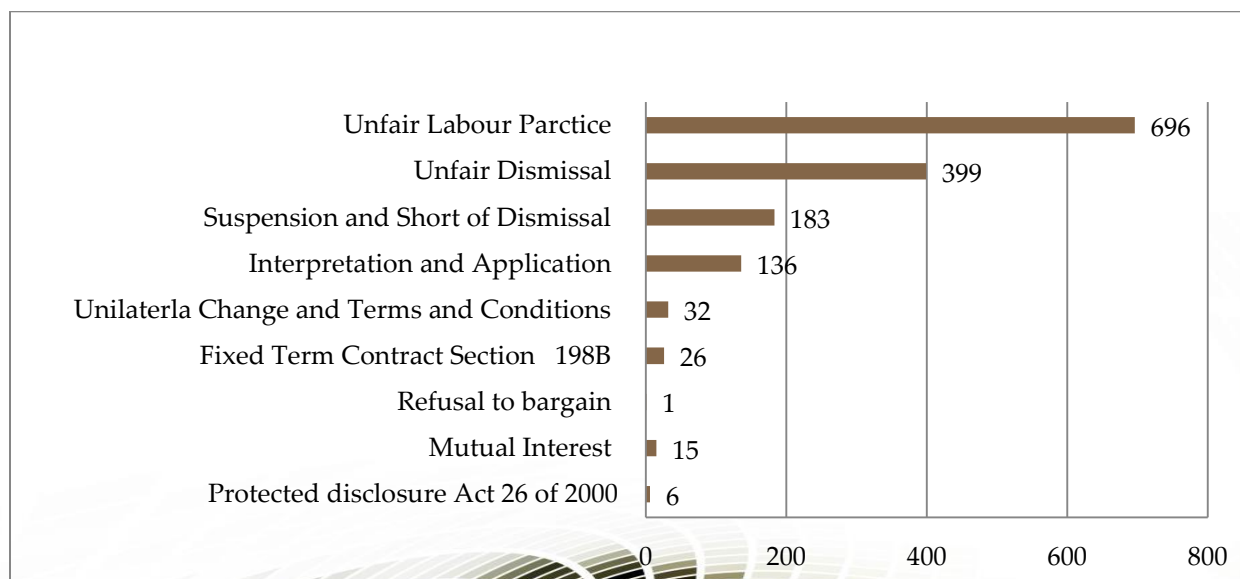
Figure 1: Analysis of New Referrals



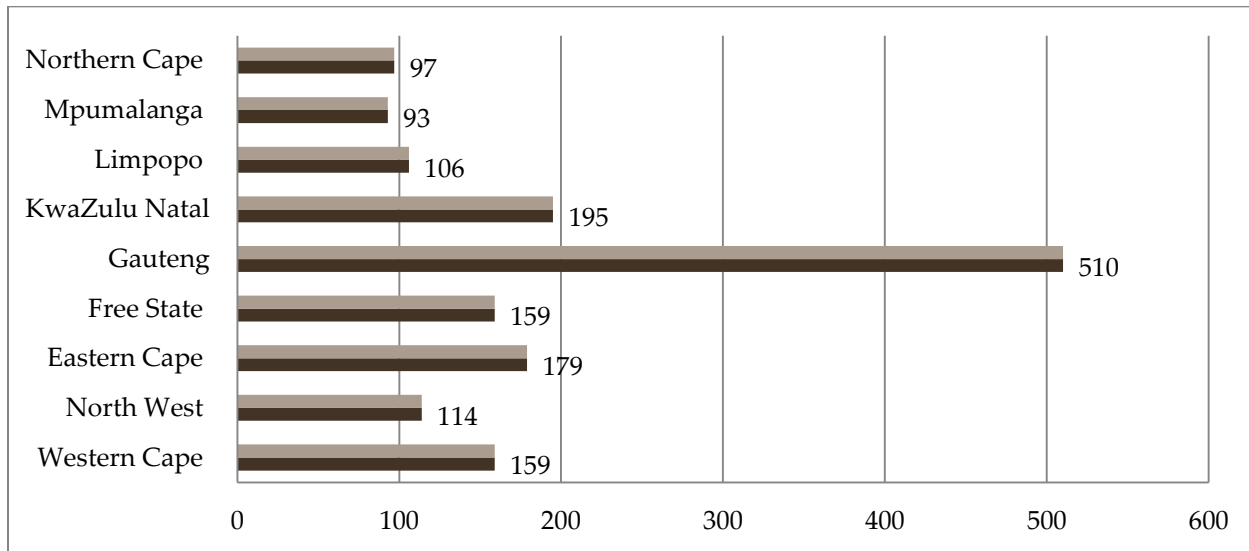
Referral by Issue

The breakdown of 'properly referred matters' for Conciliation received revealed that 696 of were classified as unfair labour practice disputes, followed by 399 that were classified as unfair dismissal disputes. Significantly, 183 referrals were classified as "unfair suspension short of dismissal" disputes. There were 136 "Interpretation and/ or application of a collective agreement" disputes. Unilateral changes to terms and conditions constituted 32 disputes, and referrals related to section 198B constituted 26. A total of 15 referrals were classified as "disputes that related to matters of mutual interest", and there were 6 disputes in respect of the Protected Disclosure Act 26 of 2000 and 1 dispute referral classified as "Refusal to bargain".

Figure 2: Analysis of issues



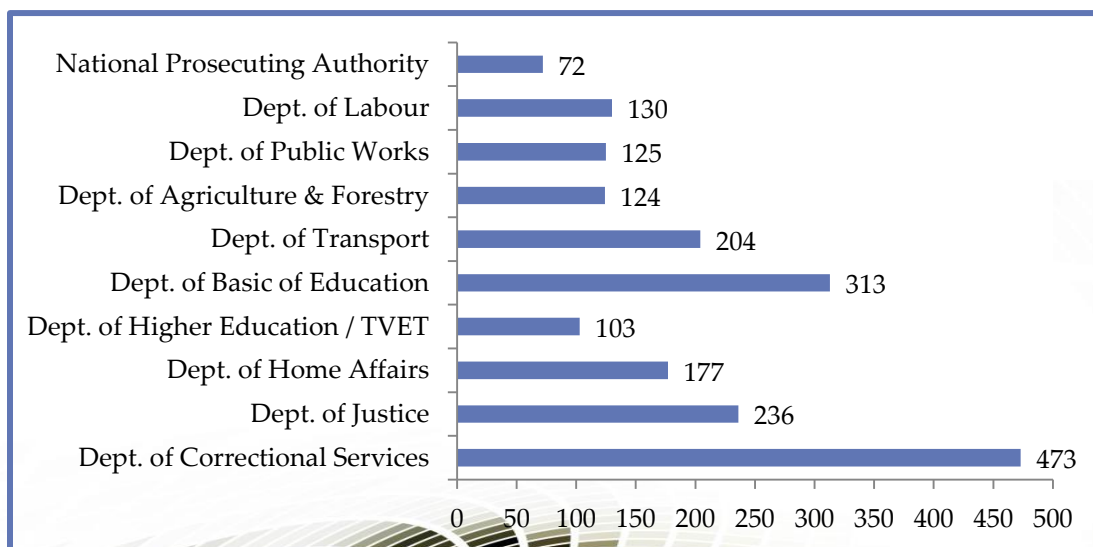
Below is an indication of the breakdown of matters referred per Province. See Figure 3 below.



Departments constituting the highest number of referrals

Most of the referrals were from the Department of Correctional Services, followed by the Department of Basic Education as the second highest referring department, followed by Department of Justice and Constitutional Development, as the third–highest number of referrals, followed by the Department of Home Affairs as the fourth–highest number of referrals. The lowest number of referrals emanated from the National Prosecuting Authority. It is important to indicate that even during the previous financial year, being 2016/2017, the first four departments are consistent and constituted the highest numbers of referrals and in the same order.

Figure 4: Departments constituting the highest number of referrals



Hearings conducted – Conciliation

During the reporting period a total of 1607 statutory conciliations were conducted throughout the nine provinces as compared to 1229 in the previous financial year. The Council has noted an improvement in number of conciliations hearings conducted as compared with the last financial year. This could be attributed to the Council's improvement on 30-days turnaround time for conciliations.

It should also be noted that at least 1127 of these conciliations were conducted by the Resident Panellist and Dispute Management Unit of the Council.

Figure 5: Three Year Comparison of Conciliations conducted

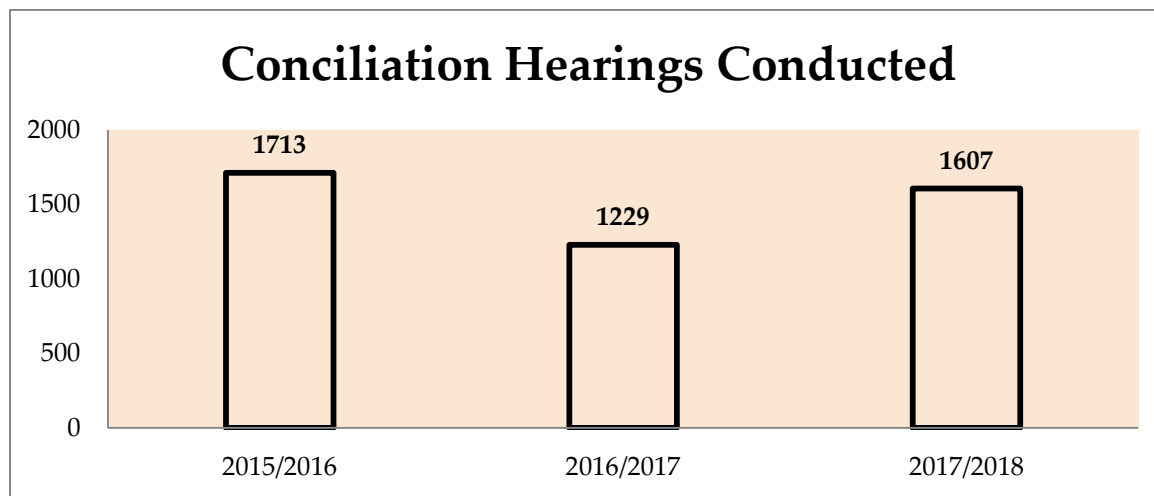
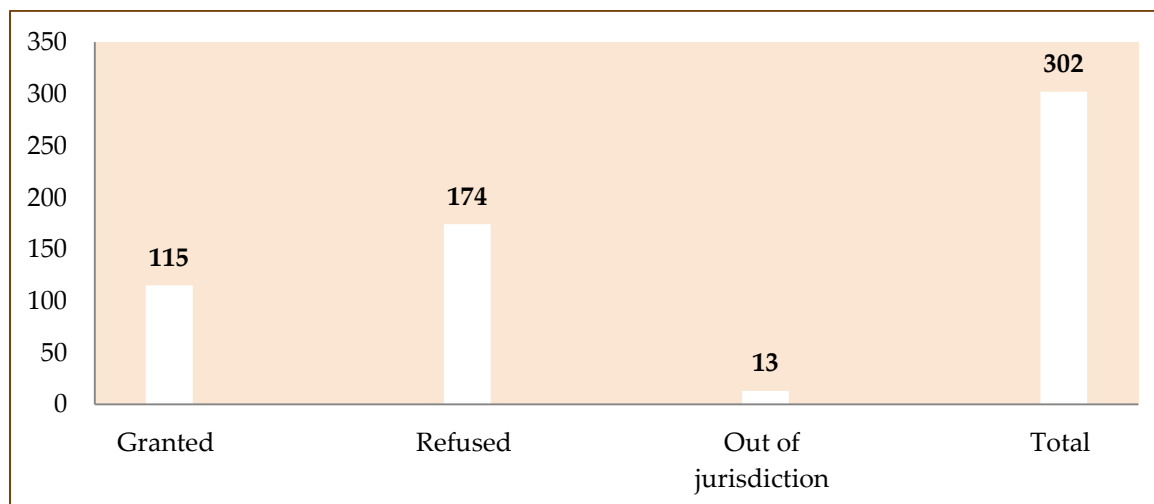


Figure 6: Rule 9 Condonation Applications



CORPORATE SERVICES UNIT

Corporate Services is an internal support service managing resources for the achievement of the organisation's strategies, ensuring compliance with a number of governance obligations and improving corporate policies, procedures and outcomes. It also has a co coordinating role in standardising governance and accountability oversight across the GPSSBC. Our goal as a Corporate Service Unit is to provide a high quality financial, human resources and logistical process, to enable both the staff and managers to manage their respective resources effectively and efficiently and to assist in achieving the mission and objectives of the council.

PART 1: FINANCE

The responsibility of the finance section need to be more transparent and accountable so that the roles , outputs and functions are provided at a high standard effectively and efficiently in accordance with auditing and accounting standards. Finance unit is responsible for preparing financial reports; processing and payments of invoices and capturing receipts and has an intimate understanding of the organization's activities and plans. We also exercise judgment on how certain items are accounted for in the financial reports. We have internal financial controls systems which are essential to the integrity of financial reporting.

The roles and responsibilities associated with financial reporting

Audit Committee

- The audit committee is responsible for overseeing management and its financial reporting processes and satisfying itself as to the appropriateness of financial reports. We comply with a quarterly meeting to allow the Audit committee to oversee our financial.
- The committee offers a high-level, strategic view of the organization, coupled with due diligence duties with respect to internal policies, procedures and processes, and accountability.
- The committee has an obligation to pay close attention to the details of management's approach to internal controls and to satisfy itself that all appropriate areas have been covered to minimize the risk of financial mismanagement or fraud.

External Auditor

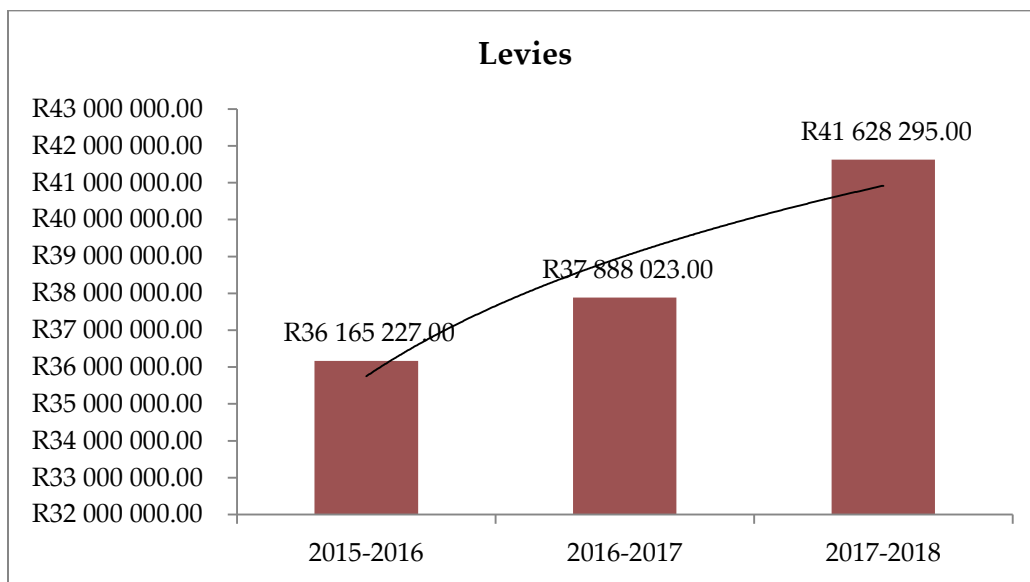
- The auditor, is responsible for making an independent assessment of the financial statements, and giving a professional opinion on whether they give a fair presentation of the organization's financial position and results of operations.
- The auditor brings a different level of financial expertise that may not exist within the organization; more importantly, the auditor brings an outside, independent perspective on the organization's financial affairs.

Revenues and Expenditures

Revenues and expenditures are “cumulative sums over time”. They reflect the aggregation of many transactions that have occurred during the specified period.

Revenue: The income earned through the provision of a business primary goods and service. Examples are combined contributions made by Union and Employer (levies)

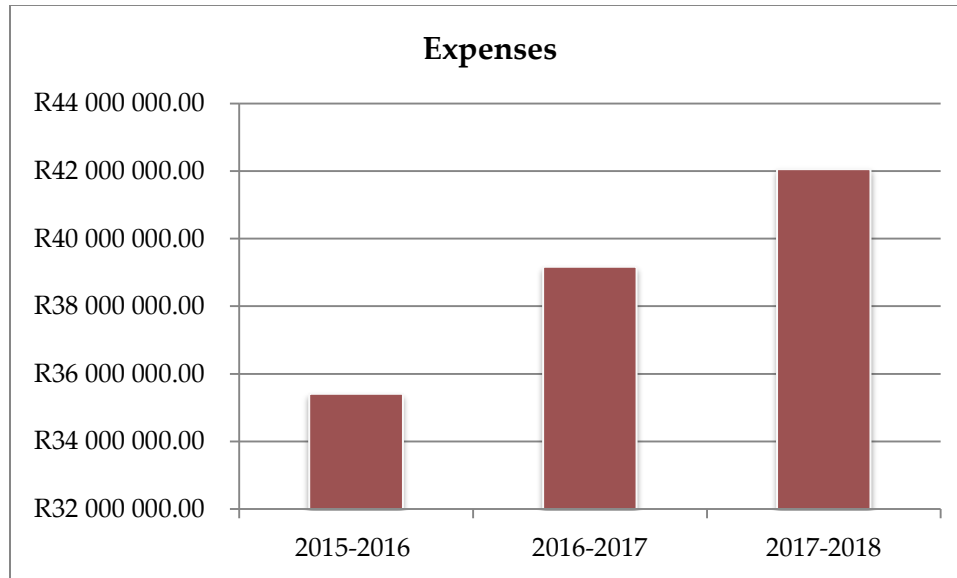
Fin Year	2015-2016	2016-2017	2017-2018
Levies	36 165 227	37 888 023	41 628 295



- GPSSBC Resolution 1 of 2017 provides an annual increase to the GPSSBC levy, based on the National Treasury year-on year projected Consumer Price Index (CPI).
- The levies have increased to R12.82 effective from the 1 April 2018.
- This means that 300 801 employees' falls within the scope of the GPSSBC.

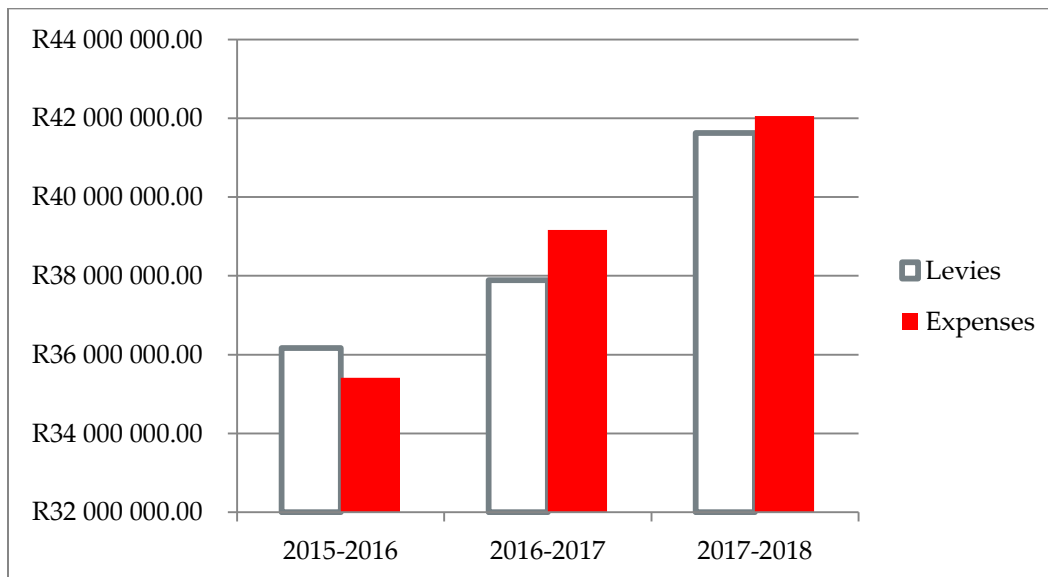
Expenditures (or expenses) are the costs incurred in the process of producing or offering primary business operations. Examples are salaries, rent and office supplies, etc. Also included in expenditures is “depreciation” of capital assets (usually called “amortization of capital assets”) as the cost of capital assets is usually spread over a number of periods, based on the useful life of each asset.

Fin Yr	2015-2016	2016-2017	2017-2018
Expenses	R 35 412 652.00	R 39 164 120.00	R 42 055 919.00



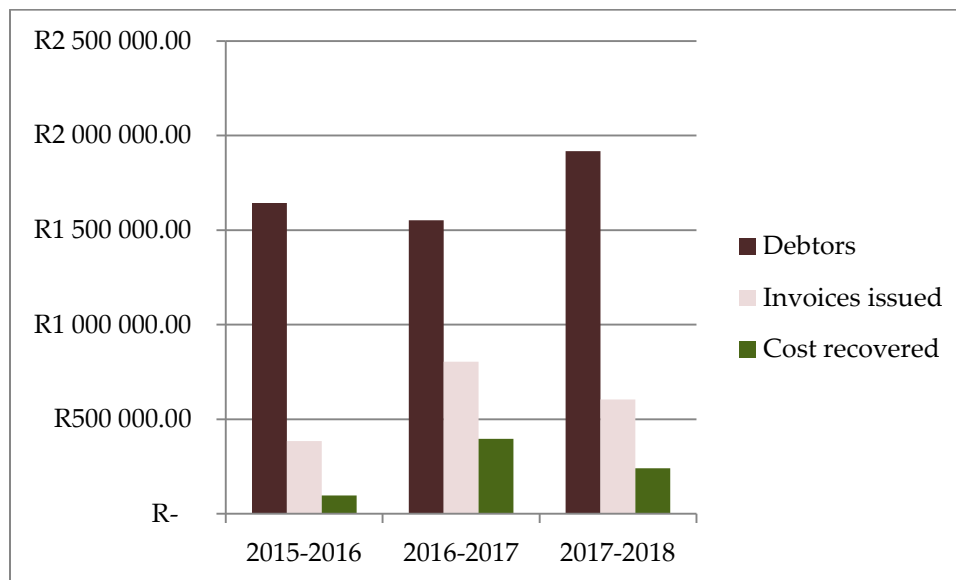
Three year comparison of Levies and Expenditure

Fin Yr	2015-2016	2016-2017	2017-2018
Levies	36 165 227	37 888 023	41 628 395
Expenses	35 412 652	39 164 120	42 055 919



Three years debtors' analysis

	2015-2016	2016-2017	2017-2018
Debtors	1 642 800.72	1 552 328.00	1 917 455.00
Invoices issued	383 843.94	804 001.00	604 697.00
Cost recovered	96 102.50	396 824.00	239 569.56



- The graph shows total debtors at the end of 31 March 2017.
- Total debtors includes invoices created as per outcome of the hearings that the department or the union or applicant to bear the cost and reduced by amount collected or paid by departments or union as per advisory of the commissioner (these amounts also include disciplinary hearings).
- Our debtors control account went down, looking at the cost recovered in the current year and in the previous years.

PART 2: RESOURCES MANAGEMENT

Retirement

It was with mixed emotions when we bid farewell to Mrs Salaminah Lucky Pieterse. She has been with GPSSBC for 10 years. She has played an important role in the growth and success of this organization. Mrs S Pieterse has always been a diligent worker. Although we will miss her, she has earned the opportunity to enjoy more time with his family and grandchildren.



Training and Development

Training presents a prime opportunity to expand the knowledge base of all employees. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment.

During the period under review Council sustained its commitment in terms developing staff.

Bursaries granted:

- Commissioner course [Stellenbosch] – 2 Employees
- Bachelor of Arts Human & Science Studies in Public Administration and Facilitation [UNISA] - 1 Employee
- LLB [UNISA] – 3 Employees
- Diploma in Labour Relations [Damelin] – 3 Employees

Short Courses, Workshops and Seminars Attended:

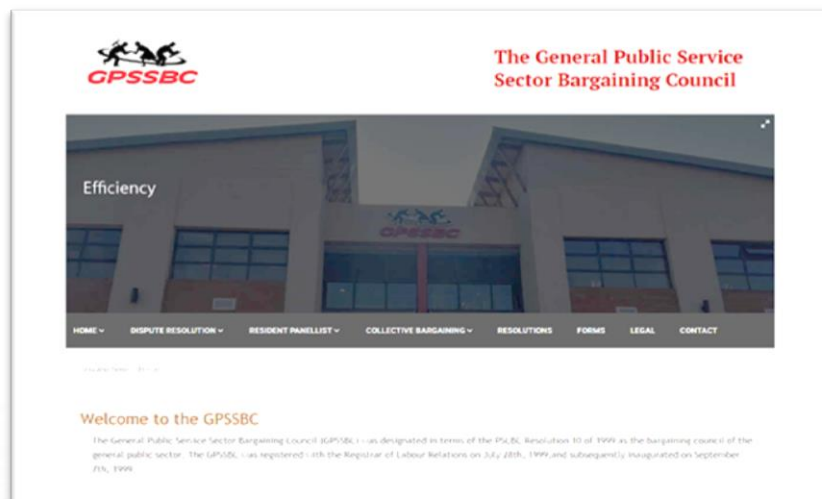
- Mid-year Payroll Tax update Seminar
- Sage Bookkeeping Fundamentals
- Computerised Bookkeeping
- Payroll and Monthly SARS Returns
- Customer Services Training
- Emotional Intelligence & Personal Mastery

Recruitment and Selection

Three Employees resigned during the period under review and the following three vacant positions were filled.

- Case Management Administrator X2
- Resident Panellist
- Personal Assistant – Vacant

GPSSBC Website





With our updated website (www.gpssbc.org.za) we are proud to announce that we were able to reach our objective which was to reach our clients worldwide. Our website contains important documents for easy access and downloads, such as:

“Resolutions and Forms” with the following types of forms:

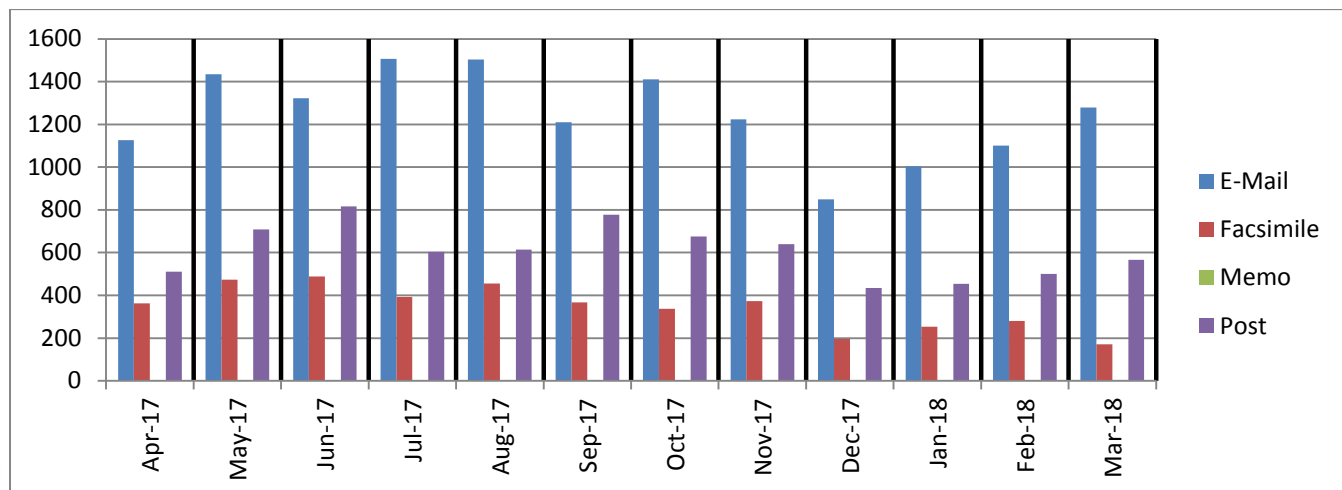
- Application in Terms of Section 142A
- Application to Certify Bargaining Council Award, LRA Form 7.18A
- Request for appointment of a chairperson in a disciplinary hearing
- Request for arbitration (GPSSBC Referral form G2)
- Application to certify council award and writ of execution
- Referring a dispute to the GPSSBC for conciliation, plus Application for Condonation
- Inquiry by Arbitrator (Pre Dismissal Application G6)
- Application in terms of section 142a (making a settlement agreement an award)

In the previous financial we had over 4720 forms downloaded from our website.

CORRESPONDENCE RECEIVED PER MONTH: 01.04.2017 to 31.03.2018

The below table and chart are an indication of the types and volume of correspondences the GPSSBC deals with on a monthly basis.

Type	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Others	0	0	0	0	0	2	64	0	0	0	0	0
Others	0	0	1	0	0	5	8	1	0	3	3	2
E-Mail	1126	1435	1322	1506	1504	1210	1410	1223	849	1003	1100	1279
Facsimile	363	474	489	392	455	367	337	373	197	253	280	171
Memo	0	0	0	1	0	0	1	0	0	0	0	0
Post	511	708	816	604	614	778	675	640	434	454	501	566
TOTAL	2000	2618	2628	2503	2573	2362	2495	2237	1480	1713	1884	2018





OUR YEAR IN PICTURES

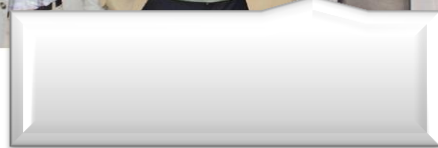


Portia Maluleke, Sharlaine Oodit
& Pertunia Mashiane

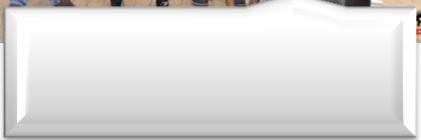


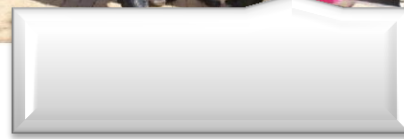
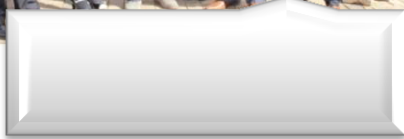
Council Meeting

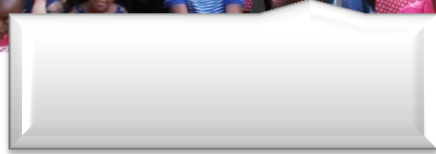
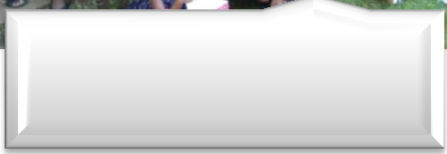




CBU









AUDITED FINANCIAL STATEMENTS

