

CHE: ORGANISATION, SUPPORT SERVICES AND HUMAN RESOURCES

1. ORGANISATION

Operational Structure

Figure 1 shows how the operations of the CHE are organised in terms of structure of authority, accountability and reporting.

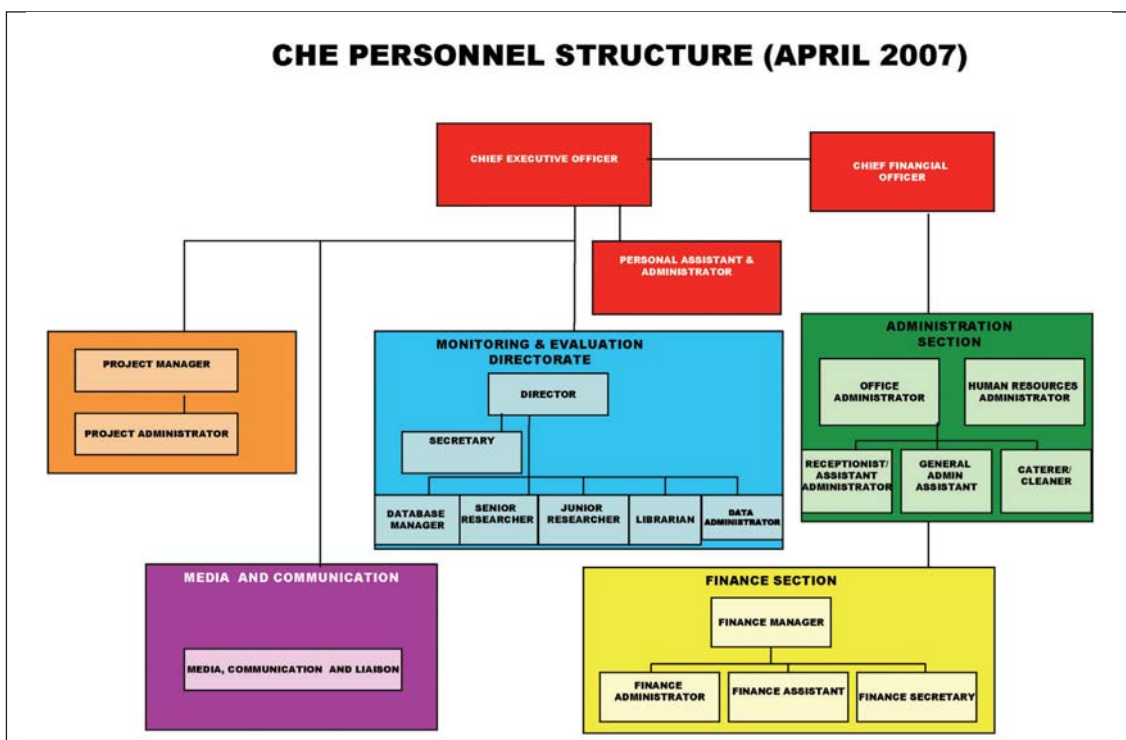


Figure 1

CHE 2007-2010 Business Plan (Goals, Strategy and Budget)

The CHE 2007-2010 Business plan was reviewed and updated in September 2006. The business plan sets out the mandate and responsibilities of the CHE as outlined in the Higher Education Act, No 101 of 1997. These responsibilities are all clearly reflected in the mission and overall strategy of the CHE as well as in the programmes and projects that have been planned for the period 2007. Although the business plan is reviewed annually, the CHE always takes into account the emerging challenges of a continually changing environment within which the organisation operates. The CHE's programmes and projects are therefore planned in such a way that they are flexible and forward-looking in order that stakeholder expectations can be met, while at the same time ensuring the sustainability of the organisation in terms of operational efficiency in its core functions.

Management Information System

The HEQC started the implementation of a new system for programme accreditation in 2005. This was accompanied by the development of an online system for the submission of applications for accreditation by higher education institutions and the internal processing and tracking of applications by the HEQC. The implementation of the online system will be followed by the development of a document management system for accreditation which will be eventually extended to the other directorates of the HEQC and CHE.

Risk Management

Effective risk management is imperative in an organisation like the CHE. During 2004, the CHE commissioned KPMG to conduct an independent and comprehensive assessment of the risks faced by the organisation and to advise on strategies and mechanisms to reduce and/or eliminate such risks. The risk register that was developed was aligned with the principles of the King Report and the Public Finance Management Act. The register was updated for the first time in February 2006. Although the updated version is still largely relevant, it will be reviewed for the second time in July 2007.

2. SUPPORT SERVICES



Dr. Jan Beukes
Chief Financial Officer

Supply Change Management

During the year under review, a position dedicated to Supply Change Management was created. A number of Key Performance Areas have been defined for this position, including the responsibility to ensure that the CHE asset register is properly maintained and updated.

A new policy for Supply Change Management was approved by Council on 28 March 2007 and implemented from 1 April 2007. This policy is aimed at introducing accepted best practices in respect of Supply Chain Management while at the same time addressing government's preferential procurement policy linked to increasing broad based Black Economic Empowerment and SMME development.

Financial Policies

The CHE's financial policies and procedures were comprehensively reviewed during the 2006-2007 financial year. A number of gaps in the CHE's existing policies and procedures were identified and addressed. The main focus of the review was on two key areas i.e. Risk Management and Financial Management and Reporting. The findings and conclusions resulting from the review resulted in a comprehensively new set of financial policies and procedures approved by Council on 28 March 2007. The new set of policies is compliant with the PFMA and Treasury regulations.

3. HUMAN RESOURCES

Policy issues

Leave

During the year under review the CHE modified some aspects of its leave policy. The number of sick leave days in a 3-year cycle was changed from 30 days to 36 days. This is now in line with the Basic Conditions of Employment Act. A clause that provides for temporarily incapacity leave was added to the sick leave policy. Staff members can only utilize the incapacity leave if they have exhausted their 36 sick leave days. This leave can only be granted at the discretion of the CEO.

Performance Management

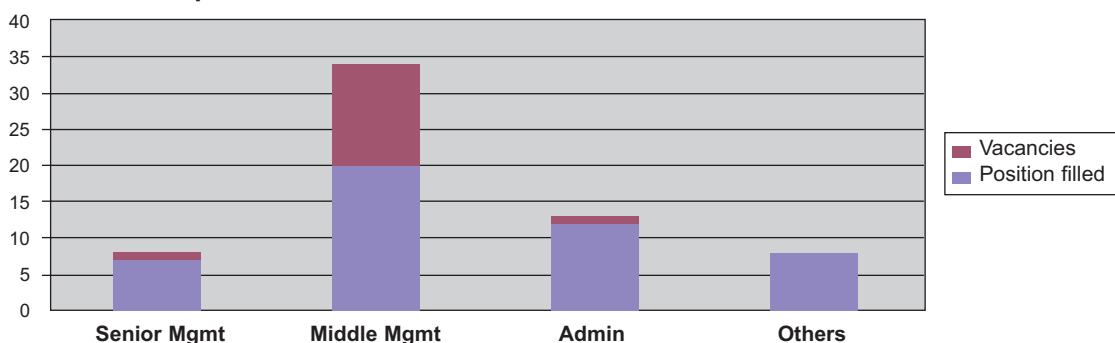
The year under review saw the implementation of a new Performance Management System. In accordance with current best practices, the HR section has developed and launched a new comprehensive performance management system which provides line managers with an integrative framework and powerful tools for managing individual performance effectively. The system aligns individual objectives with those of the relevant directorate and ultimately with organizational objectives. The whole process is central to the successful operation of the CHE and has been widely welcomed throughout the organization. The system has an impact on the allocation of pay increases and other rewards. The key performance areas which were identified will be used as criteria for 2007 performance reviews.

CHE: ORGANISATION, SUPPORT SERVICES AND HUMAN RESOURCES

Staff Complement

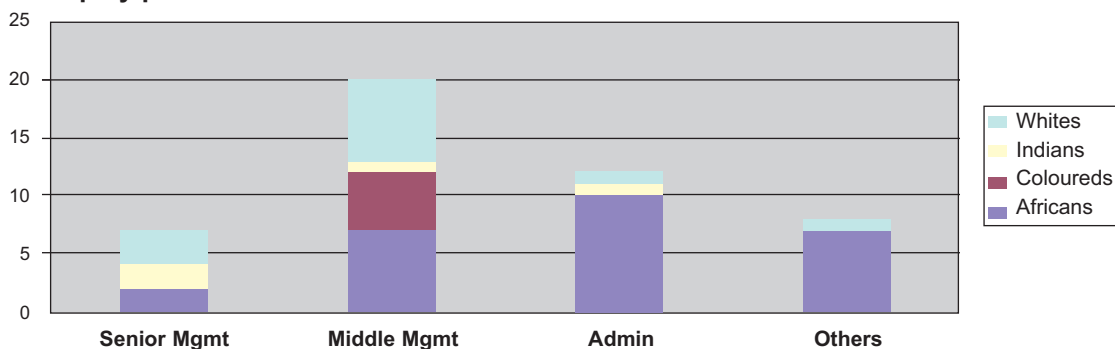
Of the total number of sixty-three positions within the CHE, forty-six were filled at 31 March 2007, leaving a total number of seventeen vacancies. The CHE is continuously attempting to fill the vacant positions with appropriately qualified staff. The number of vacancies is more critical at middle management and project administrator levels. In addition to this, the CHE is also engaging in short term secondment arrangements with higher education institutions in order to supplement existing skills shortages in the CHE. This is with a view to maintaining an acceptable level of core permanent staff.

Number of positions: March 2007



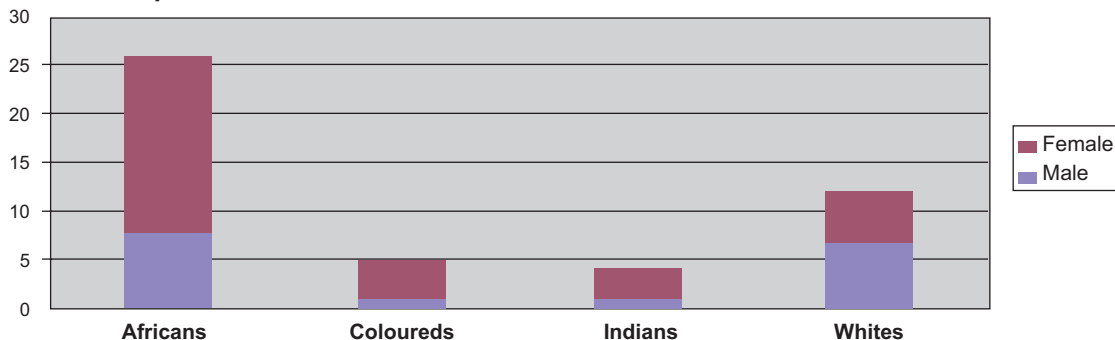
Graph 1

Equity profile: March 2007



Graph 2

Gender profile: March 2007



Graph 3