

**ACTIVITY-BASED MANAGEMENT AS AN INSTRUMENT TO FACILITATE
EFFECTIVE MANAGEMENT DECISION-MAKING AND ORGANISATIONAL
IMPROVEMENT**

by

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EXECUTIVE SUMMARY

This study sets out to prove that Activity-Based Management is still a relevant instrument to facilitate effective management decision-making and organisational improvement. In the light of all the latest techniques and methodologies that currently exist to measure and rectify organisational performance, the obvious question might be “but why Activity-Based Management?”. Whilst certain techniques and methodologies concentrate on either inputs, outputs and / or on the entire process, Activity-Based Management was selected because it specifically analyses the activities (transformation component) of a business, plus the fact that this methodology has been refined and tested with great success in large organisations such as Eskom.

Given the selection of management tools available, an instrument such as Activity-Based Management is usually not implemented alone, but may be supported by one or more other approaches. For this reason, Activity-Based Management is contrasted with several other popular instruments in the literature review.

If properly applied, Activity-Based Management can provide management with a sound decision-making platform for correctly aligning resources and work activities. It produces cost information by linking human resource costs to activities and then tracks these human resource costs (inputs) by activity (transformation) and traces them to the point where products and / or services (outputs) reach their destination / customers (result). It also serves as a useful base to improve strategic and operational decisions and for reviewing and updating the organisation structure of a business.

This study reworks and researches previous data related to a project carried out by Eskom (exploratory research) with the purpose of testing the primary research objective. Based on a predetermined dictionary of activities and an associated data collection form, a census was used to collect the data. The

resulting reports highlight the main obstructions to effective performance and they mainly relate to an imbalance of time expenditure amongst the various activities performed, an outdated organisation structure and a misalignment of effort with the new vision and strategies formulated.

The study is concluded with a number of recommendations for improvement and for further study. Briefly, these recommendations address:

- shifting the focus from support to core activities and placing a higher emphasis on activities that support the new vision and strategies of the business;
- eliminating unnecessary activities and reducing the amount of time wasted; and
- eliminating fragmented work, dealing with surplus manpower numbers and revising the organisation structure.



BESTUURSOPSOMMING

Die doel van hierdie studie wil bewys dat Aktiwiteitsbestuur, as 'n instrument om doeltreffende bestuursbesluitneming en organisasieverbetering te fasiliteer, nog geldig is. In die lig van al die tegnieke en metodologieë wat tans in die mark bestaan om die prestasie van ondernemings te meet en te vernuwe, kan tereg gevra word "maar waarom Aktiwiteitsbestuur?". Terwyl sekere tegnieke en metodologieë òf op die insette, òf uitsette en / òf die hele proses konsentreer, is Aktiwiteitsbestuur geselekteer omdat dit spesifiek die aktiwiteite (transformasie-komponent) van 'n besigheid ontleed, plus die feit dat dit met verloop van tyd en met groot sukses reeds in 'n groot onderneming soos Eskom verfyn en getoets is.

Wanneer al die ander bestuurshulpmiddele in aanmerking kom, word 'n instrument soos Aktiwiteitsbestuur selde alleen geïmplimenteer, maar word dit gewoonlik deur een of meer ander instrumente ondersteun. Om hierdie rede, word Aktiwiteitsbestuur met verskeie ander gewilde instrumente in die literatuurstudie gekontrasteer.

Indien dit behoorlik toegepas word, kan bestuur deur middel van Aktiwiteitsbestuur betroubare besluitnemingsinligting verkry om hulbronne en werksaktiwiteite sodanig aan te wend dat die onderneming suksesvol geoptimaliseer kan word. Dit verskaf inligting deur die kostes van menslikehulbronne met hul onderskeie aktiwiteite te koppel en dan hierdie hulpbronnkostas (insette) per aktiwiteit (transformasie) na te spoor tot by die punt waar produkte en / of dienste (uitsette) hul onderskeie bestemmings / klante (resultaat) bereik. In die proses verbeter dit strategiese en operasionele besluite en dien dit as 'n waardevolle bron om die organisasiestruktuur van 'n besigheid te hersien en aan te pas.

Die studie verwerk en bestudeer data uit 'n vorige projek in Eskom (verkennde navorsing) met die doel om die primêre navorsingsdoelwit te

toets. Die resultate dui 'n aantal probleme uit en verwys hoofsaaklik na aspekte soos onderprestasie, die wanbalans van tydsbesteding tussen verskeie aktiwiteite en 'n ondoeltreffende organisasiestruktuur.

Die studie word gefinaliseer met 'n paar aanbevelings vir verbetering en verdere studie. Die aanbevelings adresseer hoofsaaklik:

- 'n verskuiwing van fokus, met groter klem op aktiwiteite wat die nuwe visie en strategieë van die besigheid ondersteun;
- eliminerings van onnodige aktiwiteite en vermindering van onderbenutte tyd; en
- die eliminerings van gefragmenteerde werk, hantering van surplus mannekrag-getalle en hersiening van die organisasiestruktuur.



DEDICATION

This dissertation is dedicated to my father, mother and brother in appreciation for their continued motivation and understanding during this very challenging exercise.



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CHAPTER 1

INTRODUCTION, PROBLEM STATEMENT AND OBJECTIVES OF THE STUDY

“Activity-Based Management is an approach that has now come of age. It is not a technique; it is about management. Activity-Based Management needs to be understood and implemented by all functions so its power can be unleashed and the benefits obtained” (Plowman, 2001:xv).

1.1 BACKGROUND

This study argues the merits of Activity-Based Management as a means of providing useful information for effective management decision-making and organisational improvement. This leads to the question: “Why Activity-Based Management?”. According to Plowman (2001:xvi), many techniques and methodologies exist to measure and rectify organisational performance, for example:

- Total Quality Management;
- Just In Time;
- Business Process Reengineering;
- Balanced Scorecard;
- Business Excellence Model; and
- Shareholder Value Added.

Activity-Based Management places an organisation in a more favourable position to achieve its objectives and goals and, if correctly applied, it should lead to improved outputs, higher quality, improved cycle time, improved service and profitability (Van Zyl, 1995:39). However, it is important to realise that, although Activity-Based Management helps an organisation to identify potential problems, it is how managers use the information that will determine whether Activity-Based Management is a successful instrument or not.

As activities are the common denominator in Activity-Based Management, it is important to realise that activities result in costs that have to be continuously managed (Blumberg, 1993:52). If properly applied, Activity-Based Management can provide management with a sound decision-making platform for successfully optimising effectiveness and efficiency through the correct alignment of resources and work activities.

Based on discussions with Smit (2005), probably one of the most beneficial aspects is that Activity-Based Management provides a sound basis for creating a common business language and understanding amongst management and employees. The significance of this benefit is illustrated by the following biblical extract:

“Now the whole world had one language and a common speech. Then they said, ‘Come, let us build ourselves a city, with a tower that reaches to the heavens, so that we may make a name for ourselves and not be scattered over the face of the whole earth.’ The LORD said, ‘If as one people speaking the same language they have begun to do this, then nothing they plan to do will be impossible for them. Come, let us go down and confuse their language so they will not understand each other.’ So the LORD scattered them from there over all the earth, and they stopped building the city. That is why it was called Babel because there the LORD confused the language of the whole world.” (The Holy Bible - Genesis 11: 1-9).

Manning (2001:5) advocates a common business language and understanding under the heading: “The big conversations are vital for success”. He argues that, by involving employees in the decision-making process, often elicit ideas and energy beyond expectations. It equips people to think and act strategically; it empowers them to make sensible decisions; and it gives them self-esteem.

1.2 PROBLEM STATEMENT

According to Miller (1996:1), the purpose of management information systems to track and provide information about the horizontal aspects (namely work processes and activities) of an organisation has lagged significantly behind the needs of its managers. The author states further that Activity-Based Management fills this information need by providing activity, cost and operating information that reflect the horizontal view. In addition to accurate information about activities and related costs, Activity-Based Management also provides useful information about value analysis, cost drivers and performance measures to initiate, drive or support effective management decision-making and organisational improvement.

The intention of this dissertation is to rework and elaborate on the results of a research study that was completed in Eskom (Smit, 1998:1-8). The study focused on a Human Resources Services Department in Eskom, an Electricity Utility in South Africa. Through the application of Activity-Based Management, the idea is to test suspicions with regard to the existence of the following problems:

- incorrect utilisation of resources and alignment of activities;
- fragmented work, role uncertainty and duplication;
- too many unrelated meetings;
- excessive travelling, walking and waiting time;
- insufficient focus on core (as opposed to support) work;
- no effective basis for effective management decision-making; and
- unnecessary high wage bill.

1.3 RESEARCH OBJECTIVES

The main research objective of the study is to determine if Activity-Based Management is still relevant as a decision-making instrument to bring about effective organisational improvement.

To fulfil the primary objective the study will focus on the following supportive objectives:

- to gain a better understanding of the theory of Activity-Based Management;
- to practically test the relevancy of the Activity-Based Management instrument in a selected Human Resources Services Department of Eskom, an Electricity Utility in South Africa;
- to utilise Activity-Based Management as an instrument to analyse and realign the activities performed by the Human Resources Services Department; and
- to confirm the suspicions and solve the problems mentioned earlier.

1.4 RESEARCH DESIGN AND METHODOLOGY

According to Zikmund (2003:54), research can be conducted by means of exploratory studies, descriptive research or causal research. Given the nature of the problem, exploratory research will be conducted to investigate the dimensions of the problem and to test the primary and supportive research objectives. This study includes both primary data (data gathered and assembled specifically for the research project at hand) and secondary data (data that has been previously collected for some project other than the one at hand) – (Zikmund, 2003:63). In the process, a wide range of published articles, books and the Internet regarding theories and past empirical studies on Activity-Based Management were consulted. A census will be used to collect the data via facilitated workgroup sessions and personal interviews.

The reason for investigating the human resources component only (of a service function), is that it is in line with the Pareto-principle, namely that the wage bill comprises the largest portion of the cost (approximately 80 percent), especially of any services function such as a Human Resources Department (Hellriegel *et al.*, 2001:188).

1.5 GLOSSARY

The following key concepts form an integral part of this study and are defined hereunder:

- **Activity-Based Costing** – methodology that measures the cost and performance of activities, resources and cost objects. Resources are assigned to activities, and then activities are assigned to cost objects based on their use (Miller, 1996:12). This forms a major component of Activity-Based Management.
- **Activity-Based Management** – discipline that focuses on the management of activities as the route to improving the value received by the customer and the profit achieved by providing this value. This discipline includes cost driver analysis, activity analysis and performance measurement. Activity-Based Management draws on Activity-Based Costing as its major source of information (Miller, 1996:12).
- **Activities** – the significant tasks that consume resources and produce results (Wiersema 1995:18).
- **British Standards Institute** – British international standards that provide organisations with leading-edge best practice solutions for “making things happen” (British Standards Institute, 2006:1-2).
- **Continuous improvement** – programmes to eliminate waste, reduce response time, simplify the design of both products and processes and improve quality (Miller, 1996:3).
- **Effectiveness** – depth of thinking process preceding the “doing” activity, namely “doing the right things” the first time for the benefit of the customer (Coyle, Bardi and Langley, 1996:4).
- **Efficiency** – “doing things right” (Coyle *et al.*, 1996:4), in other words maximising the input / output relationship (Hellriegel *et al.*, 2001:130).
- **Processes** – series of activities that are linked to perform a specific objective, for example the assembly of a television set or the process of paying a bill (Miller, 1996:5).
- **Resources** – economic elements that are applied or used in the performance of activities. Resources can either be factors that are consumed by activities during the transformation of input to output or

factors that perform the activity (personnel, machinery or automated processes) – (Börjesson, 1994:81). The focus of this study is on the human resources component only.

- **Services industry** – the provision of services as opposed to products, for example, the Eskom Human Resources Services Department under investigation.

1.6 CHAPTER OUTLINE

Chapter 2 acknowledges previous research published on Activity-Based Management as an instrument for effective decision-making and organisational improvement.

The research process is discussed in detail in chapter 3 and explains the reasons for selecting facilitated workgroups, personal interviews and a census as a means of data collection.

A detailed report presents the research findings in chapter 4. This report forms the basis for drawing conclusions and making recommendations in chapter 5.

A critical summary supported by conclusions based on findings in the previous chapters form the basis of chapter 5. This chapter is finalised by presenting recommendations for future research.

CHAPTER 2

LITERATURE REVIEW ON ACTIVITY-BASED MANAGEMENT

2.1 INTRODUCTION

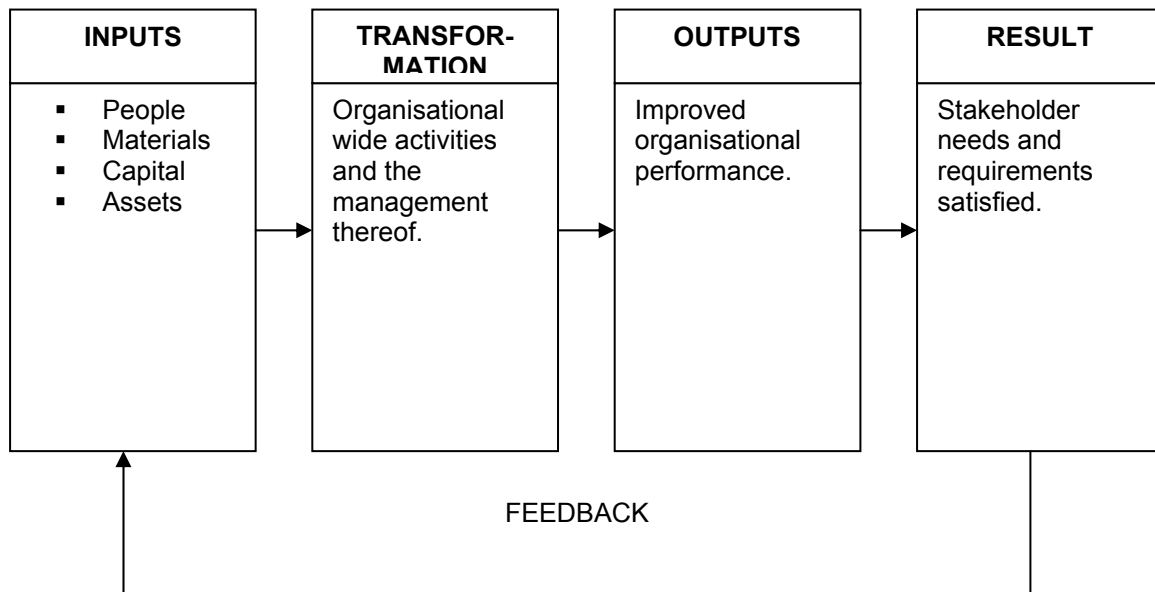
Activity-Based Management aims to provide management with timely and accurate information to make more informed decisions about placing an organisation in a more favourable position. The importance is how managers use this information that will ultimately determine whether Activity-Based Management is a successful instrument or not. It has been stated before that “activities” are the common denominator in Activity-Based Management, resulting in costs that have to be continuously managed. If properly applied, it can provide management with a sound decision-making platform for successfully optimising effectiveness and efficiency through the correct alignment of resources and work activities.

This study will illustrate how Activity-Based Management information is collected, organised and collated for effective analysis and decision-making and hopefully prove that this is still a powerful instrument for organisational change and improvement. Before doing this, however, it is important to first contextualise Activity-Based Management, contrast it with other popular approaches and to discuss aspects related to successful implementation. This is necessary because Activity-Based Management is not always carried out in isolation to other approaches.

2.2 CONTEXTUALISATION OF ACTIVITY-BASED MANAGEMENT

To contextualise Activity-Based Management, it is useful to view it from a Systems Model perspective.

Figure 2.1: Systems model related to Activity-Based Management



Source: Adapted from Miller (1996:2).

Whilst certain techniques and methodologies concentrate on either inputs, outputs and / or on the entire process, Activity-Based Management is an instrument that focuses on the activities (transformation component) of a business to bring about organisational improvement.

To pinpoint the position of Activity-Based Management, Bain and Company Corporation (2006) explains that it can be used to perform detailed economic analyses of important business activities to improve strategic and operational decisions. It increases the accuracy of cost information by more precisely linking overhead and other indirect costs to products or customer segments. Traditional accounting systems distribute indirect costs using bases such as direct labour hours, machine hours or material costs. Activity-Based Management then tracks these overhead and other indirect costs (inputs) by activity (transformation) and traces them to the point where products and / or services (outputs) reach their destination / customers (result).

2.3 ACTIVITIES IN THE TRANSFORMATION PROCESS (SYSTEMS MODEL)

Based on the discussion thus far, it is important to understand that the essence is about the analysis of the activities performed in a Human Resources Services Department in Eskom as a basis for management decision-making. This point has been emphasised a number of times already because the study does not attempt to, for example, clarify the technological environment. Under the circumstances, this issue requires further elaboration.

2.3.1 Activity context

According to van Zyl (1998:32), activities within an organisation take place through the execution of different tasks and actions. The identification of the activities within the transformation processes of an organisation forms the basis of Activity-Based Management.

Turney (1992:15) points out that Activity-Based Management aims to achieve the following goals:

- to accurately cost activities;
- to improve the value received by customers;
- to improve the profits by providing this value;
- to achieve goals by means of managing activities; and
- to manage a process of relentless and continuous improvement of all aspects of an organisation.

The achievement of these goals enables management to keep abreast of the performance of an organisation on a daily basis and also provides the necessary flexibility to adapt, align and correctly position resources in reaction to sudden and unforeseen environmental changes.

2.3.2 Activity costing

As activities are the common denominator in Activity-Based Management, Activity-Based Management draws on Activity-Based Costing as its major source of information for decision-making purposes (Miller, 1996:12). Accordingly, Luke

(1996:144-149) raises a number of issues that should be borne in mind when activity costs are determined.

- **Activity costing process** – includes the following steps:
 - identify the main activities that take place;
 - determine the cost drivers for every main activity;
 - create a cost centre / pool for each main activity;
 - link the cost of the activity to the product using the activities; and
 - structure the activity analysis for informed management decision-making.
- **Strategic costing** – involves the determination of the value of those activities that will have the most significant impact on the strategic direction of the organisation.
- **Product costing** – links activity costing to individual products and services. By understanding cost drivers, managers can design new products more efficiently. Efficiency is improved by eliminating duplication and unnecessary activities, improving work-flows and enhancing employee performance, primarily by means of training. Effectiveness is dependent on performing the right activities efficiently. By attributing costs to activities, management can prioritise areas where efforts should be focused to enable working practices to be made both more efficient and effective and where costs could be reduced or performance improved. Highlighting these areas for improvement may result in changes in processes or a more dramatic re-engineering of the service provided.
- **Customer profitability** – organisational efforts should be focused primarily on the organisation's justification for its existence, namely the customer. Most firms, however, do not have an adequate knowledge of their customers and subsequently, products and services are often provided to certain customers at a loss to the organisation. The cost of providing the mix of products to a customer or customer-type is usually based on product cost information. Whilst the product-costing may be accurate and the product profitable, servicing the customer may not be.

- **Operational cost management** – costs are an integral part of the business infrastructure and any decision by management will inevitably involve expenditure in the short and / or long-term. The objective of Activity-Based Management is to determine the importance and costs of activities within the value chain, giving management the opportunity to focus resources on adding value and on continuous improvement in effective use of costs. Attention is focused on the key cost drivers and the factors that influence the daily dynamics of the cost base. Managing the cost base may include setting targets for activities or costs but, for the most part, focuses on long-term improvements in the delivery of activities through monitoring productivity, capacity utilisation, efficiency and effectiveness.

2.3.3 Inefficient and non-essential activities

According to Van Zyl (1998:33), non-essential activities that do not add any value to the end product should be identified and questioned. Such activities should then either be realigned or eliminated. Van Zyl (1998:33) lists the following two categories of inefficiency:

- excessive resource consumption, caused by a workload that is higher than warranted by output; and
- capacity mismatched with workload.

The author states that the key to cutting costs and attaining efficiency is to decrease consumption of resources by reducing the quantity or cost of activity drivers. This in turn sets resources free for other uses. After implementing Activity-Based Management, dealing with all the excess resources generated may in itself become a separate problem.

2.3.4 Value-adding activities

Value-adding activities must be identified and retained. Such activities can be divided into two categories (Van Zyl, 1998:33):

- firstly, they add value to the output and ultimately meet the user's demands and requirements; and

- secondly, they are essential for the entire internal process to function smoothly, for example policies, procedures and risk avoidance.

2.3.5 Analysis of activities

Van Zyl (1998:33) states that there can be as many as 200 to 300 activities in an organisation and that it is not smart business practice to analyse all the activities to the same degree. According to the Pareto-principle, it makes more sense to place a higher emphasis on 20 percent of the activities that result in 80 percent of the cost (Hellriegel *et al.*, 2001:130). However, this does not mean that the low cost activities should not be analysed at all; but rather that they should not receive the same degree of analysis as the high cost activities. This may seem like a contradiction, but the hesitancy to completely ignore the low cost items is influenced by the idiomatic expression: “Look after the pence and the pounds will look after themselves” – meaning that if care is taken not to waste small amounts of money, capital will be accumulated.



2.3.6 Benchmarking

To accomplish efficiency, quality and best business practice, activities should continuously be compared to similar activities in other organisations or departments in the same organisation (Van Zyl, 1998:34). Ultimately, the correct clustering and ring-fencing of activities should lead to more focused and meaningful job descriptions.

2.3.7 Link between activities

Activities work together in a value chain to achieve a mutual goal. According to Van Zyl (1998:34) the links between activities have to be structured in such a manner that:

- roles are clearly defined;
- duplication of work is eliminated;
- rework is minimised;

- waste is reduced; and
- time is optimised.

2.3.8 Human resources activities

Bohlander, Snell and Sherman (2001:4-5) state that people have always been central to organisations, but in modern society, they have taken on an even more central role in building a firm's competitive advantage. Organisations achieve sustained competitive advantage through people if they are able to meet the following criteria:

- they add value;
- they are rare;
- they are difficult to imitate;
- they are organised; and
- they are correctly utilised.

This, after all, is the main purpose of this study – to utilise Activity-Based Management as an instrument to analyse and realign the activities performed by the employees of a selected Human Resources Services Department in Eskom.

According to Spencer (1995:25-27), analysing and realigning the activities performed by employees pose certain implications that analysts should take into account when embarking on an Activity-Based Management intervention:

- **Automation** – as much as 70 percent of human resources services can be provided by personal computers and interactive voice-response systems connected to a central human resources database.
- **Outsourcing** – many organisations specialise in providing human resources services on an outsourced basis.
- **Integration** – human resources functions, such as staffing, performance management, training and development and compensation should be integrated in such a way that top management will have instant access to comprehensive information for strategic planning purposes.

- **Radical decentralisation** – this creates role clarity problems in terms of who is responsible for what, for example, it is often heard that Human Resources Management is the Line Manager’s responsibility.
- **Destaffing** – it is not only simply about cutting heads in the human resources function, but to experience the benefits from:
 - reduced customer costs;
 - reduction in human resources vendor costs;
 - improvements in the return on the firm’s human organisation assets; and
 - knowledge management and retention.

2.4 ACTIVITY-BASED MANAGEMENT AND ASSOCIATED APPROACHES

Given the selection of management tools available, an instrument such as Activity-Based Management is usually not implemented alone, but may be supported by one or more other approaches. It is necessary therefore, to distinguish between some of the more popular approaches that are associated with Activity-Based Management.

2.4.1 Activity-Based Costing

Although Activity-Based Costing and Activity-Based Management are sometimes used interchangeably, Activity-Based Management should be regarded as the broader concept of analysing and managing activities and their related costs. According to Turney (1992:15), Activity-Based Costing provides costing information and Activity-Based Management, on the other hand, uses this and other information to make informed management decisions. Consequently, Activity-Based Management has developed from an accurate method of determining activity costs to an advanced management decision-making instrument (May, 1995:40).

2.4.2 Business Process Reengineering

Trussel and Bitner (1998:2) define Business Process Reengineering as a management tool for redesigning business processes in order to obtain dramatic improvements in organisational performance and quality. The same source makes the distinction, however, that although Activity-Based Management is similar in nature to Business Process Reengineering, Activity-Based Management adds the analysis of the activity cost element. Börjesson (1994:82) and Hixon (1995:30) define Activity-Based Management as the utilisation of activity-based information for the purpose of managing and controlling an organisation's work capability. Activity-Based Management consists of two primary viewpoints, namely:

- **A cost view** – Activity-Based Management determines and analyses activities and their associated costs.
- **A performance measurement view** – Activity-Based Management is also an instrument for developing performance indicators for the output of each activity centre; with the aim of measuring the effectiveness, efficiency and performance of an entity.

2.4.3 Strategic management process

Hitt, Ireland and Hoskisson (2003:6) define the strategic management process as “the full set of commitments, decisions and actions required for a firm to achieve strategic competitiveness and earn above-average returns”.

According to Luke (1996:144-145), Activity-Based Management can assist in the strategic planning process in a number of ways, namely:

- it emphasises those factors that determine the expenditure on business activities;
- it assists in prioritising business activities according to their strategic impact, in other words, in terms of the cost or benefit to be derived from the specific business, geographical market, product or customer group;
- it influences business strategy by providing information that identifies flexible areas within the cost base. This flexibility relates to the ability to utilise costs already incurred to gain competitive advantage and knowing

what expenditure would be necessary to pursue a change in direction;
and

- it can be used in developing value chain analysis as a means of breaking down the strategically relevant activities in order to gain knowledge of the behaviour of costs. The value chain scrutinises the relationship between costs and price and considers methods by which value can be added to differentiate products or maximise the price that the product can bear.

2.4.4 Change management

Due to a rapidly changing environment, organisations have to continuously change their direction in order to improve profitability, organisational effectiveness and efficiency. In this sense, Clarke and Bellis-Jones (1996:44) indicate that it is important to note that a proper change management programme must form an integral part of any process to change an organisation and its people. Similarly, to ensure the successful implementation of an Activity-Based Management change strategy, it will also be necessary for management to deal with employee resistance to change.

According to Bateman and Snell (2004:575), effective change management occurs when the organisation moves from its current state to a desired future state without excessive disruption to the organisation. In the process, it is important to determine the reasons for resistance to change, for example inertia, poor timing, surprise, peer pressure, self-interest, misunderstanding, different information about (and assessments of) the change and management's tactics in order to overcome this resistance. As Activity-Based Management could lead to staff reductions, it is usually an emotional process. Resistance to change, however, can be overcome through strong leadership and the motivation of employees. According to Hellriegel *et al.* (2001:409-410), employees will more readily accept and buy into change if they are involved and allowed to participate in the change process.

2.4.5 Activity cost-cause approach

According to Wiersema (1995:4), Activity-Based Management uses activity drivers (quantitative factors) in an operation that best represent relationships between costs and activities. Activity drivers are used to assign support-activity costs to operating activities and to assign operating-activity costs to end products or services. For the following reasons, activity drivers are the ideal focal points for controlling costs:

- **Objective** – they are quantitative and measurable, so they prevent people from fooling themselves or each other regarding the attainment of goals.
- **Meaningful** – they have a cause-and-effect relationship with costs of activities. This relationship is what makes them stand out.
- **Simple** – they are related to the underlying activities that everyone understands. This facilitates communication about goals and problems.
- **Immediately apparent** – the number of driver units associated with a job can be easily determined by observing operations.

Wiersema (1995:4) states that the use of activity drivers has immediate applications for improving budgeting, costing, niche assessment, cost management and efficiency.

2.4.6 Activity value analysis

Spencer (1995:61-65) defines activity value analysis as “a method of rating the products and services produced by work flows and the steps or tasks in these work flows on criteria, such as customer value-added, business value-added and no value-added, to identify products, services and steps that can be eliminated, outsourced or reengineered”. Spencer (1995:62) further states that reengineering efforts should start with a value analysis of all of the firm’s human resources activities, which is in line with the research design and methodology of this study. Briefly, the steps include:

- employees, managers and consultants create a dictionary of all products / services and task activities produced by their department and employees in the department;
- employees fill in an activity value analysis form on which they record their end products and amount of time they spend on each activity; and
- activity value analysis data is entered into a spreadsheet or database and analysed to produce valuable reports, for example activity costs from no-value (or low value) to high value, with the ranges in costs clearly displayed.

These reports help analysts to determine the cost of each activity with a view to eliminating no-value activities and to outsource or reengineer high-value / high-cost activities.

2.5 ACTIVITY-BASED MANAGEMENT IMPLEMENTATION

The successful implementation of an Activity-Based Management application is dependent on various aspects, some of which have already been discussed, for example, change management. For the sake of completeness, however, some of these aspects may be repeated briefly under the characteristics and advantages discussed next. The discussion also includes some arguments against this approach and may be considered for future research.

2.5.1 Characteristics of a successful Activity-Based Management implementation

“No technique works equally well for every company. That’s especially true for activity-based management” (Swenson and Barney, 2001:35). According to the same source, a survey proved that a holistic approach is necessary when implementing an Activity-Based Management approach, in other words, it should focus beyond the costing of activities and products alone. Such a process is doomed to failure unless it is strongly supported by top management and all the other stakeholders involved in the study, for example, middle management,

subordinates and trade unions. Because studies of this nature bring about change and threaten the comfort zones of employees, the importance has already been stated that projects should be supported by sound change management programmes to counter any resistance and unproductive behaviour. In addition, the implementation team should comprise technical competent experts who are energetic, enthusiastic and possess extensive business process skills.

2.5.2 Advantages of Activity-Based Management

If successfully implemented, Activity-Based Management has a number of benefits:

- **Activity costing and control** – it provides a sound basis for defining and costing activities. Proper control mechanisms provide management with timely alert signals regarding organisational inefficiency and facilitate effective decision-making (Wiersema, 1995:3).
- **Common objectives** – it fosters task-orientated team management and eases communication by identifying relationships that are easily understood by all (Wiersema, 1995:3). It standardises information and provides a common language and framework that facilitates communication and better decision making across processes (Miller, 1996:28).
- **Decision support** – it provides an organisation with useful information regarding activities for effective management decision-making, for example (Glad and Becker, 1994:v-vi):
 - alignment of work activities and resources to strategic direction and planning;
 - translation of strategy into appropriate operational measurements and critical success factors; and
 - avoidance of wastage and encouragement of value-adding activities in the organisation.

- **Eliminates surprises** – information provided by an Activity-Based Management system can assist management to more proactively and accurately make predictions and prevent failures (Wiersema, 1995:4).
- **Organisation structures** – shortcomings in organisation reporting structures are exposed (Glad and Becker, 1994:vi).

According to van Zyl (1998:37), it is important to note that Activity-Based Management is a transformational process rather than an event – it is a process of continuous improvement, requiring consistent evaluation and corrective action by means of effective decision-making.

2.5.3 Arguments against Activity-Based Management

Although the aim of this research is to prove that Activity-Based Management has the potential to lead an organisation to success, it is also necessary to list criticism against Activity-Based Management, namely (Pierce, 2004:34):

- it is outdated, slow and complex;
- it is too cost-orientated; and
- it offers no new information for decision-making.

Hopefully, this study will prove otherwise. In defence nevertheless, Activity-Based Management can be regarded as a great improvement over the “time and motion” studies propagated during the days of the pioneers of scientific management – Frederick W Taylor, Frank and Lillian Gilbreth, and others (Schonberger and Knod, 1988:654-656). Albeit time and motion studies were regarded as appropriate remedial techniques during the Industrial Revolution, where machines and parts were standardised, and labour was divided into narrow specialities, more expeditious approaches of business analysis are demanded to deal with today’s ever-changing and highly competitive business environment. Hopefully, the results of this study will prove that Activity-Based Management still has a place today.

2.6 CONCLUSION

Given the systems model (figure 2.1), activities are the common denominator in Activity-Based Management and these activities result in costs that have to be continuously managed. Compared to other approaches, the most fundamental consideration in the application of Activity-Based Management, however, is the fact that it produces timely, relevant and readily understandable management information to support decision-making. Normally Activity-Based Management is not implemented alone, but greater synergies are usually established when it is implemented together with one or a combination of other associated approaches discussed in this chapter. Despite arguments to the contrary, gone are the days of “time and motion” studies that were regarded as appropriate remedial techniques during the Industrial Revolution. Hence, this study will attempt to confirm the value and relevancy of Activity-Based Management as an effective instrument in today’s ever-changing and highly competitive business environment.



CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

According to Zikmund (2003:54-65), a research design is “a master plan specifying the methods and procedures for collecting and analysing the needed information”. To assist with the correct selection, the author distinguishes between three types of research designs, namely:

- **exploratory research** – initial research conducted to clarify and define the nature of the problem;
- **descriptive research** – research designed to describe characteristics of a population or a phenomenon; and
- **causal research** – research conducted to identify cause-and-effect relationships among variables when the research problem has already been narrowly defined.



3.2 SELECTED RESEARCH DESIGN FOR THE STUDY

Given the nature of the problems experienced by the Human Resources Services Department of Eskom, the study design is based on exploratory research. The following problems need to be clarified and defined:

- incorrect utilisation of resources;
- fragmented work, role uncertainty and duplication;
- too many unrelated meetings;
- excessive travelling, walking and waiting time;
- insufficient focus on core (as opposed to support) work;
- no effective basis for effective management decision-making; and
- unnecessary high wage bill.

Zikmund (2003:62,36,114,115) highlights four basic categories of techniques in exploratory research for obtaining insights and gaining a clearer idea of a problem, namely:

- **secondary data (historical data)** – data previously collected for some project other than the one at hand;
- **primary data** – data gathered and assembled specifically for the research project at hand;
- **pilot studies** – any small-scale exploratory;
- **case studies** – information obtained from one or a few situations similar to the researcher’s problem situation; and
- **experienced surveys** – individuals who are knowledgeable about a particular research problem are surveyed.

Because this study is based on a study that was completed in Eskom (Smit, 1998:1-8), the exploratory research design will focus on the secondary data obtained and assembled via a census at that time. Besides avoiding a “reinvention of the wheel” (Zikmund, 2003:63), this study will add value to the previous study in terms of:

- documenting the entire process;
- reviewing appropriate subject literature;
- integrating applicable theory and analysis to substantiate the research objectives and key success factors identified earlier; and
- in particular, will confirm the value and relevancy of Activity-Based Management as an effective management decision-making strategy today.

In line with the Pareto-principle that the wage bill of a service function comprises the largest portion of the cost of that function (Hellriegel *et al.*, 2001:188), only the human resources component will be researched.

3.3 DATA COLLECTION METHODOLOGY

Various methods of data collection were considered, including mall intercepts, personal interviews, mail, telephone and e-mail (Zikmund, 2003:228). The traditional research method used to collect data is through sampling and a questionnaire; and is defined by Zikmund (2003:70) as a process involving any procedure that uses a small number of items or a portion of a population to make a conclusion regarding the whole population, namely a subset from a larger population. The author further distinguishes between two broad sampling categories, namely:

- **non-probability sampling** – sample units are selected on the basis of personal judgement; and
- **probability sampling** – every member of the population has a known, non-zero probability of selection.

Given the relatively small population of the Human Resources Services Department (113 staff members), however, it was decided to conduct a census rather than a sample and therefore, the sampling process described above was not considered appropriate in this case. On the other hand, Zikmund (2003:369) defines a census as “an investigation of all the individual elements that make up the population – a total enumeration rather than a sample”. The method for collecting the quantitative data is described next.

3.3.1 Dictionary of activities

A dictionary of activities was compiled to establish a common definition of all the activities carried out by the Human Resources Services Department – refer **annexure A**. To ensure that the dictionary was compiled comprehensively, discussions were held with staff members, management, subject experts and stakeholders. Usually, this step is a very laborious task and utilises the most time of the entire study. During this phase it was found that certain staff members had difficulty to verbalise exactly what they do and consequently, the art of writing the dictionary lies in the ability to properly delineate activities, without being caught-up in too much detail. It was also interesting to note that:

- the interest shown in individuals and their work content inspired certain improvements to be made during this early phase; and
- the discussions and continued enhancement of the dictionary provided a superb communication opportunity for management to speak to their people, debate shortcomings, clarify uncertainties and get everyone on the same wavelength regarding what should be happening.

To facilitate the smooth completion of the data collection forms and enhance the analysis of the resulting data, it is necessary to split the capturing process into three categories.

3.3.1.1 Clearly defined activities (60)

A total number of 60 activities are defined and form the core of the dictionary in terms of consistency and a common language base for activity discussions and analysis during the investigation.



3.3.1.2 Supplementary activities

Besides the 60 activities in the dictionary, the research also attempts to shed some light on certain associated issues. Although these associated issues are not considered to be “pure” activities in themselves, they are components that can consume considerable time, especially if the processes and procedures of an organisational unit are not effectively and efficiently operationalised. This category of activities relates to the time consumed by meetings, travelling, walking and waiting for work (waiting time); and are treated differently to the 60 defined activities in the dictionary (refer to the explanation in the next section regarding the data collection form – **annexure B**). For further clarification, waiting time means:

- waiting for work instructions, approval, support, equipment, other people and customers; and
- waiting for computer response time.

3.3.1.3 *Inherent activities*

The following issues are not listed as separate activities because they are considered to be inherent in the 60 activities in the dictionary:

- Customer liaison / interfacing with clients.
- Solving queries and enquiries - this is different to the **Advice** activities defined in the dictionary (activities 51 and 52).

As such, participants were encouraged to include the time allocation for these non-listed issues against those activities that they specifically apply to.

3.3.2 **Data collection form**

Together with the dictionary, a designed form was used as an instrument to collect the required data from **all** the employees in the Human Resources Services Department – refer **annexure B**. This is an important point, namely instead of a sampling approach; all the individuals in the Department were compelled to attend scheduled workshops, participate in the data gathering phase and complete a form. The process of data collection was conducted as follows:

- The form was discussed, explained and distributed at facilitated workgroup sessions to gather details of how each individual in the Human Resources Services Department spends his / her time during a given period, namely day / month / year.
- Using the dictionary, individuals would firstly select and tick the activities performed by themselves then, as accurately as possible, be guided to guess the time spent against each activity (translated into a percentage), before transferring the information to the data collection form. A conversion table was made available for this purpose (refer **annexure C**), however, where employees still experienced difficulty in estimating times, the following project management formula was also introduced to assist (Nicholas, 2001:231):

$$t_e = \frac{t_o + 4(t_m) + t_p}{6}$$

t_e = expected duration

t_o = optimistic time

t_m = most likely time

t_p = pessimistic time

This formula is known as the “Three Time Estimates” formula. It was developed as part of the program evaluation and review technique (PERT) to deal with uncertainties in the estimating of activity times. Although it is copiously explained by Nicholas (2001:230-232), in essence, the three estimates (optimistic, most likely and pessimistic times) are assumed to follow a beta probability distribution, where the most likely time is the normal time to complete the job. Because the most likely time is the one that would occur most frequently if the activity could be repeated, it is allocated a heavier weighting than its two opposing components (four times).

- Regarding the 60 activities in the dictionary, the times would be based on an eight-hour day and expressed as percentages of the total time. The total allocated time had to balance to 100 percent.
- In the case of the supplementary activities listed above (meetings, travelling, walking and waiting time), the exercise of allocating time to these activities separately was repeated; however, the total allocated time did not have to be 100 percent. The idea here is to gain an understanding of how much time, over and above the time allocation to the 60 activities, is wasted – refer **annexure I**.
- To ensure a high degree of relevancy and accuracy (reliability and validity), each employee received personal assistance during these sessions.
- Personal interviews with a subject expert, management and other participants also formed an integral part of editing and validating the reliability of the data collected.

- In the absence of someone, the form would be completed by discussing the work content with a colleague and / or supervisor.
- To avoid any disputes at a later stage, supervisors were required to agree with the content and sign-off the forms before the data was inputted.

3.4 QUALITATIVE RESEARCH

Although a large portion of the effort was focused on reworking quantitative data, the exploratory research led to greater understanding of Activity-Based Management, its principles and its ability to facilitate effective management decision-making. These insights were gained during the analysis of the data, discussions with a subject expert, debates with management and interactions with all the other participants of the study.

3.5 DATA ANALYSIS PLAN

After collecting the data, the researcher focused on the following data analysis aspects highlighted by Zikmund (2003:72-73):

3.5.1 Processing (editing)

The data was captured and converted into the required report formats to facilitate effective analysis and conclusions. Editing was done by checking and adjusting the data for omissions, legibility and consistency. The process of editing took place prior to, during and after the electronic capturing of information from the data collection forms - refer **annexure B**.

This step included the **costing of activities**. It has already been stated that the human resources component of any services function comprises the largest portion of the departmental cost (approximately 80 percent). Hence, the yearly salary bill per employee was utilised to cost each activity in proportion to the allocated time percentages. According to **annexures D and E** listed below, it will

be noted that the total yearly salary bill for the Human Resources Services Department was R14 595 422,26 and hence, all the analyses hinge around this global amount.

3.5.2 Reliability and validity

Dillon, Madden and Firtle (1993:293) define reliability as “the extent to which measures is reproducible” and validity as “the extent to which the measuring device measures what it was designed to measure”. Due to the stringent editing process and the fact that the total population participated in this study, it is safe to postulate that the validity and reliability coefficients in this study are equal to “one”. Smit (2005) confirms that this process of data collection and analysis have already been tested with great success in various divisions of Eskom.

3.5.3 Analysis

Data was essentially captured and sorted in Microsoft Excel spreadsheet reports. The results were analysed by means of these spreadsheets and other relevant Microsoft packages with a view to making recommendations to deal with the suspected problems identified earlier. After inputting all the data per employee from the data capturing form (refer **annexure B**), a number of reports were generated to provide different permutations of the master data set (refer **annexure D**). The results of the analysis are discussed in the next chapter.

3.5.4 Sign-off of data

This is an absolutely crucial step in the study in terms of buy-in and ensuring that the ultimate success of the outcome is not compromised. Particularly in the later stages of the study, the signing-off of data adds value in the sense that it mitigates disputes about results that ostensibly seem to place any individual or group of individuals in an unfavourable or negative light. To encourage employees to honestly provide correct information and participate for the entire duration of the study nevertheless, management issues a guarantee before the start of the study to the effect that no employees will be retrenched or disciplined

as a result of any findings. The focus rather, is kept on the ultimate aim of changing and improving the organisation for the common good of all.

3.6 CONCLUSION

This study is about reworking and researching previous data related to a project carried out by Eskom (exploratory research) with the purpose of testing the primary research objective, namely to determine if Activity-Based Management is still relevant as a decision-making instrument to bring about effective organisational improvement. Based on a predetermined dictionary of activities and an associated data collection form, a census was used to collect the data via facilitated workgroup sessions and personal interviews and this data was then used to create a number of reports with different permutations of the original master data set (refer to the relevant annexures). Equipped with these structured reports, the study is ready to interpret the research findings.



CHAPTER 4

RESEARCH FINDINGS

4.1 INTRODUCTION

The research findings form the basis for the conclusions and recommendations discussed in the last chapter. The findings are a result of an analysis of the various reports generated and included as annexures. These data reports contain a great deal of very useful information that has been sorted in many different ways to facilitate structured debates and decision-making around the issue of rationalising the Human Resources Services Department in Eskom.

4.2 MAIN FINDINGS

The main findings discussed are based on secondary data obtained from a project carried out by Eskom (exploratory research) and reflects insights gained by the researcher during a review of the project material and other sources pertaining to the subject of Activity-Based Management.

4.2.1 Master data set – annexure D

This report is a replication of all the data capturing forms (**annexure B**) and represents the time utilisation per employee (in percentages), plus the cost of each activity in proportion to:

- the allocated time percentages; and
- yearly salary bill per employee.

An analysis of this report in itself does not provide any conclusive results, except that it signifies a “true snapshot” of the Human Resources Services Department at the time of the study; remembering that supervisors are required to agree with the content and sign-off the capturing forms before the data is finally inputted. The master data set is then used as a basis to produce all the other reports.

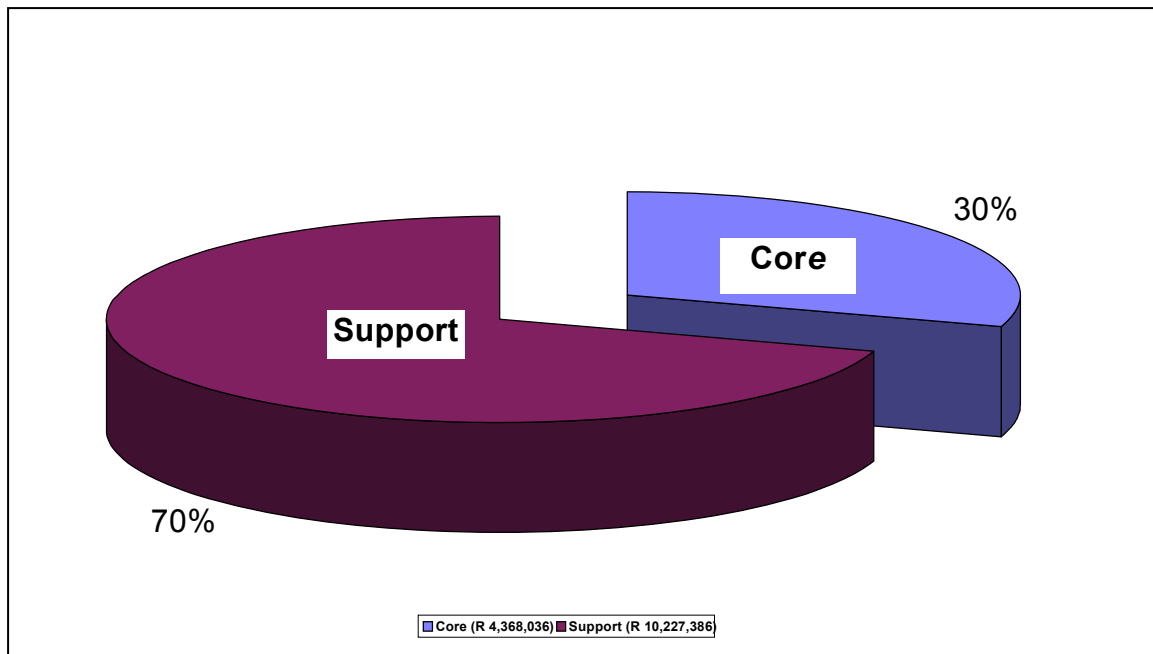
4.2.2 Time utilisation per activity – annexure E

This is the first sub-report and already some useful insights and questions are raised, for example, given the theory on organisational spans of control and the fact that Management (activity 1) is a support activity (**annexure F**), is it correct that 26 out of 113 employees (23 percent) spend their time managing? There is also a huge focus on Benefits (activities 3 through 10), namely 7,23 percent (R1 055 555,39) of the total yearly salary bill for the Human Resources Services Department (R14 595 422,26) is spent on activities relating to Benefits alone. Considering that Activity-Based Management draws on Activity-Based Costing as its major source of information for decision-making purposes, it is useful to scrutinise the costs associated with these various activities to draw conclusions about areas receiving too much or too little focus. These conclusions will also greatly benefit the establishment of an appropriate organisation structure recommended later in this study.

4.2.3 Core versus support activities (prioritised) – annexure F

Figure 4.1 shows that the ratio of core to support work is 30:70; the opposite of what it should ideally be. The question here is not whether core work is more important than support work or vice versa, but rather that most time and expenditure should be invested in core activities, namely the “reason for existence” activities. An example of a support activity is Budgeting (activity 55). Although it is a very important support activity, it is expected to only happen once a year and thus, should take less time, use less resources and cost less than the normal run of the mill activities that are “core” and essential for the continued existence of the function. The fact that 16 employees have recorded time expenditure against the Budgeting activity at a cost of R 56 254 is therefore, questionable (refer **annexure G**).

Figure 4.1: Core and support work



Because the Human Resources work team initially struggled to make the distinction between core and support activities, some important principles for categorising the activities were debated and agreed with the team. It was agreed that **core** activities (activity numbers in brackets) should be classified into the following categories:

- reason for existence activities, for example **staff movements** (activity 15);
- basic conditions of service activities, for example **leave** (activity 5);
- non-negotiable, policy activities, for example **standards and procedures** (activity 49); and
- activities relating to the desired future role of the Human Resources Services Department - in line with its vision and direction determined under “organisation structure” below.

On the other hand, **support** activities should be classified as follow:

- overhead activities, for example **manage** (activity 1) – this aspect is comprehensively addressed under the theory related to the recommended revised organisation structure discussed later;
- “nice to have” activities, for example **package / tax structuring** (activity 12); and

- social responsibility activities, for example **special employee and family care** (activity 34).

This was a particularly emotional and threatening debate because participants in the workshop constantly confused the differences ascribed to core and support work in relation to the importance / non-importance of the work. Under the circumstances, managers had to be continuously reminded that support work does not imply that it is any less important (for example Budgeting), but rather that it is in support of getting the core activities done, such as **administration – training and development** (activity 21 - core).

During the debate, however, it was decided to apply the following additional principles as far as the identification of core and support activities are concerned:

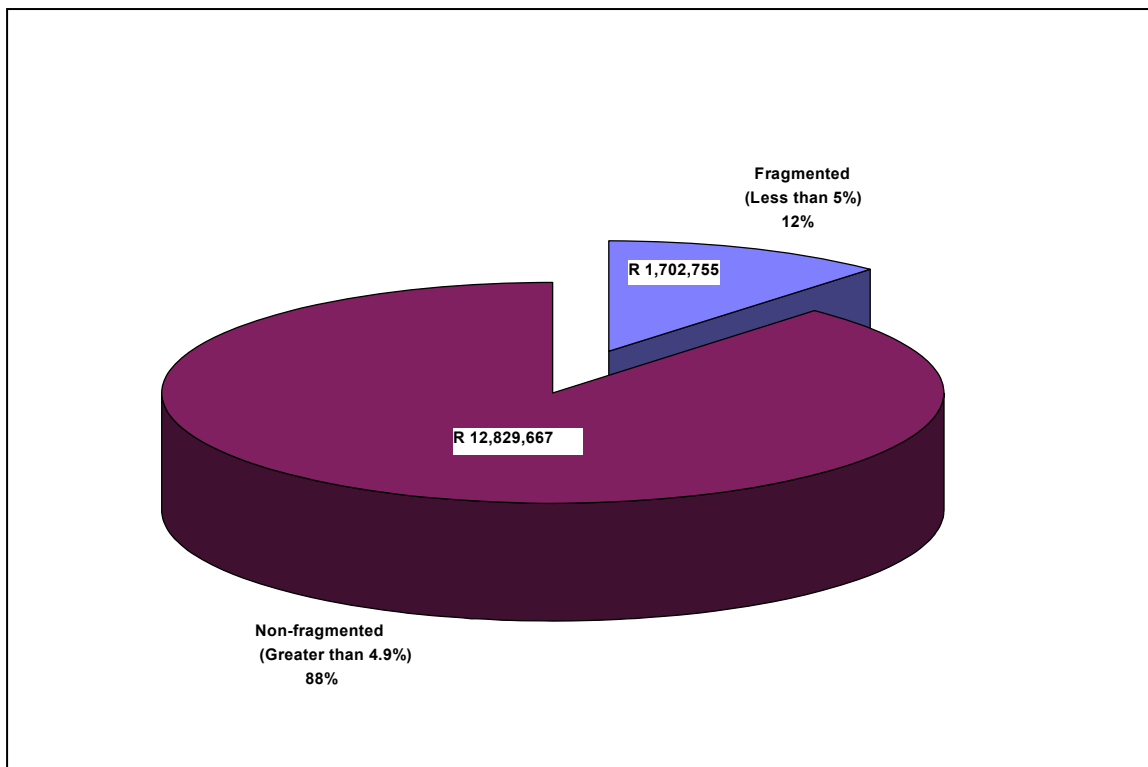
- all activities that have to be processed through the payroll are core;
- input activities should be regarded as enabling / support activities; and
- output activities are core because they are received by the customer; usually required in terms of statutory regulations; and are essential for the continued existence of the Human Resources Services Department, in line with its vision and direction.

In other words, strategic activities are classified as core and processing activities as support.

4.2.4 Fragmented work (≤ 4 percent) – annexure G

Fragmented work activities represent less than 5 percent of an employee's time allocation to such activities. Accordingly, 12 percent of the work in the Human Resources Services Department (R1 702 755) is fragmented as illustrated in figure 4.2.

Figure 4.2: Fragmented work

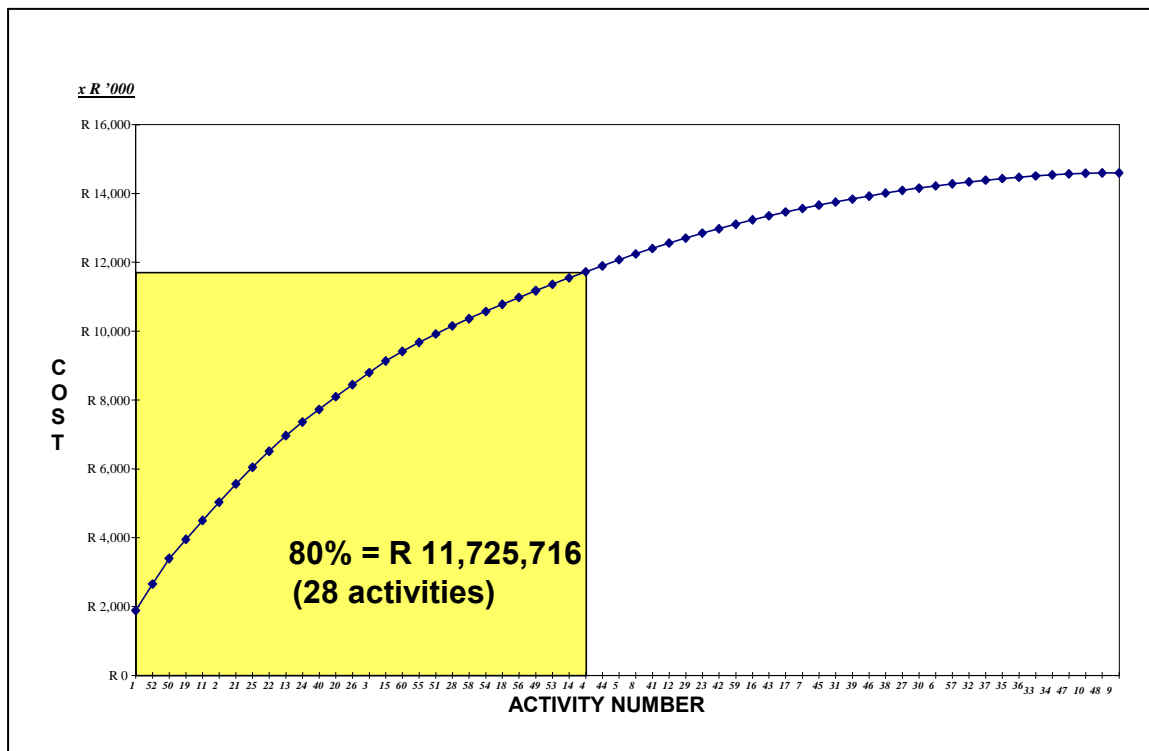


Fragmented work usually leads to duplication, ineffective clustering of jobs and consequently confusion regarding roles, namely who is responsible for what? The danger of course is that fragmentation could incorrectly be perceived to mean “multi-skilling” - defined as the amount of things a person tends to do at once (Kreitner and Kinicki, 2004:126-127). Albeit multi-skilling is an acceptable concept, job fragmentation is something different – it means that jobs are not properly delineated and compartmentalised, with the result that several employees could end up doing bits and pieces of one particular job that should really be the responsibility of one dedicated person only. The idiomatic expression “Jack of all trades, but master of none” most probably describes fragmentation the best and is a difficult situation to manage.

4.2.5 Pareto analysis of activities (in terms of Rand-value) – annexure H

Figure 4.3 reflects that 28 (47 percent) of the 60 activities represent 80 percent of the cost, namely R11 725 715,67.

Figure 4.3: Pareto analysis of activities



A further breakdown of this cost is tabled below:

Breakdown of top 28 activities (Rand-value)

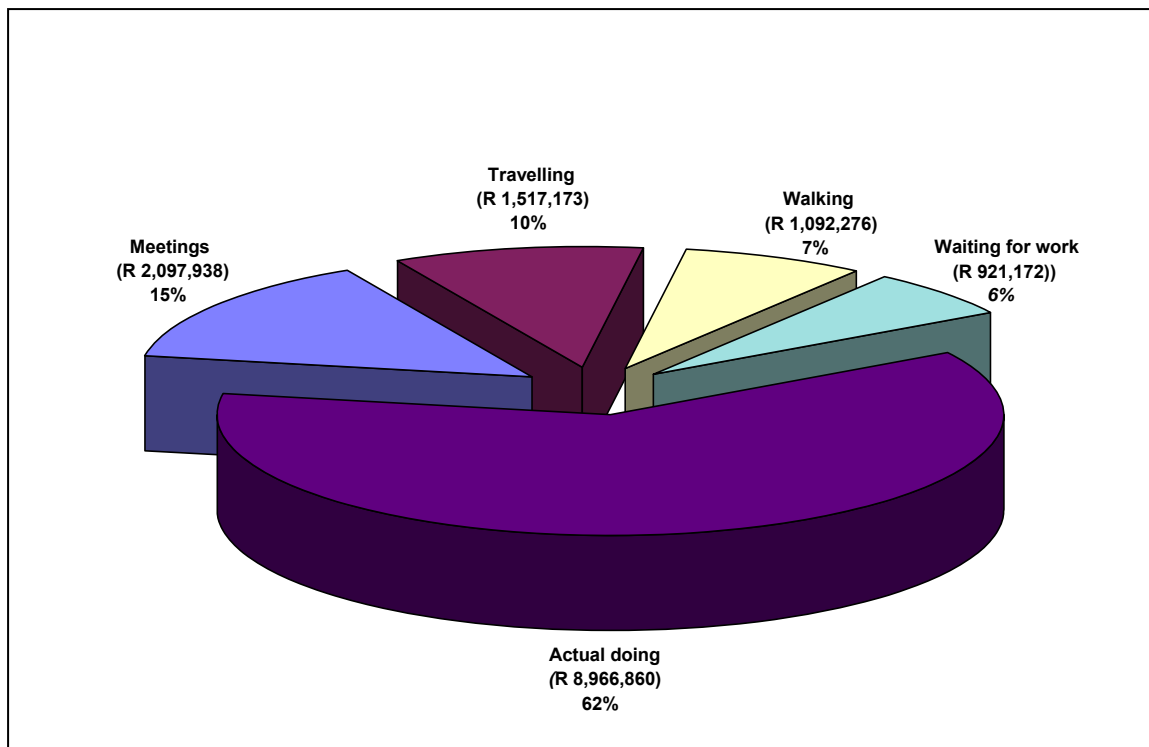
▪ Core activities	R 8 062 692,53 (69 percent)
▪ Support activities	<u>R 3 663 023,14</u> (31 percent)
Total	<u>R11 725 715,67</u>

It is gratifying to note that the greater percentage of these costs (69 percent) represent core activities (R 8 062 692,53).

4.2.6 Supplementary activities – annexure I

According to figure 4.4, meetings, travelling, walking and waiting for work constitutes 38 percent (R5,6 million) of the total manpower budget (R14,6 million). This implies that only 62 percent (R9 million) of the budget is spent actually doing the job.

Figure 4.4: Time distribution



The costs of the following activities seem exceptionally high:

- Waiting for work R 921 172 (6 percent)
- Walking R 1 092 276 (7 percent)
- Travelling R 1 517 173 (10 percent)
- Meetings R 2 097 938 (15 percent)

4.2.7 Surplus manpower numbers – annexure J

Further analysis of the fragmented work calculates that the complement in the Human Resources Services Department can be reduced by consolidating fragmented activities into meaningful, complete and well-defined jobs. According to the analysis, the manpower reduction can follow two scenarios:

- a rigorous deduction from 113 to 78 (35 employees); or
- a more conservative deduction from 113 to 83 (30 employees).

According to Smit (2006), the identification of surplus manpower numbers in studies such as these is not an uncommon feature, especially in bureaucratic civil service and corporate organisations. Based on past work study assignments in

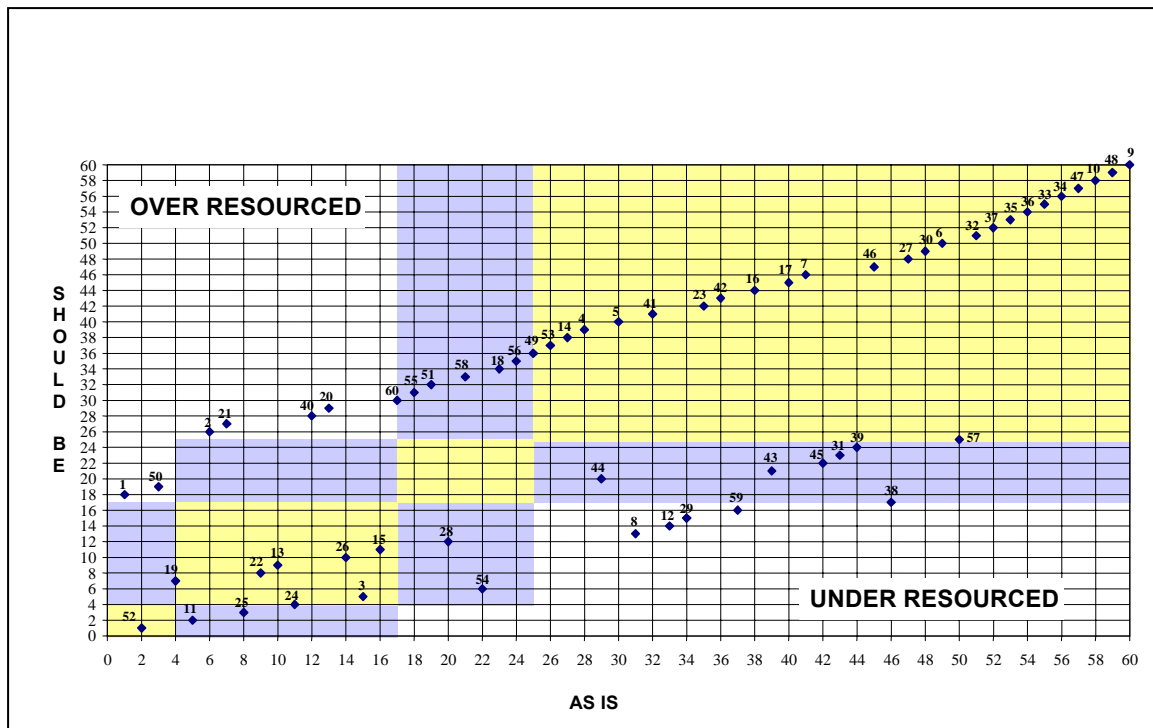
Eskom, Smit (2006) motivates that there is generally a large component of underutilised time to be found in jobs as a result of many factors, including the following:

- Based on the British Standard Institute measurement scale (British Standards Institute, 2006:1-2); trends show that the pace of work in the bureaucratic civil service and corporate organisations in South Africa is generally much slower than that of their counterparts in developed countries.
- According to the scientific observation of Parkinson's Law, a deterioration in efficiency can go unnoticed because it is commonplace that "work expands so as to fill the time available for its completion" (Parkinson, 1957:14). The result is that work (and especially paperwork) tends to swell in importance and complexity in a direct ratio with the time to be spent. Put differently, a corollary of the law is that "expenses rise to meet income". Based on extensive experience in the British Civil Service, Parkinson also noted that the total of those employed inside a bureaucracy rose by 5 to 7 percent per year "irrespective of any variation in the amount of work (if any) to be done". This is an underlying reason why employees can be expected to naturally over-inflate time estimates for jobs.
- The finding that the Human Resources Services Department is over-resourced is exacerbated by its inefficiency in terms of the excessive time spent on supplementary activities such as meetings, travelling, walking and waiting for work (refer to paragraph 4.2.6).

4.2.8 Scattergram of ranking results – annexure K

The result of the prioritisation exercise conducted with the management team of the Human Resources Services Department is reflected in figure 4.5.

Figure 4.5: Scattergram of Ranking Results



The “as is” axis is derived from the Pareto analysis (**annexure H**). This is a prioritisation of the 60 activities according to the captured data in the original master data set (**annexure D**). The “as is” position was not shared with management until after they debated and determined the “should be” position. Given all the earlier arguments, especially those regarding the ideal relationship of core versus support activities (70:30), it must be reiterated that the prioritisation exercise of the “should be” situation focused on how much management would be prepared to pay for each activity (measured by the amount of time spent on each activity) - and not on the importance of the activities. The results from this exercise were gained by comparing what management thought the outcome should be, measured against **annexure H** (the “as is” situation).

The scattergram reflects two conclusive sets of extreme digressions, namely over resourced and under resourced activities (in the left-hand top and right-hand bottom corners of the scattergram). The over resourced activities are those

activities that management feels should cost less and comprise of (activity numbers in brackets):

- manage (activity 1);
- secretarial services (activity 2);
- office services (activity 20);
- administration – training and development (activity 21);
- participative structures – unfolding vision agreement (activity 40);
- site visits (activity 50); and
- receives on-job-training (activity 60).

The under resourced activities are those activities that management feels should cost more and consist of:

- benefits: car schemes – allowances / company cars / business scheme (activity 8);
- package / tax structuring (activity 12);
- work design and structuring (activity 29); and
- conducts on-job-training (activity 59).

The digression areas on the scattergram are determined arbitrary and the idea is to preferably establish a shorter, but workable list of priorities to resolve at the beginning of a process. The danger of choosing too many issues to resolve at the start of a process is that management may become despondent by copious “wish” lists that are just too unrealistic to attain at once.

4.2.9 Organisation structure – annexure L

The current organisation structure (**annexure L**) is untidy, unwieldy and outdated, for example, the delineation of reporting relationships, spans of control and clustering of jobs are not congruent with the principles of effective organisational structuring discussed later. To cater for a more streamlined and improved structure in the Human Resources Services Department, it will be necessary that activities are properly clustered, structured and focused in the same direction. Based on the theory that “structure follows strategy” (Pearce and Robinson, 1997:338-339), a strategic workshop was arranged with the management team to

determine this common direction and hence, the following new vision was developed (Smit, 1998:1-13):

“We are the preferred providers of human resources services, operating as a ringfenced commercialised business that caters for the increasing demand of our customers in the Electricity Supply Industry and beyond”.

The following broad strategies were identified and agreed to support the vision and will be used as a check list to assist with the correct organisational compartmentalisation, reporting relationships and spans of control recommended in the next chapter:

- implementation of commercialisation processes to provide for suitable income from the sale of human resources services, internally and externally (Electricity Supply Industry and beyond);
- implementation of a marketing strategy to gain external business and to secure and grow internal operations (to cater for increasing demand);
- development of a revised organisation structure (operating as a ringfenced commercialised business); and
- implementation of an appropriate change management programme to support sustainable organisational improvement and to deal with any resistance to change.

Besides the primary strategies identified above, the following actions were identified to support the change process going forward:

- align the training and development needs of employees to fit into the new changing environment;
- align the communication strategy to inform the business on a continuous basis of the changes taking place; and
- install a management information system to cope with all the expansion initiatives to take place.

All the issues discussed thus far, including the new vision and strategies identified, need to be considered and integrated when the new organisation structure is developed later.

4.3 CONCLUSION

The compilation of a number of reports with different permutations of the original Activity-Based Management master data has enabled management to discover the main obstructions hindering the effective performance of the Human Resources Services Department. These obstructions mainly relate to an imbalance of time expenditure amongst the various activities performed, an outdated organisation structure and a misalignment of effort with the new vision and strategies formulated.

Nonetheless, the management information produced thus far has gone a long way to familiarise everyone with the problems and issues facing the Department and it is encouraging to note that the interest shown in individuals and their work content, inspired certain improvements to be made during the early phases of the study. For example, a greater awareness of the excessive time spent on supplementary activities (meetings, travelling, walking and waiting for work) has inspired employees to start finding alternative ways to reduce these times. In addition, the constant interaction with management and staff to ensure the accuracy of information for sign-off, has cultivated an opportune climate for management to regularly communicate with their people.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Luke (1996:143) states that the key to success in any business lies in the quality of its information and how this is applied in the organisation. In order to make the right strategic decisions and remain competitive, management is reliant on accurate, up-to-date information of the activities performed, and the resources consumed thereby. Hopefully, this dissertation will prove that Activity-Based Management is still a useful instrument to gain such information in moving an organisation closer to its goals.

Although a large portion of the effort is focused on reworking quantitative data, the exploratory research leads to a greater understanding of Activity-Based Management, its principles and its ability as an instrument to facilitate effective management decision-making and organisational improvement. These insights were gained during the analysis of the data, discussions with a subject expert, debates with management and interactions with all the other participants in the study.

The last step in this study is to present conclusions and recommendations for future research.

5.2 CONCLUSIONS

It has been postulated throughout that the success of a study of this nature is dependent on the following factors:

- top management support and involvement throughout the study;
- a participative approach with everyone concerned to gain maximum buy-in and commitment regarding the implementation of the solutions identified; and last but not least
- timely and quality information.

Given the depth of the analyses and research findings, some conclusions listed below require further investigation by the Human Resources work team before the results and recommendations for change are finally presented to top management for decision-making.

5.2.1 General

One of the obstructions hindering the effective performance of the Human Resources Services Department is the imbalance of time expenditure amongst the various activities performed. Through further analysis of the various data reports, a comprehensive list of issues should be compiled and prioritised for problem-solving purposes. The aim should be to place less effort on support activities, focus more energy on core activities, eliminate unnecessary activities (especially where too much time is spent on supplementary activities such as walking, travelling, meetings and waiting for work) and finally, ensure that the entire effort is aligned with the new vision and support strategies identified earlier. The achievement of a ratio of 70:30 between core and support activities respectively, is a good key performance indicator of success in this regard.

5.2.2 Fragmented work (≤ 4 percent) – annexure G

To solve the problem of fragmented work, activities should be consolidated into meaningful, complete and well-defined jobs – so that one person can concentrate on a complete job rather than having many incumbents dealing with splintered segments of the same job. The latter must not be confused with multi-skilling where people move through different jobs in a well-managed and controlled manner, for example, on a rotation basis. In other words, multi-skilling means that employees are allowed to learn and specialise in one job at a time.

To support the notion of specialising in one job at a time, Hitt *et al.* (2001:205) lists the following advantages:

- it centralises decision-making, is easier to manage and pinpoints responsibility;
- it increases speed, skill and productivity;
- it reduces duplication of resources; and
- it enhances career development, training and expertise within the department.

5.2.3 Pareto analysis (in terms of Rand-value) – annexure H

As a start, the top 28 activities (in terms of Rand-value) should be carefully scrutinised and, especially in terms of the desired direction of the Department, it must be determine if these are the correct activities to provide the necessary impetus to the new vision. As an example, the R242 898,52 invested in activity 51 (**Ad Hoc Activities / Advice - unrelated work**) is highly questionable and something that should be brought to an end.

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5.2.4 Supplementary activities – annexure I

The following are some probable solutions to reduce the expenditure on these activities:

- **Waiting for work** – update outdated technology and implement improvements in the current processes, procedures and supporting systems.
- **Walking** – relocate the Human Resources Services Department to a more central point in the building, improve the office layout, introduce an efficient messenger service and increase the utilisation of available technology such as electronic mail and facsimile machines.
- **Travelling** – utilise available technology (video and telephone conferencing), appointment customer relations custodians in close proximity to customers and implement departmental travelling schedules to coordinate and consolidate trips where possible.

- **Meetings** – to curtail the amount of meetings taking place, compile a schedule of regular / essential meetings that really add value with a view to determining who should / should not attend and to eliminate any unnecessary meetings.

5.2.5 Surplus manpower numbers – annexure J

The data analysis demonstrates that a substantial amount of “fat” manifests itself in the duplicated and fragmented parts of the workload (equal to 30 – 35 employees). From an industrial relations perspective alone, however, it is relatively obvious what the implications of a rigorous retrenchment approach would entail. Under the circumstances, the time estimates of employees should preferably be given the benefit of the doubt and a conservative approach should be followed to deal with surplus manpower numbers. Given the fact that it is Eskom’s policy not to retrench employees (Smit, 2006), two mutually supporting options remain available.

- **Natural attrition** - the first option is to ringfence and carry 30 employees as surplus staff and manage the reduction (from 113 to 83) by way of natural attrition. Grobler *et al.* (2002:230) define attrition as employee reductions that result from termination, resignation, retirement, transfer out of the business unit and death.
- **Early-retirement programme** – this option is usually offered on a voluntary basis and shows an increase when employers are pressured to downsize and trim excess human resources in times of sluggish economic performance (Grobler *et al.*, 2002:230).

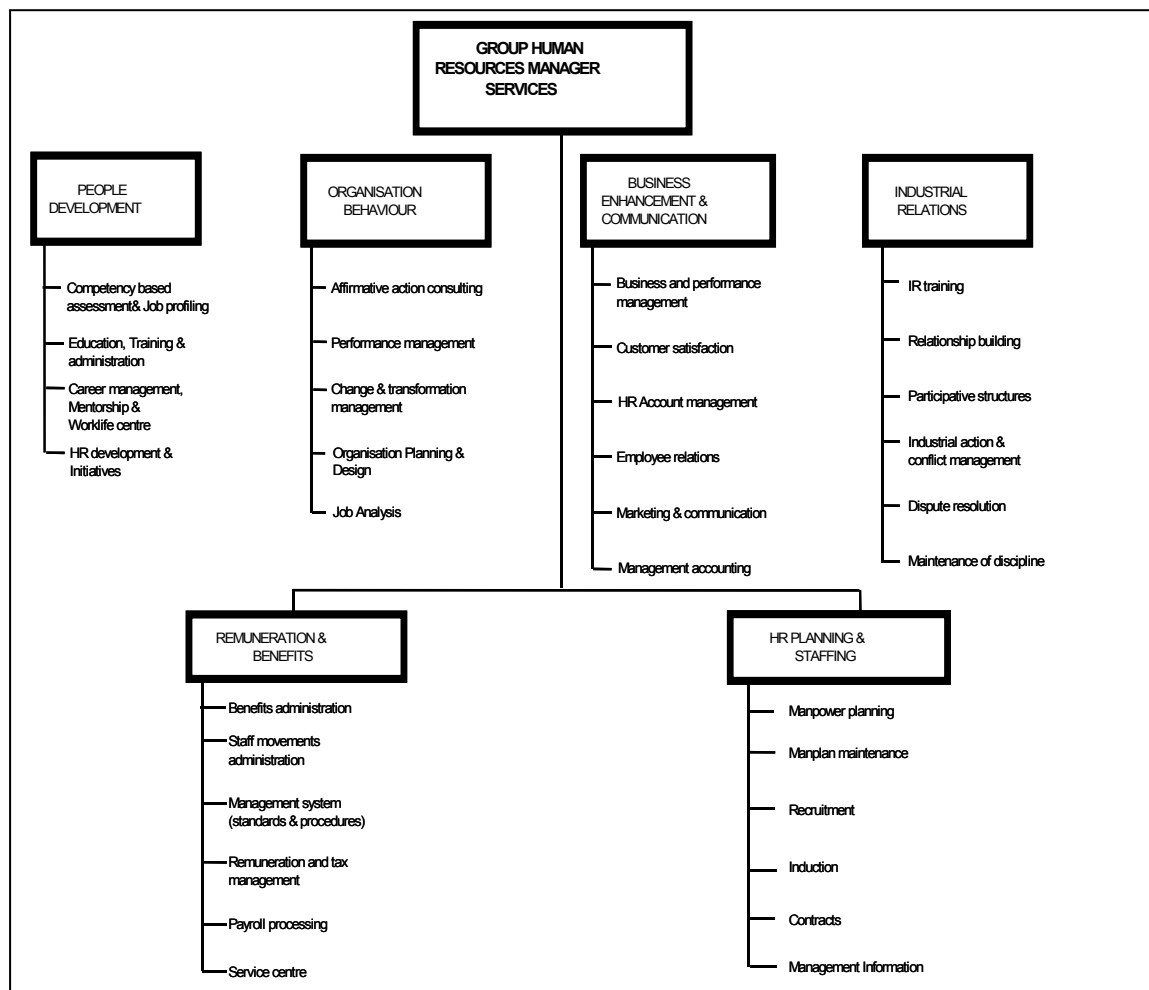
5.2.6 Scattergram of ranking results – annexure K

In the process of realigning activities, balancing priorities and reallocating resources, ways and means should be found to ensure that more effort is allocated to the under resourced activities and less to the over resourced activities.

5.2.7 Organisation structure – annexure M

Different revised options of the organisation structure were discussed extensively and employees were given sufficient opportunity to influence the process. The result of all the consultation sessions is included as an Excel spreadsheet under **annexure M**. This annexure represents a more logical clustering of activities as a basis for the recommended redesigned organisation structure reflected below.

Figure 5.1: Functional organisation structure



A major output of this study was accomplished when the proposed revised organisation structure was developed. To understand the rationale behind the new structure, it is necessary to explain certain fundamental principles that underpin the design of organisation structures.

5.2.7.1 Optimisation of managerial layers

Firstly, the underlying premise of management is that managers are employed to manage (Eskom manual, 1998:2). While management is a critically important function in any organisation, the blunt truth is that it is not a useful consumer product. Instead, effective management is regarded as a necessary “tax” or “overhead” on the useful output produced by non-managerial employees, in the sense that too many managers in relation to subordinates are an “unaffordable expense”. As the following saying goes, ineffective management has disastrous consequences for an organisation:

“If an organisation has nothing going for it except one thing – ‘good management’ - it will make the grade; and if, however, it has everything except good management - it will fail” (Anonymous).

It is unlikely therefore, that anyone would disagree that managers should spend most of their time managing. That means that at least 70 percent (or more) of their time should be spent on direct management functions. After all, this is what they are employed and expected to do and hence, they should spend little or no time on work that can and should be done by their subordinates.

Under the circumstances, the proliferation of managerial levels reporting directly to the Human Resources Services Manager under the outdated organisation structure (**annexure L**) have been reduced to six managers in the revised structure above.

5.2.7.2 Underlying principles of management

There are a number of deleterious effects associated with managers getting too involved in operational activities and attempting to divide their day's work between management and operational effort. Among the more important principles are:

- **Spans of control** – Hellriegel *et al.* (2001:212-213) defines the span of control principle as “the number of people reporting directly to any manager”. A manager doing operational work simply does not have the time to manage as many people as one who concentrates on the function of management alone. Lower spans of control mean more compartmentalisation and more vertical layers, both of which inhibit productivity, communication and responsiveness. According to Bateman and Snell (2004:249), fewer layers create a more efficient, fast-acting and cost-effective organisation. The optimal span is determined by characteristics of the work, the subordinates, the manager and the organisation. Successful organisations have flat structures with few levels of management.

Hellriegel *et al.* (2001:212-213) states that the correct span of control is important for vertical coordination because it has a direct bearing on the degree to which managers can interact with and supervise subordinates. With too many subordinates, managers can become overloaded, experience difficulty in coordinating activities and lose control of what is occurring in their work units. On the other hand, managers with too few subordinates are not only underutilised but also tend to engage in excessive supervision, leaving subordinates little discretion in doing their work. It is important to remember that there is no correct number of subordinates that a manager can supervise effectively. Hellriegel *et al.* (2001:212-213) lists the following five key factors determine the best span of management for any situation:

- the competence of both the manager and the employees;
- the similarity or dissimilarity of tasks being supervised;
- the incidence of new problems in the manager's department;
- the extent of clear operating standards and rules; and

- the complexity of the jobs of subordinates.

Bateman and Snell (2004:249) states that the optimal span of control maximises effectiveness because it is narrow enough to permit managers to maintain control over subordinates but not so narrow that it leads to over control and an excessive number of managers who oversee a small number of subordinates. In other words, the span should be wider when:

- the work is clearly defined and unambiguous;
 - subordinates are highly trained and have access to information;
 - the manager is highly capable and supportive;
 - jobs are similar and performance measures are comparable; and
 - subordinates prefer autonomy to close supervisory control.
-
- **Management / operational mix** – Eskom Manuel (1998:3) states that the management function commands the most highly talented and most highly paid people. The highest order, most leveraged contribution those people can make is in the management function. It is not cost effective to split that time with non-management work. A manager who does some of the work assigned to his / her department will often either take on the most interesting work, the work with highest professional profile, or will extract that sort of content from all the work being done by his / her direct reports. This discourages professional development, weakens job satisfaction and leads to an unhealthy dependence on organisational “superstars”. In addition, mixing management and operational work can cause confusion as to who’s really in charge of what or leave critical areas where there are really no effective management at all.

5.2.7.3 Organisation structuring guidelines

To ensure a more effective, efficient and streamlined Human Resources Services Department, Eskom manual (1998:1) proposes some useful guidelines.

- broaden management spans of control by introducing a flat organisation structure and at the same time, logically group functions that belong together;
- optimise the cost effectiveness of management by minimising the operational content of each manager's job and thereby, increasing the level of delegation / empowerment;
- allow for career path and professional development;
- eliminate fragmentation and duplication of effort, enhance role clarity and avoid confusion;
- increase productivity, communication and responsiveness; and
- carefully select and allocate the right person to the right job.

When designing the organisation structure an ostensibly naïve, but ideal expectation would be that:

- people should not see themselves or others in the various blocks - as this could lead to an unnecessary and premature defensive mode to protect each others' "turf";
- the best, clinical approach will be to argue that nobody has a job; lift one self above the organisation, take a holistic view and argue what the best structure would be to support the Division's goals, even if it means that someone's present function could be scrapped; and
- employees will ask themselves: "what if I was the first person to be appointed, what would I logically do to fix things around here?"

5.2.8 Final conclusion

Before discussing the limitations of this study, it can finally be concluded that the outcome of this study has provided management with ample, timely and quality information to guide their decision-making. Activity-Based Management has proven the ability to practically demonstrate its usefulness in addressing and proposing solutions to the problems identified earlier and, by doing this, the main

objective of this study has been confirmed, namely that Activity-Based Management can still be regarded as a relevant instrument for effective management decision-making.

5.3 LIMITATIONS OF STUDY AND RECOMMENDATIONS FOR FUTURE RESEARCH

Although the analyses, findings and recommendations are based on times guessed against each activity in the dictionary (**refer annexure A**), this is not considered to be a limitation in terms of the reliability and validity of the Activity-Based Management methodology. Besides the fact that the total population participated in the study, the editing process was sufficiently stringent to minimise any error margins. As mentioned before, the entire process has been streamlined and improved over time, and has already been tested with great success in various divisions of Eskom. Being confronted to identify a limitation, however, the fact that the human resources component only was used to cost activities, could be regarded as a limitation. On the other hand it can be argued that, whilst the time of the study was reduced by only costing the human resources component, an 80 percent correct answer was obtained according to the Pareto principle.

Notwithstanding this, it is recommended that future research should focus on enhancing the Activity-Based Management methodology by means of the following:

- perform and test studies of this nature in non-service industries, such as building, production or engineering; and
- after implementation of an Activity-Based Management study, investigate the industrial relations and other implications for dealing with any excess resources generated as a result of the associated rationalisation process(es).

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ANNEXURE A

DICTIONARY OF ACTIVITIES

A: MANAGEMENT

1. Manage

- executes managerial duties by strategising, organising, directing and / or following up the work of others
- measures, controls and supervises their performance against the business plan, performance indicators and agreed outputs
- recruits and hires staff and terminates employment (for section / department)
- also includes the responsibility of carrying out performance appraisals (PA's) and personal development planning (PDP's)

Note: This activity applies to everyone who has people reporting to him/her, namely MANAGE means overseeing the work of others. Managing an activity is NOT to be confused with performing an activity.

B: SECRETARIAL

2. Secretarial Services

- performs secretarial support services, which include:
 - schedules meetings
 - types
 - answers phones and takes messages
 - makes tea / coffee for visitors and makes catering arrangements
 - obtains and dispenses office stationery
 - minute taking

- filing
- travel and accommodation arrangements
- this does not include the act of writing a letter. This time should be recorded against the activity that the letter is about.

C: ADMINISTRATION

3. Benefits: Exit Planning

- pension investment scheme
- death in service
- stated benefits (insurance risk incidents)
- workmen's compensation
- death benefit fund
- voluntary burial aid
- family burial aid
- retirements:
 - normal
 - early
 - ill-health
 - special cases
- separations (on "one on one" basis)
 - cash
 - retirement benefits
- resignations
- terminations / dismissal / abscondments
- exit management:
 - interviewing
 - reporting

4. Benefits: Study Schemes

- full time / seconded students (local & foreign)

- further study bursary scheme for existing employees (including take-overs)
- Jan H Smith Study Loan scheme
- boarding school / schoolbus subsidies
- van der Bijl bursary scheme
- Straszacher bursary scheme
- Technikon and college bursary schemes / interim students

5. Benefits: Leave

- leave (all categories)
- pay in lieu of leave (calculation checks)
- leave enquiries and reporting
- audits

6. Benefits: Insurances (Hoskens)

7. Benefits: Medical schemes

- all schemes
- registration of membership / dependants
- account and scheme enquiries
- pensioners / death

8. Benefits: Car Schemes (allowances / company cars/ business scheme)

- applications
- excess travel claims processing
- accident and theft processing
- replacement of cars
- reporting of costs and trends
- auditing statements against vouchers
- insurances
- ABSA (Bankfin)

9. Benefits: Diners Card

10. Benefits: Telephone Accounts

- payment of telephone accounts
- payment and auditing of telephone allowances
- cell-phones

11. Remuneration

- long service increments
- annual salary review
- salary surveys
- annual performance measurement - results and rewards (PA's)
- remuneration packaging (value added options):
 - projection for new recruits
 - promotions / demotions
 - upgradings
 - interim salary adjustments
 - half day / full day conversions
- interim incentive rewards
- permanent and non-permanent employees
- market premiums
- retainment of skills
- dealers incentive bonusses and increases

12. Package / Tax Structuring

- tax related payments and queries
- additional pension and financial planning
- flexible remuneration
 - Alexander Forbes Provident Fund
 - Investec Provident Fund
 - Old Mutual Provident Flexicare
 - foreign travel
 - second car

- Investec
- PC at home
- occasional services
- car allowance
- deferred compensation
- entertainment allowances
- suspense accounts

13. Payroll Processing

- processing of all requests from line and employees regarding remuneration / audits
- payments during month
- daily labour reports
- medical aid schemes (includes supplementary medical aid)
- membership fees of professional institutions (local and overseas)
- membership fees of private clubs
- all allowances and insurances (Eskom and private)
 - first aid
 - water and lights
 - fire fighting / dog handlers
 - stand-by / overtime
 - boarding school / schoolbus subsidies
 - telephone and cellphone
 - acting
 - shift
 - camping
- accommodation and catering payments
- pay advances
- staff loans
- staff secondments to foreign countries
- membership fees for trade Unions
- security installations at private homes

- pay in lieu of leave
- policies / annuities / life insurance
- travel and subsistence claims

14. Payroll Reconciliations

- pay enquiries
- reconciliations (before pay-day)
- sorting, distribution and attachments to pay advices at the end of every month / faxing payslips
- courier delivery of pay advices countrywide

15. Staff Movements

- engagements
 - system updates
 - security permit
 - medical
 - personnel file
- new appointments (offer of employment)
 - permanent
 - interim
 - occasional (6 months)
 - casual (3 days)
 - part-time (half-day)
 - vacation students
 - trainees (Eskom bursars)
 - contractors / consultants
- transfers (in and out)
 - furniture removal
 - settling-in allowances
 - rental subsidy / occupational rent
 - bond and transfer / agent commission
- secondments
 - local (including accommodation, etc.)

- international (including storage, travel and subsistence claims, posting of news papers and magazines, family and personal assistance, etc.)
- promotions
- redeployment
- surplus staff

16. Job Evaluation Secretariat

- receives written job descriptions and prepares them for the Job Evaluation Committee
- prepares other related committee documentation, for example agenda and minutes
- schedules and attends the relevant meetings

17. Employee Register (Manplan)

- registers posts and gradings
- allocates job codes
- updates the manplan
- records job changes
- manplan enquiries / reports
- reconciliations of post versus incumbent

18. Contracts

- training contracts
- appointment of consultants and contractors (internal and external)
- personnel assignments / secondments
- the above activities include:
 - contract negotiations
 - remuneration and benefit / fee structuring
 - contract drafting

19. Management Information / Statistics

- monthly HR statistical reporting
- car schemes cost reports
- remuneration models (total labour cost management)
- database establishment and maintenance
- data manipulation
- IR information management and statistics
- training information, reports and statistics
- provides affirmative action statistics
- salary pattern fits
- all other types of reports

20. Office Services

- IT system support (including purchasing of hardware / software, monitoring outstanding faults, etc.)
- master user registration
- assets control
- safety representative for the Department
 - arranges courses
 - evaluates offices for safety risk purposes
- service centre
 - filing (including archives)
 - opens new files
 - orders and controls stationery
 - maintains equipment (copier, fax, etc.)
 - provides a mail and newspaper service
 - bulk shredding
 - messaging
 - front desk service ordering and dispensing office stationery
- office layouts
 - plans layouts
 - orders furniture
 - arranges for the repair of furniture

- emergency preparedness
 - plans and signposts evacuation routes
 - arranges evacuation drills
 - selects and trains EP representatives

D: TRAINING AND DEVELOPMENT

21. Administration (Training and Development)

- EDCO course registration
- course, venue and other related scheduling, arrangements and bookings
- training information bulletins (compiling and updating)
- administration of learning centres
- bursar and graduate in training administration and coordination
- training databases
- management of training packages (selling / recording etc.)
- payment of courses, seminars and conferences, etc.
- enquiries on available courses, etc.

22. Competency Based System / Process

- competency based assessment
- accreditation
- recognition of prior learning (RPL)
- competency based remuneration
- skills inventory, for example through competency matrix

23. HR Development initiatives / forums

- strategic and working forums
 - ILP Steering Committee
 - Council of learning
 - EAITB Board
 - all relevant National Steering Committees

- educational institutions
- strategic development initiatives
 - Forum of HRD champions
 - Integrated Learning Programme (ILP)

24. Development

- strategic focus
 - needs analyses
 - course development
 - curriculum development
 - aligning National development into Group specific developments
 - industry specific development
 - accelerated development, for example MDP, Technisa and Itekeng
 - one - on - one development

25. Education and Training

- National Qualification Framework
- unit standards development and training in line with NQF requirements
- industry specific education and training
- training programmes
- co-ordination of training interventions
- adult basic education and training (ABET)

26. Career Management

- career counselling
- career pathing
- succession planning
- individual development planning (PDP's)
- mentorship / coaching interventions

- worklife commitments
- bursar care
- graduates in training
- management of fast-tracking employee system (talent pool)

E: ORGANISATION DEVELOPMENT

27. Awareness Initiatives

- aids
- road safety management
- employee induction
- ethics

28. Change Management

- strategic focuses
- provides consulting services
- conducts change / alignment interventions (including transformation communication / sensitisation)
- designs organisational leadership interventions
- deals with culture / climate issues / surveys
- develops / organises teambuilding exercises
- facilitates teamwork / -sessions
- management of unplaced / surplus staff

29. Work Design and Structuring

- job analysis
- job design
- job evaluation (including presentations to Job Evaluation committees)
- job profiling and descriptions
- work process effectiveness (BPR)
- work studies

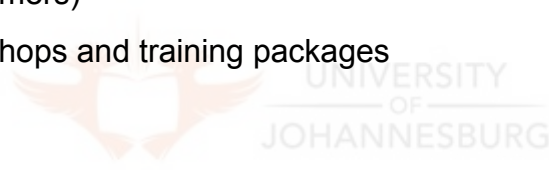
- audits, assurance, compliance and measurement
- compiles job specifications, CV's and motivations

30. Manpower planning

- skills planning
- staffing strategies (includes affirmative action strategies) for example AA pipeline

31. Performance management

- performance incentives
- performance contracts (PPC's)
- performance appraisals
- recognition and rewards
- performance improvement (incl. management of poor performers)
- workshops and training packages



F: HEALTH AND WELL-BEING

32. Executive Health Programme

- health screening tests
- fitness assessments
- medical examinations
- referral to specialists
- patient care follow-ups

33. Rehabilitation of Eskom Employees

- employees under special treatment
- referral by medical practitioner(s)
- assessment programme prescription, monitoring and updating

34. Special Employee and Family Care

- provided in selected cases

35. Stress Management

- counselling (one on one basis)
- referral to specialists
- workshops

36. Health Education and Training

- conducts health impact assessments (one on one basis) and customises health education accordingly
- trains biokineticists (internship)

37. Employee Well-being

- counselling of employees (for example management of sickleave, personal and work related problems)
- Employee Assistance Programme (EAP)
- aftercare (death and retirement, etc. including employees' family)
- liaison and / or contact person

G: INDUSTRIAL RELATIONS

38. IR Training

- develops / compiles IR courses for all levels of employees and managers
- schedules / markets courses
- presents, evaluates and updates courses

39. Relationship Building Interventions

- networks and co-ordinates social / sporting events
- facilitates to normalise relationships

40. Participative Structures (Unfolding Vision Agreement)

- establishes, maintains, coordinates and enhances these structures
- chairs the NSGF and Steering Committee
- chairs the National BU Forum and Steering Committee
- chairs joint / departmental ad hoc forums
- establishes principles for the effective functioning of these bodies
- IR administrative arrangements, including the writing of minutes where applicable
- Sub-BU forums
- managing full-time and part-time shopstewards
- workteam sessions

41. Industrial Action and Conflict Management

- identifies problem areas
- sensitises management
- contingency planning
- management adherence to strike handling plans
- ensures that strike action takes place within statutory requirements

42. Dispute Resolution

- preparation of documents
- logistical arrangements
- advises on the merits of each case and the approach to be taken
- provides advice and support regarding referral to the next level
- CCMA proceedings

43. Maintenance of discipline

- confrontations
- disciplinary procedure
- resolution of grievances
- handling of appeals

- recognition agreement
- formal investigations

H: COMMUNICATION

44. Communications Media

- In Tune
- special projects, for example Emergency Preparedness brochure
- journalism
- departmental / section newsletter and information brochures
- intranet
- communication through participative structures

45. Communication Strategy

- defines target audience
- determines communication messages
- specifies tools / resources (media, etc.)
- conducts needs analyses / surveys
- customer satisfaction surveys / index

46. Communication Initiatives

- steering committees
- workgroups
- conferences
- workshops
- networking

47. Public Relations

- internal focus
- breakaways
- indaba's

- awards

48. Press Releases

- editorials in the local media
- news features

I: GENERAL

49. Standards and Procedures

- policy interpretation and clarification
- compiles guidelines derived from the above
- develops standard operating procedures

50. Site Visits

- any visit outside own Department
- includes travelling to and from the customer
- also includes the time spent at the customer

51. Ad hoc Activities / Advice

- activities / advice **unrelated** to your job description (tasks and enquiries incorrectly routed via your desk, for example customers contact you directly because they are not sure who to approach)
- sorting out enquiries and requests to establish who in HR and / or Eskom should be dealing with the matter
- redirection of work
- handling information and enquiries related to ex-employees (includes the situation where information / references regarding ex-employees are given to outside organisations / institutions)

52. Advice

- advice given to customers regarding your area of responsibility

- advice given which interfaces with other sections in HR, namely where you are the first-line contact (for example you are working in Administration, however, you are giving someone advice about IR)
- consulting and influencing role and committee participation across BU's and groups

53. Presentations

- regarding conditions of service and other HR related matters
- to the SMC
- to Business Units
- to employees and management

54. Research and Development

- performed by all disciplines
- includes special project work, for example improving:
 - leave administration system
 - work processes
- includes development initiatives, for example Finesse and Umuntu
- development of in-house systems

55. Financial Budgeting and Control

- managing and / or compiling budget and finplans
- checking and approving K- and 406- reports
- acceptance and rejection of journals
- cost recovery
- presenting income statements
- approving HR financial related invoices and documentation

56. Recruitment / Staffing

- interfaces with Corporate Recruitment
- advertises, interviews and selects

- recruits temps, namely Kelly Girl
- bursar recruitment

57. Marketing

- develop marketing plan
- market products (internal and external)
- roadshows

58. Ad Hoc Projects

- ad hoc projects regarding your area of responsibility
- usually not included in personal performance contracts (PPC's)

59. Conducts On-Job-Training

- conducts training in the work situation
- tests and evaluates the competencies of the employees receiving such training

60. Receives On-Job-Training

- receives training in the work situation
- on job learning
- attends courses, seminars and conferences presented by external bodies during working time
- includes being tested for competencies
- excludes studies outside working hours

NOTE:

Where the following activities are inherent in the above, the time allocation should be recorded against those specific activities:

1. Customer liaison / interfacing with clients
2. Solving queries and enquiries (this is different to the **Advice** given regarding a specific area of responsibility)

SUPPLEMENTARY ACTIVITIES

- i. MEETINGS
- ii. TRAVELLING
- iii. WALKING
- iv. WAITING FOR WORK (WAITING TIME)
 - time spent waiting for work instructions, approval, support, equipment, other people, customers, etc.
 - waiting for computer response time



**ANNEXURE B
DATA COLLECTION FORM**

Name:

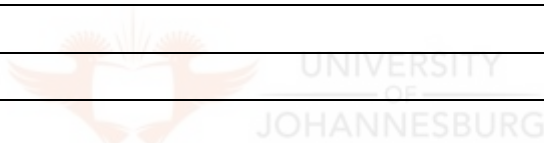
No:

Unique No:

Grading:

Section:

Reference	Description	Percentage



Supplementary Questions

Reference	Description	Percentage
i	MEETINGS	
ii	TRAVELLING	
iii	WALKING	
iv	WAITING FOR WORK (WAITING TIME)	

ANNEXURE C

CONVERSION TABLE FOR ESTIMATING TIMES (translated to percentages)

5 WORKING DAYS (40 Hours) PER WEEK

22 WORKING DAYS (176 Hours) PER MONTH

%	DAY	WEEK	MONTH	YEAR
1	5 Min	25 Min	¼ Day	2½ Days
2	10 Min	50 Min	½ Day	¼ Month (5¼ Days)
5	½ Hour	¼ Day	1 Day	½ Month
10	50 Min	½ Day	2¼ Days	1¼ Months
15	1¼ Hours	¾ Day	3¼ Days	1¾ Months
20	1½ Hours	1 Day	4½ Days	2½ Months
25	2 Hours	1¼ Days	5½ Days	3 Months
30	2½ Hours	1½ Days	6½ Days	3½ Months
35	2 Hours, 50 Min.	1¾ Days	8 Days	4¼ Months
40	3¼ Hours	2 Days	9 Days	5 Months
50	4 Hours	2½ Days	11 Days	6 Months
60	4 Hours, 50 Min.	3 Days	13¼ Days	7¼ Months
70	5½ Hours	3½ Days	15½ Days	8½ Months
80	6½ Hours	4 Days	17½ Days	9½ Months
90	7¼ Hours	4½ Days	20 Days	11 Months
100	8 Hours	5 Days	22 Days	12 Months

ANNEXURE D
MASTER DATA SET – TIME UTILISATION PER EMPLOYEE
(Replication of data capturing form)

No	Name	Ref	Description	%	Cost
51	Badenhorst P.J.	1	Manage	6.00%	R 14,775.31
51	Badenhorst P.J.	11	Remuneration	1.00%	R 2,462.55
51	Badenhorst P.J.	16	Job Evaluation Secretariat	30.00%	R 73,876.57
51	Badenhorst P.J.	19	Management Information / Statistics	50.00%	R 123,127.62
51	Badenhorst P.J.	31	Performance management	1.00%	R 2,462.55
51	Badenhorst P.J.	49	Standards and Procedures	1.00%	R 2,462.55
51	Badenhorst P.J.	51	Ad hoc Activities / Advice	2.00%	R 4,925.10
51	Badenhorst P.J.	52	Advice	5.00%	R 12,312.76
51	Badenhorst P.J.	54	Research and Development	2.00%	R 4,925.10
51	Badenhorst P.J.	58	Ad Hoc Projects	1.00%	R 2,462.55
51	Badenhorst P.J.	60	Receives On-Job-Training	1.00%	R 2,462.55
				100.00%	R 246,255.24
83	Baird C.L.	22	Competency Based System / Process	21.00%	R 39,235.77
83	Baird C.L.	23	HR Development initiatives / forums	5.00%	R 9,341.85
83	Baird C.L.	24	Development	21.00%	R 39,235.77
83	Baird C.L.	25	Education and Training	11.00%	R 20,552.07
83	Baird C.L.	29	Work Design and Structuring	16.00%	R 29,893.92
83	Baird C.L.	44	Communications Media	3.00%	R 5,605.11
83	Baird C.L.	46	Communication Initiatives	5.00%	R 9,341.85
83	Baird C.L.	53	Presentations	2.00%	R 3,736.74
83	Baird C.L.	54	Research and Development	11.00%	R 20,552.07
83	Baird C.L.	57	Marketing	5.00%	R 9,341.85
				100.00%	R 186,837.00
98	Bellamy T.	26	Career Management	1.00%	R 1,438.73
98	Bellamy T.	28	Change Management	10.00%	R 14,387.30
98	Bellamy T.	29	Work Design and Structuring	2.00%	R 2,877.46
98	Bellamy T.	44	Communications Media	39.00%	R 56,110.49
98	Bellamy T.	45	Communication Strategy	35.00%	R 50,355.56
98	Bellamy T.	46	Communication Initiatives	5.00%	R 7,193.65
98	Bellamy T.	52	Advice	1.00%	R 1,438.73
98	Bellamy T.	54	Research and Development	5.00%	R 7,193.65
98	Bellamy T.	60	Receives On-Job-Training	2.00%	R 2,877.46
				100.00%	R 143,873.04
14	Berry A.	3	Benefits : Exit Planning	10.00%	R 9,446.23
14	Berry A.	4	Benefits : Study Schemes	1.00%	R 944.62
14	Berry A.	7	Benefits : Medical schemes	1.00%	R 944.62
14	Berry A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 4,723.12
14	Berry A.	11	Remuneration	25.00%	R 23,615.58
14	Berry A.	12	Package / Tax Structuring	10.00%	R 9,446.23
14	Berry A.	13	Payroll Processing	5.00%	R 4,723.12
14	Berry A.	14	Payroll Reconciliations	20.00%	R 18,892.46
14	Berry A.	15	Staff Movements	15.00%	R 14,169.35

14	Berry A.	37	Employee Well-being	1.00%	R 944.62
14	Berry A.	51	Ad hoc Activities / Advice	2.00%	R 1,889.25
14	Berry A.	52	Advice	5.00%	R 4,723.12
				100.00%	R 94,462.32
106	Bierman S.	3	Benefits : Exit Planning	1.00%	R 961.46
106	Bierman S.	4	Benefits : Study Schemes	1.00%	R 961.46
106	Bierman S.	5	Benefits : Leave	1.00%	R 961.46
106	Bierman S.	6	Benefits : Insurances (Hoskens)	1.00%	R 961.46
106	Bierman S.	7	Benefits : Medical schemes	1.00%	R 961.46
106	Bierman S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 480.73
106	Bierman S.	10	Benefits : Telephone Accounts	0.50%	R 480.73
106	Bierman S.	11	Remuneration	2.00%	R 1,922.92
106	Bierman S.	12	Package / Tax Structuring	2.00%	R 1,922.92
106	Bierman S.	13	Payroll Processing	2.00%	R 1,922.92
106	Bierman S.	14	Payroll Reconciliations	2.00%	R 1,922.92
106	Bierman S.	15	Staff Movements	5.00%	R 4,807.31
106	Bierman S.	17	Employee Register (Manplan)	5.00%	R 4,807.31
106	Bierman S.	19	Management Information / Statistics	2.00%	R 1,922.92
106	Bierman S.	20	Office Services	5.00%	R 4,807.31
106	Bierman S.	21	Administration (Training and Development)	5.00%	R 4,807.31
106	Bierman S.	22	Competency Based System / Process	2.00%	R 1,922.92
106	Bierman S.	25	Education and Training	5.00%	R 4,807.31
106	Bierman S.	26	Career Management	5.00%	R 4,807.31
106	Bierman S.	27	Awareness Initiatives	1.00%	R 961.46
106	Bierman S.	28	Change Management	1.00%	R 961.46
106	Bierman S.	29	Work Design and Structuring	1.00%	R 961.46
106	Bierman S.	30	Manpower planning	2.00%	R 1,922.92
106	Bierman S.	31	Performance management	2.00%	R 1,922.92
106	Bierman S.	33	Rehabilitation of Eskom Employees	1.00%	R 961.46
106	Bierman S.	35	Stress Management	2.00%	R 1,922.92
106	Bierman S.	37	Employee Well-being	1.00%	R 961.46
106	Bierman S.	39	Relationship Building Interventions	2.00%	R 1,922.92
106	Bierman S.	40	Participative Structures (Unfolding Vision Agreement)	2.00%	R 1,922.92
106	Bierman S.	41	Industrial Action and Conflict Management	2.00%	R 1,922.92
106	Bierman S.	43	Maintenance of discipline	2.00%	R 1,922.92
106	Bierman S.	44	Communications Media	1.00%	R 961.46
106	Bierman S.	50	Site Visits	16.00%	R 15,383.39
106	Bierman S.	51	Ad hoc Activities / Advice	1.00%	R 961.46
106	Bierman S.	52	Advice	2.00%	R 1,922.92
106	Bierman S.	53	Presentations	5.00%	R 4,807.31
106	Bierman S.	55	Financial Budgeting and Control	1.00%	R 961.46
106	Bierman S.	56	Recruitment / Staffing	5.00%	R 4,807.31
106	Bierman S.	58	Ad Hoc Projects	1.00%	R 961.46
106	Bierman S.	60	Receives On-Job-Training	1.00%	R 961.46
				100.00%	R 96,146.16
17	Bosman L.	1	Manage	35.00%	R 41,156.51
17	Bosman L.	3	Benefits : Exit Planning	10.00%	R 11,759.00
17	Bosman L.	4	Benefits : Study Schemes	2.00%	R 2,351.80
17	Bosman L.	5	Benefits : Leave	1.00%	R 1,175.90

17	Bosman L.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,175.90
17	Bosman L.	7	Benefits : Medical schemes	1.00%	R 1,175.90
17	Bosman L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 2,351.80
17	Bosman L.	11	Remuneration	15.00%	R 17,638.51
17	Bosman L.	12	Package / Tax Structuring	2.00%	R 2,351.80
17	Bosman L.	13	Payroll Processing	2.00%	R 2,351.80
17	Bosman L.	14	Payroll Reconciliations	2.00%	R 2,351.80
17	Bosman L.	15	Staff Movements	5.00%	R 5,879.50
17	Bosman L.	19	Management Information / Statistics	5.00%	R 5,879.50
17	Bosman L.	49	Standards and Procedures	2.00%	R 2,351.80
17	Bosman L.	50	Site Visits	1.00%	R 1,175.90
17	Bosman L.	51	Ad hoc Activities / Advice	1.00%	R 1,175.90
17	Bosman L.	52	Advice	10.00%	R 11,759.00
17	Bosman L.	58	Ad Hoc Projects	1.00%	R 1,175.90
17	Bosman L.	60	Receives On-Job-Training	2.00%	R 2,351.80
				100.00%	R 117,590.04
72	Botha M.M.	2	Secretarial Services	40.00%	R 36,148.94
72	Botha M.M.	3	Benefits : Exit Planning	5.00%	R 4,518.62
72	Botha M.M.	5	Benefits : Leave	1.00%	R 903.72
72	Botha M.M.	7	Benefits : Medical schemes	1.00%	R 903.72
72	Botha M.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	10.00%	R 9,037.24
72	Botha M.M.	10	Benefits : Telephone Accounts	2.00%	R 1,807.45
72	Botha M.M.	11	Remuneration	5.00%	R 4,518.62
72	Botha M.M.	12	Package / Tax Structuring	5.00%	R 4,518.62
72	Botha M.M.	13	Payroll Processing	2.00%	R 1,807.45
72	Botha M.M.	14	Payroll Reconciliations	2.00%	R 1,807.45
72	Botha M.M.	15	Staff Movements	1.00%	R 903.72
72	Botha M.M.	19	Management Information / Statistics	5.00%	R 4,518.62
72	Botha M.M.	20	Office Services	1.00%	R 903.72
72	Botha M.M.	29	Work Design and Structuring	2.00%	R 1,807.45
72	Botha M.M.	51	Ad hoc Activities / Advice	1.00%	R 903.72
72	Botha M.M.	53	Presentations	1.00%	R 903.72
72	Botha M.M.	55	Financial Budgeting and Control	1.00%	R 903.72
72	Botha M.M.	60	Receives On-Job-Training	15.00%	R 13,555.85
				100.00%	R 90,372.36
5	Bothma I.L.	1	Manage	60.00%	R 118,935.14
5	Bothma I.L.	3	Benefits : Exit Planning	5.00%	R 9,911.26
5	Bothma I.L.	11	Remuneration	12.00%	R 23,787.03
5	Bothma I.L.	49	Standards and Procedures	10.00%	R 19,822.52
5	Bothma I.L.	50	Site Visits	3.00%	R 5,946.76
5	Bothma I.L.	53	Presentations	5.00%	R 9,911.26
5	Bothma I.L.	54	Research and Development	5.00%	R 9,911.26
				100.00%	R 198,225.24
43	Bothma J.P.A.	1	Manage	10.00%	R 18,500.52
43	Bothma J.P.A.	5	Benefits : Leave	1.00%	R 1,850.05
43	Bothma J.P.A.	19	Management Information / Statistics	10.00%	R 18,500.52
43	Bothma J.P.A.	20	Office Services	30.00%	R 55,501.56
43	Bothma J.P.A.	50	Site Visits	1.00%	R 1,850.05

43	Bothma J.P.A.	51	Ad hoc Activities / Advice	1.00%	R 1,850.05
43	Bothma J.P.A.	53	Presentations	2.00%	R 3,700.10
43	Bothma J.P.A.	54	Research and Development	5.00%	R 9,250.26
43	Bothma J.P.A.	55	Financial Budgeting and Control	30.00%	R 55,501.56
43	Bothma J.P.A.	58	Ad Hoc Projects	10.00%	R 18,500.52
				100.00%	R 185,005.20
46	Chuene L.D.	20	Office Services	90.00%	R 54,218.16
46	Chuene L.D.	60	Receives On-Job-Training	10.00%	R 6,024.24
				100.00%	R 60,242.40
74	Cloete A.S.	16	Job Evaluation Secretariat	1.00%	R 1,975.45
74	Cloete A.S.	18	Contracts	1.00%	R 1,975.45
74	Cloete A.S.	19	Management Information / Statistics	5.00%	R 9,877.27
74	Cloete A.S.	22	Competency Based System / Process	15.00%	R 29,631.82
74	Cloete A.S.	26	Career Management	3.00%	R 5,926.36
74	Cloete A.S.	27	Awareness Initiatives	5.00%	R 9,877.27
74	Cloete A.S.	28	Change Management	30.00%	R 59,263.63
74	Cloete A.S.	29	Work Design and Structuring	10.00%	R 19,754.54
74	Cloete A.S.	30	Manpower planning	2.00%	R 3,950.91
74	Cloete A.S.	31	Performance management	5.00%	R 9,877.27
74	Cloete A.S.	49	Standards and Procedures	1.00%	R 1,975.45
74	Cloete A.S.	50	Site Visits	4.00%	R 7,901.82
74	Cloete A.S.	51	Ad hoc Activities / Advice	2.00%	R 3,950.91
74	Cloete A.S.	52	Advice	3.00%	R 5,926.36
74	Cloete A.S.	53	Presentations	4.00%	R 7,901.82
74	Cloete A.S.	57	Marketing	1.00%	R 1,975.45
74	Cloete A.S.	58	Ad Hoc Projects	3.00%	R 5,926.36
74	Cloete A.S.	60	Receives On-Job-Training	5.00%	R 9,877.27
				100.00%	R 197,545.44
101	De Lange W.J.D.	21	Administration (Training and Development)	40.00%	R 34,748.88
101	De Lange W.J.D.	25	Education and Training	30.00%	R 26,061.66
101	De Lange W.J.D.	26	Career Management	25.00%	R 21,718.05
101	De Lange W.J.D.	52	Advice	5.00%	R 4,343.61
				100.00%	R 86,872.20
110	De Sousa Tomaz C.	3	Benefits : Exit Planning	0.50%	R 683.06
110	De Sousa Tomaz C.	4	Benefits : Study Schemes	0.50%	R 683.06
110	De Sousa Tomaz C.	5	Benefits : Leave	0.50%	R 683.06
110	De Sousa Tomaz C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 683.06
110	De Sousa Tomaz C.	11	Remuneration	5.00%	R 6,830.63
110	De Sousa Tomaz C.	13	Payroll Processing	1.00%	R 1,366.13
110	De Sousa Tomaz C.	14	Payroll Reconciliations	1.00%	R 1,366.13
110	De Sousa Tomaz C.	15	Staff Movements	2.00%	R 2,732.25
110	De Sousa Tomaz C.	17	Employee Register (Manplan)	5.00%	R 6,830.63
110	De Sousa Tomaz C.	19	Management Information / Statistics	2.00%	R 2,732.25
110	De Sousa Tomaz C.	22	Competency Based System / Process	4.00%	R 5,464.50
110	De Sousa Tomaz C.	24	Development	1.00%	R 1,366.13
110	De Sousa Tomaz C.	26	Career Management	2.00%	R 2,732.25
110	De Sousa Tomaz C.	27	Awareness Initiatives	2.00%	R 2,732.25

110	De Sousa Tomaz C.	29	Work Design and Structuring	15.00%	R 20,491.88
110	De Sousa Tomaz C.	30	Manpower planning	2.00%	R 2,732.25
110	De Sousa Tomaz C.	31	Performance management	5.00%	R 6,830.63
110	De Sousa Tomaz C.	37	Employee Well-being	1.00%	R 1,366.13
110	De Sousa Tomaz C.	38	IR Training	1.00%	R 1,366.13
110	De Sousa Tomaz C.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	R 6,830.63
110	De Sousa Tomaz C.	43	Maintenance of discipline	5.00%	R 6,830.63
110	De Sousa Tomaz C.	49	Standards and Procedures	2.00%	R 2,732.25
110	De Sousa Tomaz C.	50	Site Visits	5.00%	R 6,830.63
110	De Sousa Tomaz C.	51	Ad hoc Activities / Advice	5.00%	R 6,830.63
110	De Sousa Tomaz C.	52	Advice	15.00%	R 20,491.88
110	De Sousa Tomaz C.	53	Presentations	5.00%	R 6,830.63
110	De Sousa Tomaz C.	56	Recruitment / Staffing	5.00%	R 6,830.63
				98.00%	R 133,880.31
15	Dippenaar P.C.	3	Benefits : Exit Planning	9.00%	R 9,804.06
15	Dippenaar P.C.	4	Benefits : Study Schemes	5.00%	R 5,446.70
15	Dippenaar P.C.	5	Benefits : Leave	1.00%	R 1,089.34
15	Dippenaar P.C.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,089.34
15	Dippenaar P.C.	7	Benefits : Medical schemes	1.00%	R 1,089.34
15	Dippenaar P.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 5,446.70
15	Dippenaar P.C.	10	Benefits : Telephone Accounts	1.00%	R 1,089.34
15	Dippenaar P.C.	11	Remuneration	19.00%	R 20,697.45
15	Dippenaar P.C.	12	Package / Tax Structuring	1.00%	R 1,089.34
15	Dippenaar P.C.	13	Payroll Processing	14.00%	R 15,250.75
15	Dippenaar P.C.	14	Payroll Reconciliations	1.00%	R 1,089.34
15	Dippenaar P.C.	15	Staff Movements	19.00%	R 20,697.45
15	Dippenaar P.C.	19	Management Information / Statistics	1.00%	R 1,089.34
15	Dippenaar P.C.	20	Office Services	1.00%	R 1,089.34
15	Dippenaar P.C.	51	Ad hoc Activities / Advice	2.00%	R 2,178.68
15	Dippenaar P.C.	52	Advice	19.00%	R 20,697.45
				100.00%	R 108,933.96
20	Du Plessis A.	3	Benefits : Exit Planning	10.00%	R 9,231.55
20	Du Plessis A.	4	Benefits : Study Schemes	10.00%	R 9,231.55
20	Du Plessis A.	6	Benefits : Insurances (Hoskens)	1.00%	R 923.16
20	Du Plessis A.	7	Benefits : Medical schemes	4.00%	R 3,692.62
20	Du Plessis A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	7.00%	R 6,462.09
20	Du Plessis A.	11	Remuneration	15.00%	R 13,847.33
20	Du Plessis A.	12	Package / Tax Structuring	10.00%	R 9,231.55
20	Du Plessis A.	13	Payroll Processing	15.00%	R 13,847.33
20	Du Plessis A.	14	Payroll Reconciliations	2.00%	R 1,846.31
20	Du Plessis A.	15	Staff Movements	15.00%	R 13,847.33
20	Du Plessis A.	17	Employee Register (Manplan)	2.00%	R 1,846.31
20	Du Plessis A.	19	Management Information / Statistics	4.00%	R 3,692.62
20	Du Plessis A.	51	Ad hoc Activities / Advice	2.00%	R 1,846.31
20	Du Plessis A.	52	Advice	1.00%	R 923.16
20	Du Plessis A.	58	Ad Hoc Projects	1.00%	R 923.16
20	Du Plessis A.	60	Receives On-Job-Training	1.00%	R 923.16
				100.00%	R 92,315.52

69	Du Plooy H.E.	3	Benefits : Exit Planning	14.00%	R 14,868.17
69	Du Plooy H.E.	4	Benefits : Study Schemes	1.00%	R 1,062.01
69	Du Plooy H.E.	7	Benefits : Medical schemes	1.00%	R 1,062.01
69	Du Plooy H.E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,062.01
69	Du Plooy H.E.	11	Remuneration	10.00%	R 10,620.12
69	Du Plooy H.E.	12	Package / Tax Structuring	10.00%	R 10,620.12
69	Du Plooy H.E.	13	Payroll Processing	12.00%	R 12,744.14
69	Du Plooy H.E.	14	Payroll Reconciliations	5.00%	R 5,310.06
69	Du Plooy H.E.	15	Staff Movements	15.00%	R 15,930.18
69	Du Plooy H.E.	19	Management Information / Statistics	10.00%	R 10,620.12
69	Du Plooy H.E.	20	Office Services	2.00%	R 2,124.02
69	Du Plooy H.E.	29	Work Design and Structuring	5.00%	R 5,310.06
69	Du Plooy H.E.	50	Site Visits	2.00%	R 2,124.02
69	Du Plooy H.E.	51	Ad hoc Activities / Advice	1.00%	R 1,062.01
69	Du Plooy H.E.	52	Advice	7.00%	R 7,434.08
69	Du Plooy H.E.	56	Recruitment / Staffing	2.00%	R 2,124.02
69	Du Plooy H.E.	60	Receives On-Job-Training	2.00%	R 2,124.02
				100.00%	R 106,201.20
19	Els K.	3	Benefits : Exit Planning	5.00%	R 5,391.55
19	Els K.	4	Benefits : Study Schemes	15.00%	R 16,174.66
19	Els K.	5	Benefits : Leave	1.00%	R 1,078.31
19	Els K.	7	Benefits : Medical schemes	1.00%	R 1,078.31
19	Els K.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 5,391.55
19	Els K.	10	Benefits : Telephone Accounts	1.00%	R 1,078.31
19	Els K.	11	Remuneration	10.00%	R 10,783.10
19	Els K.	12	Package / Tax Structuring	2.00%	R 2,156.62
19	Els K.	13	Payroll Processing	15.00%	R 16,174.66
19	Els K.	14	Payroll Reconciliations	5.00%	R 5,391.55
19	Els K.	15	Staff Movements	5.00%	R 5,391.55
19	Els K.	17	Employee Register (Manplan)	2.00%	R 2,156.62
19	Els K.	19	Management Information / Statistics	5.00%	R 5,391.55
19	Els K.	20	Office Services	2.00%	R 2,156.62
19	Els K.	49	Standards and Procedures	2.00%	R 2,156.62
19	Els K.	50	Site Visits	10.00%	R 10,783.10
19	Els K.	51	Ad hoc Activities / Advice	2.00%	R 2,156.62
19	Els K.	52	Advice	10.00%	R 10,783.10
19	Els K.	60	Receives On-Job-Training	2.00%	R 2,156.62
				100.00%	R 107,831.04
68	Erasmus M.M.	1	Manage	50.00%	R 96,610.98
68	Erasmus M.M.	3	Benefits : Exit Planning	10.00%	R 19,322.20
68	Erasmus M.M.	5	Benefits : Leave	1.00%	R 1,932.22
68	Erasmus M.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,932.22
68	Erasmus M.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,932.22
68	Erasmus M.M.	11	Remuneration	5.00%	R 9,661.10
68	Erasmus M.M.	12	Package / Tax Structuring	5.00%	R 9,661.10
68	Erasmus M.M.	13	Payroll Processing	1.00%	R 1,932.22
68	Erasmus M.M.	15	Staff Movements	1.00%	R 1,932.22

68	Erasmus M.M.	19	Management Information / Statistics	1.00%	R 1,932.22
68	Erasmus M.M.	24	Development	1.00%	R 1,932.22
68	Erasmus M.M.	25	Education and Training	1.00%	R 1,932.22
68	Erasmus M.M.	26	Career Management	1.00%	R 1,932.22
68	Erasmus M.M.	30	Manpower planning	1.00%	R 1,932.22
68	Erasmus M.M.	31	Performance management	1.00%	R 1,932.22
68	Erasmus M.M.	49	Standards and Procedures	1.00%	R 1,932.22
68	Erasmus M.M.	51	Ad hoc Activities / Advice	2.00%	R 3,864.44
68	Erasmus M.M.	52	Advice	5.00%	R 9,661.10
68	Erasmus M.M.	53	Presentations	2.00%	R 3,864.44
68	Erasmus M.M.	54	Research and Development	1.00%	R 1,932.22
68	Erasmus M.M.	55	Financial Budgeting and Control	1.00%	R 1,932.22
68	Erasmus M.M.	56	Recruitment / Staffing	2.00%	R 3,864.44
68	Erasmus M.M.	58	Ad Hoc Projects	1.00%	R 1,932.22
68	Erasmus M.M.	59	Conducts On-Job-Training	2.00%	R 3,864.44
68	Erasmus M.M.	60	Receives On-Job-Training	2.00%	R 3,864.44
				100.00%	R 193,221.96
16	Esterhuizen M.S.	3	Benefits : Exit Planning	5.00%	R 4,889.18
16	Esterhuizen M.S.	4	Benefits : Study Schemes	15.00%	R 14,667.55
16	Esterhuizen M.S.	5	Benefits : Leave	2.00%	R 1,955.67
16	Esterhuizen M.S.	6	Benefits : Insurances (Hoskens)	1.00%	R 977.84
16	Esterhuizen M.S.	7	Benefits : Medical schemes	5.00%	R 4,889.18
16	Esterhuizen M.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 977.84
16	Esterhuizen M.S.	10	Benefits : Telephone Accounts	2.00%	R 1,955.67
16	Esterhuizen M.S.	11	Remuneration	6.00%	R 5,867.02
16	Esterhuizen M.S.	12	Package / Tax Structuring	2.00%	R 1,955.67
16	Esterhuizen M.S.	13	Payroll Processing	20.00%	R 19,556.74
16	Esterhuizen M.S.	14	Payroll Reconciliations	5.00%	R 4,889.18
16	Esterhuizen M.S.	15	Staff Movements	5.00%	R 4,889.18
16	Esterhuizen M.S.	17	Employee Register (Manplan)	1.00%	R 977.84
16	Esterhuizen M.S.	18	Contracts	2.00%	R 1,955.67
16	Esterhuizen M.S.	19	Management Information / Statistics	2.00%	R 1,955.67
16	Esterhuizen M.S.	20	Office Services	2.00%	R 1,955.67
16	Esterhuizen M.S.	26	Career Management	1.00%	R 977.84
16	Esterhuizen M.S.	27	Awareness Initiatives	10.00%	R 9,778.37
16	Esterhuizen M.S.	51	Ad hoc Activities / Advice	1.00%	R 977.84
16	Esterhuizen M.S.	52	Advice	10.00%	R 9,778.37
16	Esterhuizen M.S.	53	Presentations	1.00%	R 977.84
16	Esterhuizen M.S.	56	Recruitment / Staffing	0.50%	R 488.92
16	Esterhuizen M.S.	60	Receives On-Job-Training	0.50%	R 488.92
				100.00%	R 97,783.68
13	Giatras M.A.	3	Benefits : Exit Planning	2.00%	R 2,126.83
13	Giatras M.A.	4	Benefits : Study Schemes	2.00%	R 2,126.83
13	Giatras M.A.	6	Benefits : Insurances (Hoskens)	0.50%	R 531.71
13	Giatras M.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 531.71
13	Giatras M.A.	11	Remuneration	50.00%	R 53,170.68
13	Giatras M.A.	12	Package / Tax Structuring	0.50%	R 531.71
13	Giatras M.A.	13	Payroll Processing	20.00%	R 21,268.27
13	Giatras M.A.	14	Payroll Reconciliations	7.00%	R 7,443.90

13	Giatras M.A.	15	Staff Movements	10.00%	R 10,634.14
13	Giatras M.A.	19	Management Information / Statistics	0.50%	R 531.71
13	Giatras M.A.	20	Office Services	0.50%	R 531.71
13	Giatras M.A.	31	Performance management	0.50%	R 531.71
13	Giatras M.A.	37	Employee Well-being	0.50%	R 531.71
13	Giatras M.A.	51	Ad hoc Activities / Advice	2.00%	R 2,126.83
13	Giatras M.A.	52	Advice	2.50%	R 2,658.53
13	Giatras M.A.	60	Receives On-Job-Training	1.00%	R 1,063.41
				100.00%	R 106,341.36
30	Goosen R.C.	3	Benefits : Exit Planning	9.00%	R 7,999.37
30	Goosen R.C.	4	Benefits : Study Schemes	3.00%	R 2,666.46
30	Goosen R.C.	5	Benefits : Leave	10.00%	R 8,888.18
30	Goosen R.C.	6	Benefits : Insurances (Hoskens)	1.00%	R 888.82
30	Goosen R.C.	7	Benefits : Medical schemes	3.00%	R 2,666.46
30	Goosen R.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 888.82
30	Goosen R.C.	11	Remuneration	12.00%	R 10,665.82
30	Goosen R.C.	12	Package / Tax Structuring	2.00%	R 1,777.64
30	Goosen R.C.	13	Payroll Processing	12.00%	R 10,665.82
30	Goosen R.C.	14	Payroll Reconciliations	6.00%	R 5,332.91
30	Goosen R.C.	15	Staff Movements	6.00%	R 5,332.91
30	Goosen R.C.	17	Employee Register (Manplan)	3.00%	R 2,666.46
30	Goosen R.C.	19	Management Information / Statistics	2.00%	R 1,777.64
30	Goosen R.C.	20	Office Services	12.00%	R 10,665.82
30	Goosen R.C.	37	Employee Well-being	3.00%	R 2,666.46
30	Goosen R.C.	49	Standards and Procedures	2.00%	R 1,777.64
30	Goosen R.C.	50	Site Visits	1.00%	R 888.82
30	Goosen R.C.	51	Ad hoc Activities / Advice	2.00%	R 1,777.64
30	Goosen R.C.	52	Advice	3.00%	R 2,666.46
30	Goosen R.C.	53	Presentations	2.00%	R 1,777.64
30	Goosen R.C.	59	Conducts On-Job-Training	3.00%	R 2,666.46
30	Goosen R.C.	60	Receives On-Job-Training	2.00%	R 1,777.64
				100.00%	R 88,881.84
52	Grierson L.V.	13	Payroll Processing	15.00%	R 16,589.03
52	Grierson L.V.	17	Employee Register (Manplan)	50.00%	R 55,296.78
52	Grierson L.V.	20	Office Services	10.00%	R 11,059.36
52	Grierson L.V.	56	Recruitment / Staffing	20.00%	R 22,118.71
52	Grierson L.V.	58	Ad Hoc Projects	5.00%	R 5,529.68
				100.00%	R 110,593.56
88	Hanekom A.W.B.	19	Management Information / Statistics	10.00%	R 9,673.07
88	Hanekom A.W.B.	20	Office Services	2.00%	R 1,934.61
88	Hanekom A.W.B.	21	Administration (Training and Development)	42.00%	R 40,626.89
88	Hanekom A.W.B.	25	Education and Training	4.00%	R 3,869.23
88	Hanekom A.W.B.	44	Communications Media	8.00%	R 7,738.45
88	Hanekom A.W.B.	52	Advice	4.00%	R 3,869.23
88	Hanekom A.W.B.	55	Financial Budgeting and Control	30.00%	R 29,019.20
				100.00%	R 96,730.68
85	Hartzer J.A.	21	Administration (Training and Development)	4.00%	R 7,128.98

85	Hartzer J.A.	22	Competency Based System / Process	5.00%	R 8,911.22
85	Hartzer J.A.	24	Development	15.00%	R 26,733.67
85	Hartzer J.A.	25	Education and Training	64.00%	R 114,063.67
85	Hartzer J.A.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	R 1,782.24
85	Hartzer J.A.	50	Site Visits	10.00%	R 17,822.45
85	Hartzer J.A.	51	Ad hoc Activities / Advice	1.00%	R 1,782.24
				100.00%	R 178,224.48
89	Hayward A.	4	Benefits : Study Schemes	2.00%	R 4,358.66
89	Hayward A.	15	Staff Movements	5.00%	R 10,896.66
89	Hayward A.	17	Employee Register (Manplan)	2.00%	R 4,358.66
89	Hayward A.	18	Contracts	1.00%	R 2,179.33
89	Hayward A.	19	Management Information / Statistics	5.00%	R 10,896.66
89	Hayward A.	21	Administration (Training and Development)	25.00%	R 54,483.30
89	Hayward A.	22	Competency Based System / Process	10.00%	R 21,793.32
89	Hayward A.	23	HR Development initiatives / forums	2.00%	R 4,358.66
89	Hayward A.	24	Development	2.00%	R 4,358.66
89	Hayward A.	25	Education and Training	10.00%	R 21,793.32
89	Hayward A.	26	Career Management	10.00%	R 21,793.32
89	Hayward A.	27	Awareness Initiatives	2.00%	R 4,358.66
89	Hayward A.	44	Communications Media	1.00%	R 2,179.33
89	Hayward A.	50	Site Visits	10.00%	R 21,793.32
89	Hayward A.	51	Ad hoc Activities / Advice	1.00%	R 2,179.33
89	Hayward A.	53	Presentations	2.00%	R 4,358.66
89	Hayward A.	55	Financial Budgeting and Control	2.00%	R 4,358.66
89	Hayward A.	56	Recruitment / Staffing	5.00%	R 10,896.66
89	Hayward A.	58	Ad Hoc Projects	2.00%	R 4,358.66
89	Hayward A.	60	Receives On-Job-Training	1.00%	R 2,179.33
				100.00%	R 217,933.20
6	Heystek J.M.	1	Manage	35.00%	R 39,269.45
6	Heystek J.M.	3	Benefits : Exit Planning	2.00%	R 2,243.97
6	Heystek J.M.	4	Benefits : Study Schemes	2.00%	R 2,243.97
6	Heystek J.M.	5	Benefits : Leave	1.00%	R 1,121.98
6	Heystek J.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,121.98
6	Heystek J.M.	7	Benefits : Medical schemes	1.00%	R 1,121.98
6	Heystek J.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,121.98
6	Heystek J.M.	11	Remuneration	15.00%	R 16,829.77
6	Heystek J.M.	12	Package / Tax Structuring	5.00%	R 5,609.92
6	Heystek J.M.	13	Payroll Processing	1.00%	R 1,121.98
6	Heystek J.M.	14	Payroll Reconciliations	1.00%	R 1,121.98
6	Heystek J.M.	15	Staff Movements	1.00%	R 1,121.98
6	Heystek J.M.	19	Management Information / Statistics	2.00%	R 2,243.97
6	Heystek J.M.	49	Standards and Procedures	2.00%	R 2,243.97
6	Heystek J.M.	50	Site Visits	5.00%	R 5,609.92
6	Heystek J.M.	51	Ad hoc Activities / Advice	2.00%	R 2,243.97
6	Heystek J.M.	52	Advice	15.00%	R 16,829.77
6	Heystek J.M.	53	Presentations	2.00%	R 2,243.97
6	Heystek J.M.	59	Conducts On-Job-Training	5.00%	R 5,609.92
6	Heystek J.M.	60	Receives On-Job-Training	1.00%	R 1,121.98
				100.00%	R 112,198.44

84	Hooper A.R.	22	Competency Based System / Process	21.00%	R 40,327.11
84	Hooper A.R.	23	HR Development initiatives / forums	5.00%	R 9,601.69
84	Hooper A.R.	24	Development	21.00%	R 40,327.11
84	Hooper A.R.	25	Education and Training	17.00%	R 32,645.75
84	Hooper A.R.	29	Work Design and Structuring	16.00%	R 30,725.41
84	Hooper A.R.	44	Communications Media	5.00%	R 9,601.69
84	Hooper A.R.	46	Communication Initiatives	5.00%	R 9,601.69
84	Hooper A.R.	54	Research and Development	5.00%	R 9,601.69
84	Hooper A.R.	57	Marketing	5.00%	R 9,601.69
				100.00%	R 192,033.84
91	Huck W.	19	Management Information / Statistics	5.00%	R 7,524.53
91	Huck W.	25	Education and Training	40.00%	R 60,196.23
91	Huck W.	50	Site Visits	25.00%	R 37,622.65
91	Huck W.	58	Ad Hoc Projects	10.00%	R 15,049.06
91	Huck W.	59	Conducts On-Job-Training	20.00%	R 30,098.12
				100.00%	R 150,490.58
64	Hunt Z.D.	2	Secretarial Services	80.00%	R 75,869.86
64	Hunt Z.D.	10	Benefits : Telephone Accounts	2.00%	R 1,896.75
64	Hunt Z.D.	16	Job Evaluation Secretariat	1.00%	R 948.37
64	Hunt Z.D.	21	Administration (Training and Development)	10.00%	R 9,483.73
64	Hunt Z.D.	51	Ad hoc Activities / Advice	3.00%	R 2,845.12
64	Hunt Z.D.	52	Advice	3.00%	R 2,845.12
64	Hunt Z.D.	60	Receives On-Job-Training	1.00%	R 948.37
				100.00%	R 94,837.32
66	Khoza B.P.	38	IR Training	10.00%	R 22,341.23
66	Khoza B.P.	39	Relationship Building Interventions	5.00%	R 11,170.61
66	Khoza B.P.	40	Participative Structures (Unfolding Vision Agreement)	32.00%	R 71,491.93
66	Khoza B.P.	41	Industrial Action and Conflict Management	5.00%	R 11,170.61
66	Khoza B.P.	42	Dispute Resolution	20.00%	R 44,682.46
66	Khoza B.P.	43	Maintenance of discipline	10.00%	R 22,341.23
66	Khoza B.P.	49	Standards and Procedures	5.00%	R 11,170.61
66	Khoza B.P.	50	Site Visits	5.00%	R 11,170.61
66	Khoza B.P.	51	Ad hoc Activities / Advice	4.00%	R 8,936.49
66	Khoza B.P.	52	Advice	2.00%	R 4,468.25
66	Khoza B.P.	53	Presentations	2.00%	R 4,468.25
				100.00%	R 223,412.28
70	Kock M.B.	3	Benefits : Exit Planning	25.00%	R 24,859.11
70	Kock M.B.	4	Benefits : Study Schemes	2.00%	R 1,988.73
70	Kock M.B.	5	Benefits : Leave	2.00%	R 1,988.73
70	Kock M.B.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,988.73
70	Kock M.B.	7	Benefits : Medical schemes	2.00%	R 1,988.73
70	Kock M.B.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	R 2,983.09
70	Kock M.B.	9	Benefits : Diners Card	2.00%	R 1,988.73
70	Kock M.B.	10	Benefits : Telephone Accounts	2.00%	R 1,988.73
70	Kock M.B.	11	Remuneration	10.00%	R 9,943.64
70	Kock M.B.	12	Package / Tax Structuring	5.00%	R 4,971.82

70	Kock M.B.	13	Payroll Processing	15.00%	R 14,915.47
70	Kock M.B.	14	Payroll Reconciliations	2.00%	R 1,988.73
70	Kock M.B.	15	Staff Movements	11.00%	R 10,938.01
70	Kock M.B.	17	Employee Register (Manplan)	1.00%	R 994.36
70	Kock M.B.	19	Management Information / Statistics	5.00%	R 4,971.82
70	Kock M.B.	20	Office Services	2.00%	R 1,988.73
70	Kock M.B.	29	Work Design and Structuring	2.00%	R 1,988.73
70	Kock M.B.	50	Site Visits	2.00%	R 1,988.73
70	Kock M.B.	51	Ad hoc Activities / Advice	1.00%	R 994.36
70	Kock M.B.	52	Advice	2.00%	R 1,988.73
70	Kock M.B.	60	Receives On-Job-Training	2.00%	R 1,988.73
				100.00%	R 99,436.44
109	Lamprecht C.L.	4	Benefits : Study Schemes	0.50%	R 768.32
109	Lamprecht C.L.	5	Benefits : Leave	0.50%	R 768.32
109	Lamprecht C.L.	6	Benefits : Insurances (Hoskens)	0.50%	R 768.32
109	Lamprecht C.L.	7	Benefits : Medical schemes	0.50%	R 768.32
109	Lamprecht C.L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 768.32
109	Lamprecht C.L.	11	Remuneration	4.00%	R 6,146.55
109	Lamprecht C.L.	12	Package / Tax Structuring	1.00%	R 1,536.64
109	Lamprecht C.L.	13	Payroll Processing	2.00%	R 3,073.28
109	Lamprecht C.L.	14	Payroll Reconciliations	1.00%	R 1,536.64
109	Lamprecht C.L.	15	Staff Movements	5.00%	R 7,683.19
109	Lamprecht C.L.	17	Employee Register (Manplan)	5.00%	R 7,683.19
109	Lamprecht C.L.	19	Management Information / Statistics	1.00%	R 1,536.64
109	Lamprecht C.L.	26	Career Management	1.00%	R 1,536.64
109	Lamprecht C.L.	28	Change Management	1.00%	R 1,536.64
109	Lamprecht C.L.	29	Work Design and Structuring	1.00%	R 1,536.64
109	Lamprecht C.L.	31	Performance management	2.00%	R 3,073.28
109	Lamprecht C.L.	33	Rehabilitation of Eskom Employees	1.00%	R 1,536.64
109	Lamprecht C.L.	37	Employee Well-being	1.00%	R 1,536.64
109	Lamprecht C.L.	39	Relationship Building Interventions	1.50%	R 2,304.96
109	Lamprecht C.L.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	R 15,366.38
109	Lamprecht C.L.	41	Industrial Action and Conflict Management	2.00%	R 3,073.28
109	Lamprecht C.L.	43	Maintenance of discipline	10.00%	R 15,366.38
109	Lamprecht C.L.	50	Site Visits	20.00%	R 30,732.77
109	Lamprecht C.L.	51	Ad hoc Activities / Advice	2.00%	R 3,073.28
109	Lamprecht C.L.	52	Advice	5.00%	R 7,683.19
109	Lamprecht C.L.	53	Presentations	1.00%	R 1,536.64
109	Lamprecht C.L.	56	Recruitment / Staffing	20.00%	R 30,732.77
				100.00%	R 153,663.84
58	Levuno K.J.	21	Administration (Training and Development)	30.00%	R 38,811.17
58	Levuno K.J.	22	Competency Based System / Process	5.00%	R 6,468.53
58	Levuno K.J.	24	Development	20.00%	R 25,874.11
58	Levuno K.J.	25	Education and Training	15.00%	R 19,405.58
58	Levuno K.J.	39	Relationship Building Interventions	5.00%	R 6,468.53
58	Levuno K.J.	46	Communication Initiatives	15.00%	R 19,405.58
58	Levuno K.J.	50	Site Visits	10.00%	R 12,937.06
				100.00%	R 129,370.56

96	Levy L.	21	Administration (Training and Development)	4.00%	R 7,821.67
96	Levy L.	24	Development	44.00%	R 86,038.39
96	Levy L.	26	Career Management	48.00%	R 93,860.06
96	Levy L.	60	Receives On-Job-Training	4.00%	R 7,821.67
				100.00%	R 195,541.80
3	Löding P.P.J.	1	Manage	60.00%	R 165,908.09
3	Löding P.P.J.	3	Benefits : Exit Planning	0.50%	R 1,382.57
3	Löding P.P.J.	4	Benefits : Study Schemes	0.50%	R 1,382.57
3	Löding P.P.J.	5	Benefits : Leave	0.50%	R 1,382.57
3	Löding P.P.J.	6	Benefits : Insurances (Hoskens)	0.50%	R 1,382.57
3	Löding P.P.J.	7	Benefits : Medical schemes	0.50%	R 1,382.57
3	Löding P.P.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 2,765.13
3	Löding P.P.J.	12	Package / Tax Structuring	1.00%	R 2,765.13
3	Löding P.P.J.	13	Payroll Processing	1.00%	R 2,765.13
3	Löding P.P.J.	14	Payroll Reconciliations	0.50%	R 1,382.57
3	Löding P.P.J.	15	Staff Movements	1.00%	R 2,765.13
3	Löding P.P.J.	18	Contracts	1.00%	R 2,765.13
3	Löding P.P.J.	19	Management Information / Statistics	1.00%	R 2,765.13
3	Löding P.P.J.	20	Office Services	1.00%	R 2,765.13
3	Löding P.P.J.	21	Administration (Training and Development)	0.50%	R 1,382.57
3	Löding P.P.J.	22	Competency Based System / Process	0.50%	R 1,382.57
3	Löding P.P.J.	28	Change Management	0.50%	R 1,382.57
3	Löding P.P.J.	29	Work Design and Structuring	0.50%	R 1,382.57
3	Löding P.P.J.	31	Performance management	1.00%	R 2,765.13
3	Löding P.P.J.	49	Standards and Procedures	1.00%	R 2,765.13
3	Löding P.P.J.	50	Site Visits	1.00%	R 2,765.13
3	Löding P.P.J.	51	Ad hoc Activities / Advice	2.00%	R 5,530.27
3	Löding P.P.J.	52	Advice	12.00%	R 33,181.62
3	Löding P.P.J.	53	Presentations	1.00%	R 2,765.13
3	Löding P.P.J.	55	Financial Budgeting and Control	3.00%	R 8,295.40
3	Löding P.P.J.	56	Recruitment / Staffing	1.00%	R 2,765.13
3	Löding P.P.J.	57	Marketing	0.50%	R 1,382.57
3	Löding P.P.J.	58	Ad Hoc Projects	5.00%	R 13,825.67
3	Löding P.P.J.	59	Conducts On-Job-Training	0.50%	R 1,382.57
				100.00%	R 276,513.48
76	Maenetja J.	44	Communications Media	60.00%	R 53,489.34
76	Maenetja J.	45	Communication Strategy	18.00%	R 16,046.80
76	Maenetja J.	46	Communication Initiatives	15.00%	R 13,372.34
76	Maenetja J.	48	Press Releases	2.00%	R 1,782.98
76	Maenetja J.	60	Receives On-Job-Training	5.00%	R 4,457.45
				100.00%	R 89,148.90
28	Mahlangu I.S.	1	Manage	40.00%	R 45,312.58
28	Mahlangu I.S.	3	Benefits : Exit Planning	0.50%	R 566.41
28	Mahlangu I.S.	4	Benefits : Study Schemes	0.50%	R 566.41
28	Mahlangu I.S.	5	Benefits : Leave	0.50%	R 566.41
28	Mahlangu I.S.	6	Benefits : Insurances (Hoskens)	0.50%	R 566.41
28	Mahlangu I.S.	7	Benefits : Medical schemes	0.50%	R 566.41
28	Mahlangu I.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 566.41

28	Mahlangu I.S.	10	Benefits : Telephone Accounts	0.50%	R 566.41
28	Mahlangu I.S.	11	Remuneration	0.50%	R 566.41
28	Mahlangu I.S.	12	Package / Tax Structuring	0.50%	R 566.41
28	Mahlangu I.S.	13	Payroll Processing	0.50%	R 566.41
28	Mahlangu I.S.	14	Payroll Reconciliations	0.50%	R 566.41
28	Mahlangu I.S.	15	Staff Movements	0.50%	R 566.41
28	Mahlangu I.S.	19	Management Information / Statistics	10.00%	R 11,328.14
28	Mahlangu I.S.	50	Site Visits	5.00%	R 5,664.07
28	Mahlangu I.S.	51	Ad hoc Activities / Advice	4.00%	R 4,531.26
28	Mahlangu I.S.	52	Advice	5.00%	R 5,664.07
28	Mahlangu I.S.	59	Conducts On-Job-Training	15.00%	R 16,992.22
28	Mahlangu I.S.	60	Receives On-Job-Training	15.00%	R 16,992.22
				100.00%	R 113,281.44
48	Mailula E.	20	Office Services	90.00%	R 46,739.38
48	Mailula E.	60	Receives On-Job-Training	10.00%	R 5,193.26
				100.00%	R 51,932.64
54	Makena M.O.	18	Contracts	62.00%	R 57,271.63
54	Makena M.O.	19	Management Information / Statistics	1.00%	R 923.74
54	Makena M.O.	20	Office Services	5.00%	R 4,618.68
54	Makena M.O.	49	Standards and Procedures	2.00%	R 1,847.47
54	Makena M.O.	50	Site Visits	5.00%	R 4,618.68
54	Makena M.O.	51	Ad hoc Activities / Advice	1.00%	R 923.74
54	Makena M.O.	52	Advice	5.00%	R 4,618.68
54	Makena M.O.	54	Research and Development	2.00%	R 1,847.47
54	Makena M.O.	55	Financial Budgeting and Control	2.00%	R 1,847.47
54	Makena M.O.	60	Receives On-Job-Training	15.00%	R 13,856.04
				100.00%	R 92,373.60
71	Malaza S.B.	3	Benefits : Exit Planning	25.00%	R 16,868.58
71	Malaza S.B.	4	Benefits : Study Schemes	2.00%	R 1,349.49
71	Malaza S.B.	5	Benefits : Leave	3.00%	R 2,024.23
71	Malaza S.B.	6	Benefits : Insurances (Hoskens)	4.00%	R 2,698.97
71	Malaza S.B.	7	Benefits : Medical schemes	2.00%	R 1,349.49
71	Malaza S.B.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	10.00%	R 6,747.43
71	Malaza S.B.	9	Benefits : Diners Card	2.00%	R 1,349.49
71	Malaza S.B.	10	Benefits : Telephone Accounts	2.00%	R 1,349.49
71	Malaza S.B.	11	Remuneration	10.00%	R 6,747.43
71	Malaza S.B.	12	Package / Tax Structuring	6.00%	R 4,048.46
71	Malaza S.B.	13	Payroll Processing	12.00%	R 8,096.92
71	Malaza S.B.	14	Payroll Reconciliations	2.00%	R 1,349.49
71	Malaza S.B.	15	Staff Movements	4.00%	R 2,698.97
71	Malaza S.B.	17	Employee Register (Manplan)	1.00%	R 674.74
71	Malaza S.B.	19	Management Information / Statistics	2.00%	R 1,349.49
71	Malaza S.B.	20	Office Services	2.00%	R 1,349.49
71	Malaza S.B.	29	Work Design and Structuring	2.00%	R 1,349.49
71	Malaza S.B.	50	Site Visits	2.00%	R 1,349.49
71	Malaza S.B.	51	Ad hoc Activities / Advice	1.00%	R 674.74
71	Malaza S.B.	52	Advice	2.00%	R 1,349.49
71	Malaza S.B.	60	Receives On-Job-Training	4.00%	R 2,698.97

				100.00%	R 67,474.32
50	Maluleke E.T.	2	Secretarial Services	100.00%	R 57,854.28
				100.00%	R 57,854.28
82	Mandita V.	2	Secretarial Services	35.00%	R 27,890.16
82	Mandita V.	20	Office Services	10.00%	R 7,968.62
82	Mandita V.	21	Administration (Training and Development)	35.00%	R 27,890.16
82	Mandita V.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	R 796.86
82	Mandita V.	41	Industrial Action and Conflict Management	2.00%	R 1,593.72
82	Mandita V.	42	Dispute Resolution	2.00%	R 1,593.72
82	Mandita V.	51	Ad hoc Activities / Advice	10.00%	R 7,968.62
82	Mandita V.	55	Financial Budgeting and Control	1.00%	R 796.86
				96.00%	R 76,498.72
111	Marais E.	3	Benefits : Exit Planning	0.50%	R 704.45
111	Marais E.	7	Benefits : Medical schemes	0.10%	R 140.89
111	Marais E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.10%	R 140.89
111	Marais E.	11	Remuneration	0.50%	R 704.45
111	Marais E.	12	Package / Tax Structuring	0.50%	R 704.45
111	Marais E.	15	Staff Movements	0.50%	R 704.45
111	Marais E.	17	Employee Register (Manplan)	0.50%	R 704.45
111	Marais E.	19	Management Information / Statistics	1.00%	R 1,408.90
111	Marais E.	26	Career Management	2.00%	R 2,817.80
111	Marais E.	28	Change Management	18.30%	R 25,782.91
111	Marais E.	29	Work Design and Structuring	5.00%	R 7,044.51
111	Marais E.	30	Manpower planning	1.00%	R 1,408.90
111	Marais E.	31	Performance management	3.00%	R 4,226.71
111	Marais E.	33	Rehabilitation of Eskom Employees	1.00%	R 1,408.90
111	Marais E.	37	Employee Well-being	7.00%	R 9,862.31
111	Marais E.	38	IR Training	15.00%	R 21,133.53
111	Marais E.	43	Maintenance of discipline	5.00%	R 7,044.51
111	Marais E.	49	Standards and Procedures	1.00%	R 1,408.90
111	Marais E.	50	Site Visits	15.00%	R 21,133.53
111	Marais E.	52	Advice	18.00%	R 25,360.24
111	Marais E.	53	Presentations	1.00%	R 1,408.90
111	Marais E.	56	Recruitment / Staffing	4.00%	R 5,635.61
				100.00%	R 140,890.20
18	Maritz L.A.	3	Benefits : Exit Planning	10.00%	R 9,778.93
18	Maritz L.A.	4	Benefits : Study Schemes	10.00%	R 9,778.93
18	Maritz L.A.	6	Benefits : Insurances (Hoskens)	1.00%	R 977.89
18	Maritz L.A.	7	Benefits : Medical schemes	2.00%	R 1,955.79
18	Maritz L.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 4,889.47
18	Maritz L.A.	11	Remuneration	20.00%	R 19,557.86
18	Maritz L.A.	12	Package / Tax Structuring	2.00%	R 1,955.79
18	Maritz L.A.	13	Payroll Processing	20.00%	R 19,557.86
18	Maritz L.A.	14	Payroll Reconciliations	5.00%	R 4,889.47
18	Maritz L.A.	15	Staff Movements	10.00%	R 9,778.93
18	Maritz L.A.	19	Management Information / Statistics	2.00%	R 1,955.79

18	Maritz L.A.	50	Site Visits	5.00%	R 4,889.47
18	Maritz L.A.	51	Ad hoc Activities / Advice	2.00%	R 1,955.79
18	Maritz L.A.	52	Advice	5.00%	R 4,889.47
18	Maritz L.A.	60	Receives On-Job-Training	1.00%	R 977.89
				100.00%	R 97,789.32
11	Masango T.F.	3	Benefits : Exit Planning	1.00%	R 979.39
11	Masango T.F.	4	Benefits : Study Schemes	1.00%	R 979.39
11	Masango T.F.	5	Benefits : Leave	1.00%	R 979.39
11	Masango T.F.	6	Benefits : Insurances (Hoskens)	1.00%	R 979.39
11	Masango T.F.	7	Benefits : Medical schemes	2.00%	R 1,958.78
11	Masango T.F.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 4,896.95
11	Masango T.F.	11	Remuneration	15.00%	R 14,690.86
11	Masango T.F.	12	Package / Tax Structuring	15.00%	R 14,690.86
11	Masango T.F.	13	Payroll Processing	20.00%	R 19,587.82
11	Masango T.F.	14	Payroll Reconciliations	2.00%	R 1,958.78
11	Masango T.F.	15	Staff Movements	2.00%	R 1,958.78
11	Masango T.F.	17	Employee Register (Manplan)	1.00%	R 979.39
11	Masango T.F.	19	Management Information / Statistics	2.00%	R 1,958.78
11	Masango T.F.	20	Office Services	1.00%	R 979.39
11	Masango T.F.	49	Standards and Procedures	20.00%	R 19,587.82
11	Masango T.F.	50	Site Visits	1.00%	R 979.39
11	Masango T.F.	52	Advice	10.00%	R 9,793.91
				100.00%	R 97,939.08
127	Mathane H.T.M.	2	Secretarial Services	20.00%	R 16,264.08
127	Mathane H.T.M.	4	Benefits : Study Schemes	5.00%	R 4,066.02
127	Mathane H.T.M.	13	Payroll Processing	5.00%	R 4,066.02
127	Mathane H.T.M.	18	Contracts	5.00%	R 4,066.02
127	Mathane H.T.M.	19	Management Information / Statistics	5.00%	R 4,066.02
127	Mathane H.T.M.	20	Office Services	10.00%	R 8,132.04
127	Mathane H.T.M.	21	Administration (Training and Development)	15.00%	R 12,198.06
127	Mathane H.T.M.	25	Education and Training	5.00%	R 4,066.02
127	Mathane H.T.M.	44	Communications Media	2.00%	R 1,626.41
127	Mathane H.T.M.	46	Communication Initiatives	10.00%	R 8,132.04
127	Mathane H.T.M.	51	Ad hoc Activities / Advice	3.00%	R 2,439.61
127	Mathane H.T.M.	56	Recruitment / Staffing	10.00%	R 8,132.04
127	Mathane H.T.M.	60	Receives On-Job-Training	5.00%	R 4,066.02
				100.00%	R 81,320.40
90	Mathebula E.M.	19	Management Information / Statistics	10.00%	R 21,011.71
90	Mathebula E.M.	20	Office Services	2.00%	R 4,202.34
90	Mathebula E.M.	24	Development	2.00%	R 4,202.34
90	Mathebula E.M.	26	Career Management	2.00%	R 4,202.34
90	Mathebula E.M.	27	Awareness Initiatives	2.00%	R 4,202.34
90	Mathebula E.M.	39	Relationship Building Interventions	5.00%	R 10,505.86
90	Mathebula E.M.	40	Participative Structures (Unfolding Vision Agreement)	25.00%	R 52,529.28
90	Mathebula E.M.	41	Industrial Action and Conflict Management	5.00%	R 10,505.86
90	Mathebula E.M.	42	Dispute Resolution	5.00%	R 10,505.86
90	Mathebula E.M.	46	Communication Initiatives	2.00%	R 4,202.34
				60.00%	R 126,070.27

80	Mbonani E.	20	Office Services	40.00%	R 23,579.43
80	Mbonani E.	21	Administration (Training and Development)	30.00%	R 17,684.57
80	Mbonani E.	51	Ad hoc Activities / Advice	5.00%	R 2,947.43
80	Mbonani E.	52	Advice	15.00%	R 8,842.29
80	Mbonani E.	60	Receives On-Job-Training	10.00%	R 5,894.86
				100.00%	R 58,948.58
75	Mbuli S.C.A.	1	Manage	15.00%	R 29,266.25
75	Mbuli S.C.A.	44	Communications Media	10.00%	R 19,510.84
75	Mbuli S.C.A.	45	Communication Strategy	16.00%	R 31,217.34
75	Mbuli S.C.A.	46	Communication Initiatives	5.00%	R 9,755.42
75	Mbuli S.C.A.	47	Public Relations	5.00%	R 9,755.42
75	Mbuli S.C.A.	48	Press Releases	3.00%	R 5,853.25
75	Mbuli S.C.A.	50	Site Visits	3.00%	R 5,853.25
75	Mbuli S.C.A.	51	Ad hoc Activities / Advice	4.00%	R 7,804.33
75	Mbuli S.C.A.	52	Advice	15.00%	R 29,266.25
75	Mbuli S.C.A.	53	Presentations	4.00%	R 7,804.33
75	Mbuli S.C.A.	54	Research and Development	2.00%	R 3,902.17
75	Mbuli S.C.A.	55	Financial Budgeting and Control	3.00%	R 5,853.25
75	Mbuli S.C.A.	56	Recruitment / Staffing	3.00%	R 5,853.25
75	Mbuli S.C.A.	57	Marketing	4.00%	R 7,804.33
75	Mbuli S.C.A.	58	Ad Hoc Projects	2.00%	R 3,902.17
75	Mbuli S.C.A.	59	Conducts On-Job-Training	2.00%	R 3,902.17
75	Mbuli S.C.A.	60	Receives On-Job-Training	4.00%	R 7,804.33
				100.00%	R 195,108.36
86	Mc Currach M.	21	Administration (Training and Development)	10.00%	R 13,564.60
86	Mc Currach M.	22	Competency Based System / Process	5.00%	R 6,782.30
86	Mc Currach M.	23	HR Development initiatives / forums	2.00%	R 2,712.92
86	Mc Currach M.	24	Development	27.00%	R 36,624.41
86	Mc Currach M.	25	Education and Training	41.00%	R 55,614.84
86	Mc Currach M.	26	Career Management	2.00%	R 2,712.92
86	Mc Currach M.	52	Advice	5.00%	R 6,782.30
86	Mc Currach M.	54	Research and Development	5.00%	R 6,782.30
86	Mc Currach M.	57	Marketing	1.00%	R 1,356.46
86	Mc Currach M.	58	Ad Hoc Projects	2.00%	R 2,712.92
				100.00%	R 135,645.96
77	Mc Intyre L.M.	32	Executive Health Programme	20.00%	R 30,559.42
77	Mc Intyre L.M.	34	Special Employee and Family Care	20.00%	R 30,559.42
77	Mc Intyre L.M.	35	Stress Management	20.00%	R 30,559.42
77	Mc Intyre L.M.	36	Health Education and Training	20.00%	R 30,559.42
77	Mc Intyre L.M.	55	Financial Budgeting and Control	10.00%	R 15,279.71
77	Mc Intyre L.M.	60	Receives On-Job-Training	10.00%	R 15,279.71
				100.00%	R 152,797.08
10	Meere M.J.P.	3	Benefits : Exit Planning	5.00%	R 5,050.40
10	Meere M.J.P.	4	Benefits : Study Schemes	2.00%	R 2,020.16
10	Meere M.J.P.	7	Benefits : Medical schemes	5.00%	R 5,050.40
10	Meere M.J.P.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	R 3,030.24

10	Meere M.J.P.	11	Remuneration	35.00%	R 35,352.79
10	Meere M.J.P.	12	Package / Tax Structuring	7.00%	R 7,070.56
10	Meere M.J.P.	13	Payroll Processing	15.00%	R 15,151.19
10	Meere M.J.P.	14	Payroll Reconciliations	5.00%	R 5,050.40
10	Meere M.J.P.	15	Staff Movements	5.00%	R 5,050.40
10	Meere M.J.P.	19	Management Information / Statistics	5.00%	R 5,050.40
10	Meere M.J.P.	20	Office Services	5.00%	R 5,050.40
10	Meere M.J.P.	51	Ad hoc Activities / Advice	3.00%	R 3,030.24
10	Meere M.J.P.	60	Receives On-Job-Training	5.00%	R 5,050.40
				100.00%	R 101,007.96
57	Minnaar W.E.	18	Contracts	2.00%	R 2,998.10
57	Minnaar W.E.	19	Management Information / Statistics	5.00%	R 7,495.24
57	Minnaar W.E.	21	Administration (Training and Development)	5.00%	R 7,495.24
57	Minnaar W.E.	22	Competency Based System / Process	10.00%	R 14,990.48
57	Minnaar W.E.	23	HR Development initiatives / forums	10.00%	R 14,990.48
57	Minnaar W.E.	24	Development	25.00%	R 37,476.21
57	Minnaar W.E.	25	Education and Training	20.00%	R 29,980.97
57	Minnaar W.E.	26	Career Management	5.00%	R 7,495.24
57	Minnaar W.E.	50	Site Visits	10.00%	R 14,990.48
57	Minnaar W.E.	51	Ad hoc Activities / Advice	2.00%	R 2,998.10
57	Minnaar W.E.	52	Advice	1.00%	R 1,499.05
57	Minnaar W.E.	54	Research and Development	5.00%	R 7,495.24
				100.00%	R 149,904.84
92	Modern G.	1	Manage	20.00%	R 41,216.30
92	Modern G.	4	Benefits : Study Schemes	2.00%	R 4,121.63
92	Modern G.	15	Staff Movements	2.00%	R 4,121.63
92	Modern G.	18	Contracts	2.00%	R 4,121.63
92	Modern G.	24	Development	5.00%	R 10,304.08
92	Modern G.	25	Education and Training	3.00%	R 6,182.45
92	Modern G.	26	Career Management	5.00%	R 10,304.08
92	Modern G.	27	Awareness Initiatives	2.00%	R 4,121.63
92	Modern G.	28	Change Management	2.00%	R 4,121.63
92	Modern G.	30	Manpower planning	5.00%	R 10,304.08
92	Modern G.	31	Performance management	5.00%	R 10,304.08
92	Modern G.	35	Stress Management	2.00%	R 4,121.63
92	Modern G.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	R 20,608.15
92	Modern G.	41	Industrial Action and Conflict Management	5.00%	R 10,304.08
92	Modern G.	43	Maintenance of discipline	3.00%	R 6,182.45
92	Modern G.	50	Site Visits	5.00%	R 10,304.08
92	Modern G.	51	Ad hoc Activities / Advice	2.00%	R 4,121.63
92	Modern G.	55	Financial Budgeting and Control	10.00%	R 20,608.15
92	Modern G.	56	Recruitment / Staffing	3.00%	R 6,182.45
92	Modern G.	57	Marketing	5.00%	R 10,304.08
92	Modern G.	58	Ad Hoc Projects	2.00%	R 4,121.63
				100.00%	R 206,081.50
26	Mogatusi K.J.	3	Benefits : Exit Planning	15.00%	R 14,523.95
26	Mogatusi K.J.	4	Benefits : Study Schemes	1.00%	R 968.26
26	Mogatusi K.J.	6	Benefits : Insurances (Hoskens)	1.00%	R 968.26

26	Mogatusi K.J.	7	Benefits : Medical schemes	2.00%	R 1,936.53
26	Mogatusi K.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	25.00%	R 24,206.58
26	Mogatusi K.J.	10	Benefits : Telephone Accounts	1.00%	R 968.26
26	Mogatusi K.J.	11	Remuneration	7.00%	R 6,777.84
26	Mogatusi K.J.	13	Payroll Processing	15.00%	R 14,523.95
26	Mogatusi K.J.	14	Payroll Reconciliations	15.00%	R 14,523.95
26	Mogatusi K.J.	15	Staff Movements	4.00%	R 3,873.05
26	Mogatusi K.J.	17	Employee Register (Manplan)	1.00%	R 968.26
26	Mogatusi K.J.	19	Management Information / Statistics	1.00%	R 968.26
26	Mogatusi K.J.	49	Standards and Procedures	1.00%	R 968.26
26	Mogatusi K.J.	52	Advice	10.00%	R 9,682.63
26	Mogatusi K.J.	60	Receives On-Job-Training	1.00%	R 968.26
				100.00%	R 96,826.32
9	Mogotsi K.S.	3	Benefits : Exit Planning	15.00%	R 12,705.10
9	Mogotsi K.S.	4	Benefits : Study Schemes	5.00%	R 4,235.03
9	Mogotsi K.S.	7	Benefits : Medical schemes	5.00%	R 4,235.03
9	Mogotsi K.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 4,235.03
9	Mogotsi K.S.	11	Remuneration	10.00%	R 8,470.07
9	Mogotsi K.S.	12	Package / Tax Structuring	5.00%	R 4,235.03
9	Mogotsi K.S.	13	Payroll Processing	20.00%	R 16,940.14
9	Mogotsi K.S.	14	Payroll Reconciliations	10.00%	R 8,470.07
9	Mogotsi K.S.	15	Staff Movements	15.00%	R 12,705.10
9	Mogotsi K.S.	60	Receives On-Job-Training	10.00%	R 8,470.07
				100.00%	R 84,700.68
38	Mohale L.	3	Benefits : Exit Planning	10.00%	R 9,576.32
38	Mohale L.	4	Benefits : Study Schemes	5.00%	R 4,788.16
38	Mohale L.	5	Benefits : Leave	1.00%	R 957.63
38	Mohale L.	6	Benefits : Insurances (Hoskens)	5.00%	R 4,788.16
38	Mohale L.	7	Benefits : Medical schemes	5.00%	R 4,788.16
38	Mohale L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 4,788.16
38	Mohale L.	11	Remuneration	10.00%	R 9,576.32
38	Mohale L.	12	Package / Tax Structuring	2.00%	R 1,915.26
38	Mohale L.	13	Payroll Processing	5.00%	R 4,788.16
38	Mohale L.	14	Payroll Reconciliations	5.00%	R 4,788.16
38	Mohale L.	15	Staff Movements	5.00%	R 4,788.16
38	Mohale L.	17	Employee Register (Manplan)	2.00%	R 1,915.26
38	Mohale L.	18	Contracts	2.00%	R 1,915.26
38	Mohale L.	19	Management Information / Statistics	2.00%	R 1,915.26
38	Mohale L.	37	Employee Well-being	5.00%	R 4,788.16
38	Mohale L.	49	Standards and Procedures	1.00%	R 957.63
38	Mohale L.	50	Site Visits	10.00%	R 9,576.32
38	Mohale L.	51	Ad hoc Activities / Advice	5.00%	R 4,788.16
38	Mohale L.	52	Advice	10.00%	R 9,576.32
38	Mohale L.	53	Presentations	5.00%	R 4,788.16
				100.00%	R 95,763.24
42	Mokatse M.A.	3	Benefits : Exit Planning	3.00%	R 3,405.22
42	Mokatse M.A.	4	Benefits : Study Schemes	2.00%	R 2,270.15

42	Mokatse M.A.	5	Benefits : Leave	5.00%	R 5,675.36
42	Mokatse M.A.	6	Benefits : Insurances (Hoskens)	3.00%	R 3,405.22
42	Mokatse M.A.	7	Benefits : Medical schemes	5.00%	R 5,675.36
42	Mokatse M.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	R 3,405.22
42	Mokatse M.A.	11	Remuneration	2.00%	R 2,270.15
42	Mokatse M.A.	12	Package / Tax Structuring	2.00%	R 2,270.15
42	Mokatse M.A.	13	Payroll Processing	5.00%	R 5,675.36
42	Mokatse M.A.	15	Staff Movements	5.00%	R 5,675.36
42	Mokatse M.A.	40	Participative Structures (Unfolding Vision Agreement)	15.00%	R 17,026.09
42	Mokatse M.A.	41	Industrial Action and Conflict Management	2.00%	R 2,270.15
42	Mokatse M.A.	49	Standards and Procedures	10.00%	R 11,350.73
42	Mokatse M.A.	50	Site Visits	15.00%	R 17,026.09
42	Mokatse M.A.	52	Advice	10.00%	R 11,350.73
42	Mokatse M.A.	53	Presentations	10.00%	R 11,350.73
42	Mokatse M.A.	60	Receives On-Job-Training	3.00%	R 3,405.22
				100.00%	R 113,507.28
4	Moolman M.L.	2	Secretarial Services	89.00%	R 64,994.31
4	Moolman M.L.	13	Payroll Processing	1.00%	R 730.27
4	Moolman M.L.	51	Ad hoc Activities / Advice	5.00%	R 3,651.37
4	Moolman M.L.	60	Receives On-Job-Training	5.00%	R 3,651.37
				100.00%	R 73,027.32
36	Moshidi A.L.	3	Benefits : Exit Planning	7.00%	R 5,516.68
36	Moshidi A.L.	4	Benefits : Study Schemes	5.00%	R 3,940.49
36	Moshidi A.L.	5	Benefits : Leave	7.00%	R 5,516.68
36	Moshidi A.L.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,576.20
36	Moshidi A.L.	7	Benefits : Medical schemes	5.00%	R 3,940.49
36	Moshidi A.L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	30.00%	R 23,642.93
36	Moshidi A.L.	11	Remuneration	5.00%	R 3,940.49
36	Moshidi A.L.	12	Package / Tax Structuring	1.00%	R 788.10
36	Moshidi A.L.	13	Payroll Processing	7.00%	R 5,516.68
36	Moshidi A.L.	14	Payroll Reconciliations	7.00%	R 5,516.68
36	Moshidi A.L.	15	Staff Movements	3.00%	R 2,364.29
36	Moshidi A.L.	17	Employee Register (Manplan)	1.00%	R 788.10
36	Moshidi A.L.	18	Contracts	2.00%	R 1,576.20
36	Moshidi A.L.	19	Management Information / Statistics	1.00%	R 788.10
36	Moshidi A.L.	20	Office Services	1.00%	R 788.10
36	Moshidi A.L.	37	Employee Well-being	1.00%	R 788.10
36	Moshidi A.L.	50	Site Visits	2.00%	R 1,576.20
36	Moshidi A.L.	51	Ad hoc Activities / Advice	1.00%	R 788.10
36	Moshidi A.L.	52	Advice	5.00%	R 3,940.49
36	Moshidi A.L.	60	Receives On-Job-Training	7.00%	R 5,516.68
				100.00%	R 78,809.76
32	Motsepe N.D.	3	Benefits : Exit Planning	2.00%	R 1,457.85
32	Motsepe N.D.	4	Benefits : Study Schemes	3.00%	R 2,186.78
32	Motsepe N.D.	5	Benefits : Leave	5.00%	R 3,644.63
32	Motsepe N.D.	6	Benefits : Insurances (Hoskens)	7.00%	R 5,102.49
32	Motsepe N.D.	7	Benefits : Medical schemes	2.00%	R 1,457.85

32	Motsepe N.D.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 1,457.85
32	Motsepe N.D.	11	Remuneration	18.00%	R 13,120.68
32	Motsepe N.D.	12	Package / Tax Structuring	5.00%	R 3,644.63
32	Motsepe N.D.	13	Payroll Processing	5.00%	R 3,644.63
32	Motsepe N.D.	14	Payroll Reconciliations	10.00%	R 7,289.27
32	Motsepe N.D.	15	Staff Movements	10.00%	R 7,289.27
32	Motsepe N.D.	17	Employee Register (Manplan)	5.00%	R 3,644.63
32	Motsepe N.D.	19	Management Information / Statistics	10.00%	R 7,289.27
32	Motsepe N.D.	20	Office Services	1.00%	R 728.93
32	Motsepe N.D.	37	Employee Well-being	1.00%	R 728.93
32	Motsepe N.D.	49	Standards and Procedures	3.00%	R 2,186.78
32	Motsepe N.D.	52	Advice	4.00%	R 2,915.71
32	Motsepe N.D.	53	Presentations	2.00%	R 1,457.85
32	Motsepe N.D.	60	Receives On-Job-Training	5.00%	R 3,644.63
				100.00%	R 72,892.68
99	Mthembu S.S.P.	19	Management Information / Statistics	10.00%	R 19,213.27
99	Mthembu S.S.P.	23	HR Development initiatives / forums	5.00%	R 9,606.64
99	Mthembu S.S.P.	24	Development	15.00%	R 28,819.91
99	Mthembu S.S.P.	26	Career Management	5.00%	R 9,606.64
99	Mthembu S.S.P.	30	Manpower planning	10.00%	R 19,213.27
99	Mthembu S.S.P.	50	Site Visits	15.00%	R 28,819.91
99	Mthembu S.S.P.	51	Ad hoc Activities / Advice	5.00%	R 9,606.64
99	Mthembu S.S.P.	52	Advice	15.00%	R 28,819.91
99	Mthembu S.S.P.	56	Recruitment / Staffing	5.00%	R 9,606.64
99	Mthembu S.S.P.	58	Ad Hoc Projects	10.00%	R 19,213.27
99	Mthembu S.S.P.	60	Receives On-Job-Training	5.00%	R 9,606.64
				100.00%	R 192,132.72
67	Mthethwa N.E.	38	IR Training	5.00%	R 5,661.61
67	Mthethwa N.E.	39	Relationship Building Interventions	5.00%	R 5,661.61
67	Mthethwa N.E.	40	Participative Structures (Unfolding Vision Agreement)	30.00%	R 33,969.64
67	Mthethwa N.E.	41	Industrial Action and Conflict Management	5.00%	R 5,661.61
67	Mthethwa N.E.	42	Dispute Resolution	10.00%	R 11,323.21
67	Mthethwa N.E.	43	Maintenance of discipline	10.00%	R 11,323.21
67	Mthethwa N.E.	44	Communications Media	1.00%	R 1,132.32
67	Mthethwa N.E.	49	Standards and Procedures	5.00%	R 5,661.61
67	Mthethwa N.E.	50	Site Visits	5.00%	R 5,661.61
67	Mthethwa N.E.	52	Advice	15.00%	R 16,984.82
67	Mthethwa N.E.	53	Presentations	5.00%	R 5,661.61
67	Mthethwa N.E.	54	Research and Development	2.00%	R 2,264.64
67	Mthethwa N.E.	58	Ad Hoc Projects	2.00%	R 2,264.64
				100.00%	R 113,232.12
94	Mthimunye S.	19	Management Information / Statistics	5.00%	R 6,920.03
94	Mthimunye S.	21	Administration (Training and Development)	10.00%	R 13,840.05
94	Mthimunye S.	22	Competency Based System / Process	60.00%	R 83,040.31
94	Mthimunye S.	38	IR Training	3.00%	R 4,152.02
94	Mthimunye S.	52	Advice	2.00%	R 2,768.01
94	Mthimunye S.	54	Research and Development	5.00%	R 6,920.03
94	Mthimunye S.	55	Financial Budgeting and Control	15.00%	R 20,760.08

				100.00%	R 138,400.52
41	Mthunzi M.E.	39	Relationship Building Interventions	1.00%	R 1,418.61
41	Mthunzi M.E.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	R 7,093.03
41	Mthunzi M.E.	41	Industrial Action and Conflict Management	2.00%	R 2,837.21
41	Mthunzi M.E.	42	Dispute Resolution	2.00%	R 2,837.21
41	Mthunzi M.E.	43	Maintenance of discipline	2.00%	R 2,837.21
41	Mthunzi M.E.	49	Standards and Procedures	10.00%	R 14,186.06
41	Mthunzi M.E.	50	Site Visits	60.00%	R 85,116.38
41	Mthunzi M.E.	51	Ad hoc Activities / Advice	1.00%	R 1,418.61
41	Mthunzi M.E.	52	Advice	15.00%	R 21,279.10
41	Mthunzi M.E.	53	Presentations	1.00%	R 1,418.61
41	Mthunzi M.E.	54	Research and Development	1.00%	R 1,418.61
				100.00%	R 141,860.64
27	Myer S.A.	3	Benefits : Exit Planning	20.00%	R 19,687.49
27	Myer S.A.	4	Benefits : Study Schemes	2.00%	R 1,968.75
27	Myer S.A.	6	Benefits : Insurances (Hoskens)	5.00%	R 4,921.87
27	Myer S.A.	7	Benefits : Medical schemes	2.00%	R 1,968.75
27	Myer S.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 4,921.87
27	Myer S.A.	11	Remuneration	30.00%	R 29,531.23
27	Myer S.A.	12	Package / Tax Structuring	1.00%	R 984.37
27	Myer S.A.	13	Payroll Processing	20.00%	R 19,687.49
27	Myer S.A.	14	Payroll Reconciliations	2.00%	R 1,968.75
27	Myer S.A.	15	Staff Movements	10.00%	R 9,843.74
27	Myer S.A.	17	Employee Register (Manplan)	1.00%	R 984.37
27	Myer S.A.	19	Management Information / Statistics	1.00%	R 984.37
27	Myer S.A.	50	Site Visits	1.00%	R 984.37
				100.00%	R 98,437.44
8	Ngubeni S.A.	3	Benefits : Exit Planning	10.00%	R 6,776.80
8	Ngubeni S.A.	4	Benefits : Study Schemes	2.00%	R 1,355.36
8	Ngubeni S.A.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,355.36
8	Ngubeni S.A.	7	Benefits : Medical schemes	1.00%	R 677.68
8	Ngubeni S.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 3,388.40
8	Ngubeni S.A.	11	Remuneration	15.00%	R 10,165.19
8	Ngubeni S.A.	12	Package / Tax Structuring	5.00%	R 3,388.40
8	Ngubeni S.A.	13	Payroll Processing	25.00%	R 16,941.99
8	Ngubeni S.A.	14	Payroll Reconciliations	5.00%	R 3,388.40
8	Ngubeni S.A.	15	Staff Movements	15.00%	R 10,165.19
8	Ngubeni S.A.	52	Advice	10.00%	R 6,776.80
8	Ngubeni S.A.	60	Receives On-Job-Training	5.00%	R 3,388.40
				100.00%	R 67,767.96
62	Ngwenya I.S.	4	Benefits : Study Schemes	1.00%	R 900.41
62	Ngwenya I.S.	5	Benefits : Leave	1.00%	R 900.41
62	Ngwenya I.S.	13	Payroll Processing	10.00%	R 9,004.09
62	Ngwenya I.S.	15	Staff Movements	5.00%	R 4,502.05
62	Ngwenya I.S.	20	Office Services	10.00%	R 9,004.09
62	Ngwenya I.S.	21	Administration (Training and Development)	4.00%	R 3,601.64

62	Ngwenya I.S.	26	Career Management	25.00%	R 22,510.23
62	Ngwenya I.S.	49	Standards and Procedures	5.00%	R 4,502.05
62	Ngwenya I.S.	50	Site Visits	25.00%	R 22,510.23
62	Ngwenya I.S.	52	Advice	2.00%	R 1,800.82
62	Ngwenya I.S.	53	Presentations	1.00%	R 900.41
62	Ngwenya I.S.	56	Recruitment / Staffing	10.00%	R 9,004.09
62	Ngwenya I.S.	57	Marketing	1.00%	R 900.41
				100.00%	R 90,040.92
22	Nieman J.C.	1	Manage	51.00%	R 65,159.27
22	Nieman J.C.	11	Remuneration	10.00%	R 12,776.33
22	Nieman J.C.	19	Management Information / Statistics	5.00%	R 6,388.16
22	Nieman J.C.	41	Industrial Action and Conflict Management	5.00%	R 6,388.16
22	Nieman J.C.	49	Standards and Procedures	2.00%	R 2,555.27
22	Nieman J.C.	50	Site Visits	2.00%	R 2,555.27
22	Nieman J.C.	51	Ad hoc Activities / Advice	10.00%	R 12,776.33
22	Nieman J.C.	58	Ad Hoc Projects	5.00%	R 6,388.16
22	Nieman J.C.	59	Conducts On-Job-Training	10.00%	R 12,776.33
				100.00%	R 127,763.28
29	Nkambule L.E.	3	Benefits : Exit Planning	10.00%	R 5,593.24
29	Nkambule L.E.	4	Benefits : Study Schemes	2.00%	R 1,118.65
29	Nkambule L.E.	5	Benefits : Leave	20.00%	R 11,186.47
29	Nkambule L.E.	6	Benefits : Insurances (Hoskens)	1.00%	R 559.32
29	Nkambule L.E.	7	Benefits : Medical schemes	8.00%	R 4,474.59
29	Nkambule L.E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 1,118.65
29	Nkambule L.E.	10	Benefits : Telephone Accounts	1.00%	R 559.32
29	Nkambule L.E.	11	Remuneration	18.00%	R 10,067.82
29	Nkambule L.E.	12	Package / Tax Structuring	1.00%	R 559.32
29	Nkambule L.E.	13	Payroll Processing	6.00%	R 3,355.94
29	Nkambule L.E.	14	Payroll Reconciliations	2.00%	R 1,118.65
29	Nkambule L.E.	15	Staff Movements	4.00%	R 2,237.29
29	Nkambule L.E.	17	Employee Register (Manplan)	1.00%	R 559.32
29	Nkambule L.E.	20	Office Services	10.00%	R 5,593.24
29	Nkambule L.E.	37	Employee Well-being	1.00%	R 559.32
29	Nkambule L.E.	51	Ad hoc Activities / Advice	2.00%	R 1,118.65
29	Nkambule L.E.	52	Advice	2.00%	R 1,118.65
29	Nkambule L.E.	60	Receives On-Job-Training	9.00%	R 5,033.91
				100.00%	R 55,932.36
108	Nkomo E.	2	Secretarial Services	35.00%	R 22,206.20
108	Nkomo E.	20	Office Services	20.00%	R 12,689.26
108	Nkomo E.	52	Advice	5.00%	R 3,172.31
				60.00%	R 38,067.77
60	Nkwe M.I.	21	Administration (Training and Development)	5.00%	R 4,983.64
60	Nkwe M.I.	22	Competency Based System / Process	2.00%	R 1,993.46
60	Nkwe M.I.	23	HR Development initiatives / forums	4.00%	R 3,986.91
60	Nkwe M.I.	24	Development	4.00%	R 3,986.91
60	Nkwe M.I.	25	Education and Training	5.00%	R 4,983.64
60	Nkwe M.I.	26	Career Management	3.00%	R 2,990.19

60	Nkwe M.I.	38	IR Training	4.00%	R 3,986.91
60	Nkwe M.I.	39	Relationship Building Interventions	2.00%	R 1,993.46
60	Nkwe M.I.	50	Site Visits	5.00%	R 4,983.64
60	Nkwe M.I.	51	Ad hoc Activities / Advice	3.00%	R 2,990.19
60	Nkwe M.I.	52	Advice	10.00%	R 9,967.28
60	Nkwe M.I.	53	Presentations	15.00%	R 14,950.93
60	Nkwe M.I.	55	Financial Budgeting and Control	3.00%	R 2,990.19
60	Nkwe M.I.	56	Recruitment / Staffing	3.00%	R 2,990.19
60	Nkwe M.I.	57	Marketing	5.00%	R 4,983.64
60	Nkwe M.I.	58	Ad Hoc Projects	2.00%	R 1,993.46
60	Nkwe M.I.	59	Conducts On-Job-Training	20.00%	R 19,934.57
60	Nkwe M.I.	60	Receives On-Job-Training	5.00%	R 4,983.64
				100.00%	R 99,672.84
87	Nzwanzwa H.B.	21	Administration (Training and Development)	60.00%	R 55,424.16
87	Nzwanzwa H.B.	24	Development	5.00%	R 4,618.68
87	Nzwanzwa H.B.	25	Education and Training	20.00%	R 18,474.72
87	Nzwanzwa H.B.	51	Ad hoc Activities / Advice	10.00%	R 9,237.36
87	Nzwanzwa H.B.	52	Advice	5.00%	R 4,618.68
				100.00%	R 92,373.60
104	Pelser A.C.	1	Manage	5.00%	R 5,523.34
104	Pelser A.C.	3	Benefits : Exit Planning	5.00%	R 5,523.34
104	Pelser A.C.	4	Benefits : Study Schemes	1.00%	R 1,104.67
104	Pelser A.C.	5	Benefits : Leave	2.00%	R 2,209.33
104	Pelser A.C.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,104.67
104	Pelser A.C.	7	Benefits : Medical schemes	1.00%	R 1,104.67
104	Pelser A.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,104.67
104	Pelser A.C.	10	Benefits : Telephone Accounts	1.00%	R 1,104.67
104	Pelser A.C.	11	Remuneration	1.00%	R 1,104.67
104	Pelser A.C.	12	Package / Tax Structuring	2.00%	R 2,209.33
104	Pelser A.C.	13	Payroll Processing	2.00%	R 2,209.33
104	Pelser A.C.	14	Payroll Reconciliations	1.00%	R 1,104.67
104	Pelser A.C.	15	Staff Movements	5.00%	R 5,523.34
104	Pelser A.C.	17	Employee Register (Manplan)	5.00%	R 5,523.34
104	Pelser A.C.	19	Management Information / Statistics	2.00%	R 2,209.33
104	Pelser A.C.	20	Office Services	1.00%	R 1,104.67
104	Pelser A.C.	21	Administration (Training and Development)	5.00%	R 5,523.34
104	Pelser A.C.	22	Competency Based System / Process	2.00%	R 2,209.33
104	Pelser A.C.	25	Education and Training	2.00%	R 2,209.33
104	Pelser A.C.	26	Career Management	2.00%	R 2,209.33
104	Pelser A.C.	27	Awareness Initiatives	1.00%	R 1,104.67
104	Pelser A.C.	28	Change Management	1.00%	R 1,104.67
104	Pelser A.C.	29	Work Design and Structuring	2.00%	R 2,209.33
104	Pelser A.C.	30	Manpower planning	3.00%	R 3,314.00
104	Pelser A.C.	31	Performance management	2.00%	R 2,209.33
104	Pelser A.C.	33	Rehabilitation of Eskom Employees	1.00%	R 1,104.67
104	Pelser A.C.	35	Stress Management	1.00%	R 1,104.67
104	Pelser A.C.	37	Employee Well-being	1.00%	R 1,104.67
104	Pelser A.C.	39	Relationship Building Interventions	1.00%	R 1,104.67
104	Pelser A.C.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	R 5,523.34

104	Pelser A.C.	41	Industrial Action and Conflict Management	5.00%	R 5,523.34
104	Pelser A.C.	43	Maintenance of discipline	3.00%	R 3,314.00
104	Pelser A.C.	44	Communications Media	2.00%	R 2,209.33
104	Pelser A.C.	50	Site Visits	10.00%	R 11,046.67
104	Pelser A.C.	51	Ad hoc Activities / Advice	1.00%	R 1,104.67
104	Pelser A.C.	52	Advice	1.00%	R 1,104.67
104	Pelser A.C.	53	Presentations	5.00%	R 5,523.34
104	Pelser A.C.	56	Recruitment / Staffing	5.00%	R 5,523.34
104	Pelser A.C.	58	Ad Hoc Projects	1.00%	R 1,104.67
104	Pelser A.C.	60	Receives On-Job-Training	2.00%	R 2,209.33
				100.00%	R 110,466.72
97	Phillips P.	18	Contracts	1.00%	R 2,396.58
97	Phillips P.	21	Administration (Training and Development)	5.00%	R 11,982.91
97	Phillips P.	26	Career Management	25.00%	R 59,914.53
97	Phillips P.	28	Change Management	37.00%	R 88,673.50
97	Phillips P.	29	Work Design and Structuring	5.00%	R 11,982.91
97	Phillips P.	31	Performance management	5.00%	R 11,982.91
97	Phillips P.	40	Participative Structures (Unfolding Vision Agreement)	3.00%	R 7,189.74
97	Phillips P.	44	Communications Media	5.00%	R 11,982.91
97	Phillips P.	51	Ad hoc Activities / Advice	4.00%	R 9,586.32
97	Phillips P.	52	Advice	2.00%	R 4,793.16
97	Phillips P.	54	Research and Development	5.00%	R 11,982.91
97	Phillips P.	60	Receives On-Job-Training	3.00%	R 7,189.74
				100.00%	R 239,658.12
49	Phukubye M.E.	20	Office Services	90.00%	R 53,238.60
49	Phukubye M.E.	60	Receives On-Job-Training	10.00%	R 5,915.40
				100.00%	R 59,154.00
81	Pillay K.	1	Manage	28.00%	R 53,622.41
81	Pillay K.	2	Secretarial Services	1.00%	R 1,915.09
81	Pillay K.	23	HR Development initiatives / forums	2.00%	R 3,830.17
81	Pillay K.	24	Development	2.00%	R 3,830.17
81	Pillay K.	25	Education and Training	2.00%	R 3,830.17
81	Pillay K.	26	Career Management	5.00%	R 9,575.43
81	Pillay K.	27	Awareness Initiatives	1.00%	R 1,915.09
81	Pillay K.	28	Change Management	10.00%	R 19,150.86
81	Pillay K.	30	Manpower planning	1.00%	R 1,915.09
81	Pillay K.	31	Performance management	5.00%	R 9,575.43
81	Pillay K.	47	Public Relations	1.00%	R 1,915.09
81	Pillay K.	53	Presentations	5.00%	R 9,575.43
81	Pillay K.	54	Research and Development	20.00%	R 38,301.72
81	Pillay K.	55	Financial Budgeting and Control	10.00%	R 19,150.86
81	Pillay K.	57	Marketing	2.00%	R 3,830.17
81	Pillay K.	58	Ad Hoc Projects	5.00%	R 9,575.43
				100.00%	R 191,508.60
59	Radebe F.L.	21	Administration (Training and Development)	10.00%	R 11,977.34
59	Radebe F.L.	23	HR Development initiatives / forums	10.00%	R 11,977.34
59	Radebe F.L.	24	Development	20.00%	R 23,954.69

59	Radebe F.L.	25	Education and Training	10.00%	R 11,977.34
59	Radebe F.L.	26	Career Management	6.00%	R 7,186.41
59	Radebe F.L.	50	Site Visits	10.00%	R 11,977.34
59	Radebe F.L.	51	Ad hoc Activities / Advice	2.00%	R 2,395.47
59	Radebe F.L.	52	Advice	5.00%	R 5,988.67
59	Radebe F.L.	53	Presentations	15.00%	R 17,966.02
59	Radebe F.L.	54	Research and Development	5.00%	R 5,988.67
59	Radebe F.L.	58	Ad Hoc Projects	5.00%	R 5,988.67
59	Radebe F.L.	60	Receives On-Job-Training	2.00%	R 2,395.47
				100.00%	R 119,773.44
39	Radebe N.P.	3	Benefits : Exit Planning	10.00%	R 12,382.04
39	Radebe N.P.	7	Benefits : Medical schemes	5.00%	R 6,191.02
39	Radebe N.P.	22	Competency Based System / Process	10.00%	R 12,382.04
39	Radebe N.P.	39	Relationship Building Interventions	2.00%	R 2,476.41
39	Radebe N.P.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	R 1,238.20
39	Radebe N.P.	41	Industrial Action and Conflict Management	2.00%	R 2,476.41
39	Radebe N.P.	43	Maintenance of discipline	2.00%	R 2,476.41
39	Radebe N.P.	49	Standards and Procedures	10.00%	R 12,382.04
39	Radebe N.P.	50	Site Visits	40.00%	R 49,528.18
39	Radebe N.P.	51	Ad hoc Activities / Advice	1.00%	R 1,238.20
39	Radebe N.P.	52	Advice	15.00%	R 18,573.07
39	Radebe N.P.	53	Presentations	2.00%	R 2,476.41
				100.00%	R 123,820.44
24	Rapea M.	3	Benefits : Exit Planning	5.00%	R 3,636.25
24	Rapea M.	4	Benefits : Study Schemes	5.00%	R 3,636.25
24	Rapea M.	6	Benefits : Insurances (Hoskens)	10.00%	R 7,272.49
24	Rapea M.	7	Benefits : Medical schemes	10.00%	R 7,272.49
24	Rapea M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 3,636.25
24	Rapea M.	11	Remuneration	15.00%	R 10,908.74
24	Rapea M.	13	Payroll Processing	20.00%	R 14,544.98
24	Rapea M.	14	Payroll Reconciliations	15.00%	R 10,908.74
24	Rapea M.	15	Staff Movements	5.00%	R 3,636.25
24	Rapea M.	52	Advice	5.00%	R 3,636.25
24	Rapea M.	60	Receives On-Job-Training	5.00%	R 3,636.25
				100.00%	R 72,724.92
95	Rhadebe M.	19	Management Information / Statistics	15.00%	R 19,640.25
95	Rhadebe M.	21	Administration (Training and Development)	10.00%	R 13,093.50
95	Rhadebe M.	22	Competency Based System / Process	60.00%	R 78,561.00
95	Rhadebe M.	23	HR Development initiatives / forums	5.00%	R 6,546.75
95	Rhadebe M.	52	Advice	2.00%	R 2,618.70
95	Rhadebe M.	54	Research and Development	5.00%	R 6,546.75
95	Rhadebe M.	55	Financial Budgeting and Control	3.00%	R 3,928.05
				100.00%	R 130,935.00
7	Roestorff M.	3	Benefits : Exit Planning	5.00%	R 5,230.39
7	Roestorff M.	4	Benefits : Study Schemes	5.00%	R 5,230.39
7	Roestorff M.	7	Benefits : Medical schemes	5.00%	R 5,230.39
7	Roestorff M.	8	Benefits : Car Schemes (allowances /	2.00%	R 2,092.16

			company cars / business scheme)		
7	Roestorff M.	11	Remuneration	20.00%	R 20,921.57
7	Roestorff M.	12	Package / Tax Structuring	2.00%	R 2,092.16
7	Roestorff M.	13	Payroll Processing	20.00%	R 20,921.57
7	Roestorff M.	14	Payroll Reconciliations	2.00%	R 2,092.16
7	Roestorff M.	15	Staff Movements	10.00%	R 10,460.78
7	Roestorff M.	19	Management Information / Statistics	2.00%	R 2,092.16
7	Roestorff M.	50	Site Visits	10.00%	R 10,460.78
7	Roestorff M.	51	Ad hoc Activities / Advice	5.00%	R 5,230.39
7	Roestorff M.	52	Advice	10.00%	R 10,460.78
7	Roestorff M.	60	Receives On-Job-Training	2.00%	R 2,092.16
				100.00%	R 104,607.84
65	Rossouw D.A.	19	Management Information / Statistics	2.00%	R 2,767.06
65	Rossouw D.A.	38	IR Training	5.00%	R 6,917.65
65	Rossouw D.A.	39	Relationship Building Interventions	2.00%	R 2,767.06
65	Rossouw D.A.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	R 13,835.30
65	Rossouw D.A.	41	Industrial Action and Conflict Management	20.00%	R 27,670.61
65	Rossouw D.A.	42	Dispute Resolution	15.00%	R 20,752.96
65	Rossouw D.A.	43	Maintenance of discipline	20.00%	R 27,670.61
65	Rossouw D.A.	50	Site Visits	20.00%	R 27,670.61
65	Rossouw D.A.	51	Ad hoc Activities / Advice	2.00%	R 2,767.06
65	Rossouw D.A.	52	Advice	2.00%	R 2,767.06
65	Rossouw D.A.	60	Receives On-Job-Training	2.00%	R 2,767.06
				100.00%	R 138,353.04
61	Sambo M.P.	19	Management Information / Statistics	5.00%	R 3,656.61
61	Sambo M.P.	21	Administration (Training and Development)	50.00%	R 36,566.10
61	Sambo M.P.	23	HR Development initiatives / forums	5.00%	R 3,656.61
61	Sambo M.P.	24	Development	5.00%	R 3,656.61
61	Sambo M.P.	25	Education and Training	5.00%	R 3,656.61
61	Sambo M.P.	26	Career Management	5.00%	R 3,656.61
61	Sambo M.P.	50	Site Visits	5.00%	R 3,656.61
61	Sambo M.P.	52	Advice	10.00%	R 7,313.22
61	Sambo M.P.	54	Research and Development	5.00%	R 3,656.61
61	Sambo M.P.	60	Receives On-Job-Training	5.00%	R 3,656.61
				100.00%	R 73,132.20
93	Schmidt M.A.	2	Secretarial Services	100.00%	R 84,201.12
				100.00%	R 84,201.12
34	Schoeman S.J.	1	Manage	28.00%	R 36,160.86
34	Schoeman S.J.	3	Benefits : Exit Planning	1.00%	R 1,291.46
34	Schoeman S.J.	4	Benefits : Study Schemes	1.00%	R 1,291.46
34	Schoeman S.J.	5	Benefits : Leave	1.00%	R 1,291.46
34	Schoeman S.J.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,291.46
34	Schoeman S.J.	7	Benefits : Medical schemes	1.00%	R 1,291.46
34	Schoeman S.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 2,582.92
34	Schoeman S.J.	10	Benefits : Telephone Accounts	1.00%	R 1,291.46
34	Schoeman S.J.	11	Remuneration	6.00%	R 7,748.76
34	Schoeman S.J.	12	Package / Tax Structuring	1.00%	R 1,291.46

34	Schoeman S.J.	13	Payroll Processing	2.00%	R 2,582.92
34	Schoeman S.J.	14	Payroll Reconciliations	1.00%	R 1,291.46
34	Schoeman S.J.	15	Staff Movements	1.00%	R 1,291.46
34	Schoeman S.J.	17	Employee Register (Manplan)	1.00%	R 1,291.46
34	Schoeman S.J.	19	Management Information / Statistics	6.00%	R 7,748.76
34	Schoeman S.J.	20	Office Services	1.00%	R 1,291.46
34	Schoeman S.J.	40	Participative Structures (Unfolding Vision Agreement)	6.00%	R 7,748.76
34	Schoeman S.J.	49	Standards and Procedures	1.00%	R 1,291.46
34	Schoeman S.J.	50	Site Visits	6.00%	R 7,748.76
34	Schoeman S.J.	51	Ad hoc Activities / Advice	2.00%	R 2,582.92
34	Schoeman S.J.	52	Advice	17.00%	R 21,954.81
34	Schoeman S.J.	53	Presentations	2.00%	R 2,582.92
34	Schoeman S.J.	54	Research and Development	1.00%	R 1,291.46
34	Schoeman S.J.	57	Marketing	1.00%	R 1,291.46
34	Schoeman S.J.	58	Ad Hoc Projects	1.00%	R 1,291.46
34	Schoeman S.J.	59	Conducts On-Job-Training	6.00%	R 7,748.76
34	Schoeman S.J.	60	Receives On-Job-Training	2.00%	R 2,582.92
				100.00%	R 129,145.92
78	Schumann L.S.	2	Secretarial Services	20.00%	R 21,897.65
78	Schumann L.S.	15	Staff Movements	5.00%	R 5,474.41
78	Schumann L.S.	22	Competency Based System / Process	5.00%	R 5,474.41
78	Schumann L.S.	26	Career Management	5.00%	R 5,474.41
78	Schumann L.S.	32	Executive Health Programme	25.00%	R 27,372.06
78	Schumann L.S.	33	Rehabilitation of Eskom Employees	30.00%	R 32,846.47
78	Schumann L.S.	36	Health Education and Training	10.00%	R 10,948.82
				100.00%	R 109,488.24
44	Schwartz I.S.	19	Management Information / Statistics	69.00%	R 57,907.26
44	Schwartz I.S.	50	Site Visits	2.00%	R 1,678.47
44	Schwartz I.S.	51	Ad hoc Activities / Advice	1.00%	R 839.24
44	Schwartz I.S.	52	Advice	2.00%	R 1,678.47
44	Schwartz I.S.	54	Research and Development	15.00%	R 12,588.53
44	Schwartz I.S.	55	Financial Budgeting and Control	1.00%	R 839.24
44	Schwartz I.S.	58	Ad Hoc Projects	9.00%	R 7,553.12
44	Schwartz I.S.	60	Receives On-Job-Training	1.00%	R 839.24
				100.00%	R 83,923.56
63	Sebueng L.F.	1	Manage	50.00%	R 113,881.32
63	Sebueng L.F.	38	IR Training	5.00%	R 11,388.13
63	Sebueng L.F.	39	Relationship Building Interventions	10.00%	R 22,776.26
63	Sebueng L.F.	40	Participative Structures (Unfolding Vision Agreement)	15.00%	R 34,164.40
63	Sebueng L.F.	41	Industrial Action and Conflict Management	2.00%	R 4,555.25
63	Sebueng L.F.	42	Dispute Resolution	15.00%	R 34,164.40
63	Sebueng L.F.	43	Maintenance of discipline	3.00%	R 6,832.88
				100.00%	R 227,762.64
40	Semela M.N.	2	Secretarial Services	1.00%	R 1,356.63
40	Semela M.N.	3	Benefits : Exit Planning	3.00%	R 4,069.88
40	Semela M.N.	4	Benefits : Study Schemes	1.00%	R 1,356.63
40	Semela M.N.	5	Benefits : Leave	2.00%	R 2,713.25

40	Semela M.N.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,356.63
40	Semela M.N.	7	Benefits : Medical schemes	1.00%	R 1,356.63
40	Semela M.N.	19	Management Information / Statistics	3.00%	R 4,069.88
40	Semela M.N.	28	Change Management	3.00%	R 4,069.88
40	Semela M.N.	37	Employee Well-being	5.00%	R 6,783.13
40	Semela M.N.	39	Relationship Building Interventions	10.00%	R 13,566.26
40	Semela M.N.	40	Participative Structures (Unfolding Vision Agreement)	3.00%	R 4,069.88
40	Semela M.N.	41	Industrial Action and Conflict Management	7.00%	R 9,496.38
40	Semela M.N.	49	Standards and Procedures	5.00%	R 6,783.13
40	Semela M.N.	50	Site Visits	23.00%	R 31,202.41
40	Semela M.N.	51	Ad hoc Activities / Advice	8.00%	R 10,853.01
40	Semela M.N.	52	Advice	13.00%	R 17,636.14
40	Semela M.N.	53	Presentations	7.00%	R 9,496.38
40	Semela M.N.	60	Receives On-Job-Training	4.00%	R 5,426.51
				100.00%	R 135,662.64
2	Shabalala M.E.T.	2	Secretarial Services	70.00%	R 56,338.21
2	Shabalala M.E.T.	21	Administration (Training and Development)	5.00%	R 4,024.16
2	Shabalala M.E.T.	47	Public Relations	20.00%	R 16,096.63
2	Shabalala M.E.T.	60	Receives On-Job-Training	5.00%	R 4,024.16
				100.00%	R 80,483.16
47	Sibanyoni J.P.	5	Benefits : Leave	60.00%	R 46,063.44
47	Sibanyoni J.P.	13	Payroll Processing	20.00%	R 15,354.48
47	Sibanyoni J.P.	20	Office Services	2.00%	R 1,535.45
47	Sibanyoni J.P.	52	Advice	18.00%	R 13,819.03
				100.00%	R 76,772.40
79	Simon J.E.	1	Manage	10.00%	R 11,115.89
79	Simon J.E.	4	Benefits : Study Schemes	3.00%	R 3,334.77
79	Simon J.E.	17	Employee Register (Manplan)	1.00%	R 1,111.59
79	Simon J.E.	19	Management Information / Statistics	5.00%	R 5,557.94
79	Simon J.E.	20	Office Services	5.00%	R 5,557.94
79	Simon J.E.	21	Administration (Training and Development)	20.00%	R 22,231.78
79	Simon J.E.	22	Competency Based System / Process	2.00%	R 2,223.18
79	Simon J.E.	24	Development	4.00%	R 4,446.36
79	Simon J.E.	25	Education and Training	4.00%	R 4,446.36
79	Simon J.E.	26	Career Management	2.00%	R 2,223.18
79	Simon J.E.	30	Manpower planning	2.00%	R 2,223.18
79	Simon J.E.	31	Performance management	1.00%	R 1,111.59
79	Simon J.E.	44	Communications Media	1.00%	R 1,111.59
79	Simon J.E.	49	Standards and Procedures	10.00%	R 11,115.89
79	Simon J.E.	50	Site Visits	1.00%	R 1,111.59
79	Simon J.E.	51	Ad hoc Activities / Advice	2.00%	R 2,223.18
79	Simon J.E.	53	Presentations	2.00%	R 2,223.18
79	Simon J.E.	55	Financial Budgeting and Control	10.00%	R 11,115.89
79	Simon J.E.	56	Recruitment / Staffing	5.00%	R 5,557.94
79	Simon J.E.	58	Ad Hoc Projects	5.00%	R 5,557.94
79	Simon J.E.	59	Conducts On-Job-Training	5.00%	R 5,557.94
				100.00%	R 111,158.88

25	Sithebe R.S.	3	Benefits : Exit Planning	15.00%	R 12,963.60
25	Sithebe R.S.	4	Benefits : Study Schemes	5.00%	R 4,321.20
25	Sithebe R.S.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,728.48
25	Sithebe R.S.	7	Benefits : Medical schemes	2.00%	R 1,728.48
25	Sithebe R.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 864.24
25	Sithebe R.S.	9	Benefits : Diners Card	1.00%	R 864.24
25	Sithebe R.S.	11	Remuneration	15.00%	R 12,963.60
25	Sithebe R.S.	12	Package / Tax Structuring	2.00%	R 1,728.48
25	Sithebe R.S.	13	Payroll Processing	15.00%	R 12,963.60
25	Sithebe R.S.	14	Payroll Reconciliations	10.00%	R 8,642.40
25	Sithebe R.S.	15	Staff Movements	15.00%	R 12,963.60
25	Sithebe R.S.	17	Employee Register (Manplan)	2.00%	R 1,728.48
25	Sithebe R.S.	20	Office Services	2.00%	R 1,728.48
25	Sithebe R.S.	49	Standards and Procedures	5.00%	R 4,321.20
25	Sithebe R.S.	50	Site Visits	1.00%	R 864.24
25	Sithebe R.S.	51	Ad hoc Activities / Advice	2.00%	R 1,728.48
25	Sithebe R.S.	52	Advice	2.00%	R 1,728.48
25	Sithebe R.S.	53	Presentations	2.00%	R 1,728.48
25	Sithebe R.S.	60	Receives On-Job-Training	1.00%	R 864.24
				100.00%	R 86,424.00
103	Sithebe S.A.	1	Manage	27.00%	R 58,800.56
103	Sithebe S.A.	4	Benefits : Study Schemes	5.00%	R 10,888.99
103	Sithebe S.A.	11	Remuneration	3.00%	R 6,533.40
103	Sithebe S.A.	18	Contracts	2.00%	R 4,355.60
103	Sithebe S.A.	19	Management Information / Statistics	1.00%	R 2,177.80
103	Sithebe S.A.	22	Competency Based System / Process	2.00%	R 4,355.60
103	Sithebe S.A.	23	HR Development initiatives / forums	5.00%	R 10,888.99
103	Sithebe S.A.	24	Development	4.00%	R 8,711.19
103	Sithebe S.A.	26	Career Management	4.00%	R 8,711.19
103	Sithebe S.A.	27	Awareness Initiatives	2.00%	R 4,355.60
103	Sithebe S.A.	28	Change Management	2.00%	R 4,355.60
103	Sithebe S.A.	30	Manpower planning	2.00%	R 4,355.60
103	Sithebe S.A.	31	Performance management	2.00%	R 4,355.60
103	Sithebe S.A.	35	Stress Management	3.00%	R 6,533.40
103	Sithebe S.A.	37	Employee Well-being	2.00%	R 4,355.60
103	Sithebe S.A.	39	Relationship Building Interventions	1.00%	R 2,177.80
103	Sithebe S.A.	40	Participative Structures (Unfolding Vision Agreement)	9.00%	R 19,600.19
103	Sithebe S.A.	44	Communications Media	1.00%	R 2,177.80
103	Sithebe S.A.	46	Communication Initiatives	2.00%	R 4,355.60
103	Sithebe S.A.	50	Site Visits	8.00%	R 17,422.39
103	Sithebe S.A.	51	Ad hoc Activities / Advice	1.00%	R 2,177.80
103	Sithebe S.A.	52	Advice	2.00%	R 4,355.60
103	Sithebe S.A.	53	Presentations	3.00%	R 6,533.40
103	Sithebe S.A.	54	Research and Development	1.00%	R 2,177.80
103	Sithebe S.A.	55	Financial Budgeting and Control	1.00%	R 2,177.80
103	Sithebe S.A.	56	Recruitment / Staffing	3.00%	R 6,533.40
103	Sithebe S.A.	58	Ad Hoc Projects	1.00%	R 2,177.80
103	Sithebe S.A.	60	Receives On-Job-Training	1.00%	R 2,177.80
				100.00%	R 217,779.84

1	Smith A.B.	1	Manage	70.00%	R 293,578.72
1	Smith A.B.	15	Staff Movements	5.00%	R 20,969.91
1	Smith A.B.	16	Job Evaluation Secretariat	5.00%	R 20,969.91
1	Smith A.B.	40	Participative Structures (Unfolding Vision Agreement)	6.00%	R 25,163.89
1	Smith A.B.	52	Advice	10.00%	R 41,939.82
1	Smith A.B.	55	Financial Budgeting and Control	4.00%	R 16,775.93
				100.00%	R 419,398.17
53	Smith D.J.	1	Manage	12.00%	R 25,689.84
53	Smith D.J.	18	Contracts	49.00%	R 104,900.20
53	Smith D.J.	19	Management Information / Statistics	1.00%	R 2,140.82
53	Smith D.J.	49	Standards and Procedures	5.00%	R 10,704.10
53	Smith D.J.	50	Site Visits	1.00%	R 2,140.82
53	Smith D.J.	51	Ad hoc Activities / Advice	1.00%	R 2,140.82
53	Smith D.J.	52	Advice	10.00%	R 21,408.20
53	Smith D.J.	53	Presentations	2.00%	R 4,281.64
53	Smith D.J.	54	Research and Development	10.00%	R 21,408.20
53	Smith D.J.	55	Financial Budgeting and Control	1.00%	R 2,140.82
53	Smith D.J.	57	Marketing	2.00%	R 4,281.64
53	Smith D.J.	58	Ad Hoc Projects	5.00%	R 10,704.10
53	Smith D.J.	60	Receives On-Job-Training	1.00%	R 2,140.82
				100.00%	R 214,082.04
37	Snyman D.A.	3	Benefits : Exit Planning	10.00%	R 9,281.60
37	Snyman D.A.	4	Benefits : Study Schemes	9.00%	R 8,353.44
37	Snyman D.A.	6	Benefits : Insurances (Hoskens)	4.00%	R 3,712.64
37	Snyman D.A.	7	Benefits : Medical schemes	3.00%	R 2,784.48
37	Snyman D.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	6.00%	R 5,568.96
37	Snyman D.A.	11	Remuneration	10.00%	R 9,281.60
37	Snyman D.A.	12	Package / Tax Structuring	4.00%	R 3,712.64
37	Snyman D.A.	13	Payroll Processing	8.00%	R 7,425.28
37	Snyman D.A.	14	Payroll Reconciliations	5.00%	R 4,640.80
37	Snyman D.A.	15	Staff Movements	20.00%	R 18,563.21
37	Snyman D.A.	50	Site Visits	13.00%	R 12,066.09
37	Snyman D.A.	58	Ad Hoc Projects	5.00%	R 4,640.80
37	Snyman D.A.	60	Receives On-Job-Training	3.00%	R 2,784.48
				100.00%	R 92,816.04
102	Sweetman J.P.	21	Administration (Training and Development)	70.00%	R 53,499.85
102	Sweetman J.P.	25	Education and Training	20.00%	R 15,285.67
102	Sweetman J.P.	60	Receives On-Job-Training	10.00%	R 7,642.84
				100.00%	R 76,428.36
31	Theron J.M.	3	Benefits : Exit Planning	6.00%	R 4,761.27
31	Theron J.M.	4	Benefits : Study Schemes	1.00%	R 793.55
31	Theron J.M.	5	Benefits : Leave	6.00%	R 4,761.27
31	Theron J.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 793.55
31	Theron J.M.	7	Benefits : Medical schemes	2.00%	R 1,587.09
31	Theron J.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 793.55
31	Theron J.M.	10	Benefits : Telephone Accounts	1.00%	R 793.55

31	Theron J.M.	11	Remuneration	9.00%	R 7,141.91
31	Theron J.M.	12	Package / Tax Structuring	3.00%	R 2,380.64
31	Theron J.M.	13	Payroll Processing	12.00%	R 9,522.55
31	Theron J.M.	14	Payroll Reconciliations	9.00%	R 7,141.91
31	Theron J.M.	15	Staff Movements	5.00%	R 3,967.73
31	Theron J.M.	17	Employee Register (Manplan)	2.00%	R 1,587.09
31	Theron J.M.	19	Management Information / Statistics	4.00%	R 3,174.18
31	Theron J.M.	20	Office Services	12.00%	R 9,522.55
31	Theron J.M.	37	Employee Well-being	3.00%	R 2,380.64
31	Theron J.M.	49	Standards and Procedures	2.00%	R 1,587.09
31	Theron J.M.	50	Site Visits	5.00%	R 3,967.73
31	Theron J.M.	51	Ad hoc Activities / Advice	5.00%	R 3,967.73
31	Theron J.M.	52	Advice	5.00%	R 3,967.73
31	Theron J.M.	53	Presentations	2.00%	R 1,587.09
31	Theron J.M.	59	Conducts On-Job-Training	3.00%	R 2,380.64
31	Theron J.M.	60	Receives On-Job-Training	1.00%	R 793.55
				100.00%	R 79,354.56
55	Tselane I.	1	Manage	68.00%	R 166,613.90
55	Tselane I.	22	Competency Based System / Process	8.00%	R 19,601.64
55	Tselane I.	23	HR Development initiatives / forums	17.00%	R 41,653.47
55	Tselane I.	25	Education and Training	7.00%	R 17,151.43
				100.00%	R 245,020.44
107	Tsolo M.S.	1	Manage	26.00%	R 68,742.99
107	Tsolo M.S.	16	Job Evaluation Secretariat	10.00%	R 26,439.61
107	Tsolo M.S.	19	Management Information / Statistics	10.00%	R 26,439.61
107	Tsolo M.S.	41	Industrial Action and Conflict Management	10.00%	R 26,439.61
107	Tsolo M.S.	49	Standards and Procedures	2.00%	R 5,287.92
107	Tsolo M.S.	50	Site Visits	10.00%	R 26,439.61
107	Tsolo M.S.	52	Advice	15.00%	R 39,659.42
107	Tsolo M.S.	53	Presentations	2.00%	R 5,287.92
107	Tsolo M.S.	55	Financial Budgeting and Control	10.00%	R 26,439.61
107	Tsolo M.S.	56	Recruitment / Staffing	5.00%	R 13,219.81
				100.00%	R 264,396.12
56	Vacant (Temp) 0	2	Secretarial Services	100.00%	R 67,117.56
				100.00%	R 67,117.56
21	Vacant 0	1	Manage	57.00%	R 119,766.76
21	Vacant 0	19	Management Information / Statistics	10.00%	R 21,011.71
21	Vacant 0	20	Office Services	2.00%	R 4,202.34
21	Vacant 0	41	Industrial Action and Conflict Management	5.00%	R 10,505.86
21	Vacant 0	49	Standards and Procedures	5.00%	R 10,505.86
21	Vacant 0	50	Site Visits	5.00%	R 10,505.86
21	Vacant 0	51	Ad hoc Activities / Advice	5.00%	R 10,505.86
21	Vacant 0	53	Presentations	1.00%	R 2,101.17
21	Vacant 0	56	Recruitment / Staffing	5.00%	R 10,505.86
21	Vacant 0	58	Ad Hoc Projects	5.00%	R 10,505.86
				100.00%	R 210,117.12
33	Vacant 0	1	Manage	57.00%	R 119,766.76

33	Vacant 0	19	Management Information / Statistics	10.00%	R 21,011.71
33	Vacant 0	20	Office Services	2.00%	R 4,202.34
33	Vacant 0	41	Industrial Action and Conflict Management	5.00%	R 10,505.86
33	Vacant 0	49	Standards and Procedures	5.00%	R 10,505.86
33	Vacant 0	50	Site Visits	5.00%	R 10,505.86
33	Vacant 0	51	Ad hoc Activities / Advice	5.00%	R 10,505.86
33	Vacant 0	53	Presentations	1.00%	R 2,101.17
33	Vacant 0	56	Recruitment / Staffing	5.00%	R 10,505.86
33	Vacant 0	58	Ad Hoc Projects	5.00%	R 10,505.86
				100.00%	R 210,117.12
23	Van Rensburg A.M.	3	Benefits : Exit Planning	15.00%	R 16,189.52
23	Van Rensburg A.M.	4	Benefits : Study Schemes	15.00%	R 16,189.52
23	Van Rensburg A.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,079.30
23	Van Rensburg A.M.	7	Benefits : Medical schemes	2.00%	R 2,158.60
23	Van Rensburg A.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 2,158.60
23	Van Rensburg A.M.	11	Remuneration	15.00%	R 16,189.52
23	Van Rensburg A.M.	12	Package / Tax Structuring	15.00%	R 16,189.52
23	Van Rensburg A.M.	13	Payroll Processing	5.00%	R 5,396.51
23	Van Rensburg A.M.	14	Payroll Reconciliations	2.00%	R 2,158.60
23	Van Rensburg A.M.	15	Staff Movements	10.00%	R 10,793.02
23	Van Rensburg A.M.	17	Employee Register (Manplan)	1.00%	R 1,079.30
23	Van Rensburg A.M.	19	Management Information / Statistics	2.00%	R 2,158.60
23	Van Rensburg A.M.	20	Office Services	1.00%	R 1,079.30
23	Van Rensburg A.M.	37	Employee Well-being	1.00%	R 1,079.30
23	Van Rensburg A.M.	50	Site Visits	5.00%	R 5,396.51
23	Van Rensburg A.M.	51	Ad hoc Activities / Advice	2.00%	R 2,158.60
23	Van Rensburg A.M.	52	Advice	2.00%	R 2,158.60
23	Van Rensburg A.M.	58	Ad Hoc Projects	2.00%	R 2,158.60
23	Van Rensburg A.M.	60	Receives On-Job-Training	2.00%	R 2,158.60
				100.00%	R 107,930.16
12	Van Rensburg D.T.	1	Manage	27.00%	R 33,460.10
12	Van Rensburg D.T.	3	Benefits : Exit Planning	5.00%	R 6,196.31
12	Van Rensburg D.T.	5	Benefits : Leave	2.00%	R 2,478.53
12	Van Rensburg D.T.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 6,196.31
12	Van Rensburg D.T.	11	Remuneration	5.00%	R 6,196.31
12	Van Rensburg D.T.	12	Package / Tax Structuring	5.00%	R 6,196.31
12	Van Rensburg D.T.	19	Management Information / Statistics	2.00%	R 2,478.53
12	Van Rensburg D.T.	37	Employee Well-being	1.00%	R 1,239.26
12	Van Rensburg D.T.	42	Dispute Resolution	1.00%	R 1,239.26
12	Van Rensburg D.T.	51	Ad hoc Activities / Advice	5.00%	R 6,196.31
12	Van Rensburg D.T.	52	Advice	30.00%	R 37,177.88
12	Van Rensburg D.T.	58	Ad Hoc Projects	5.00%	R 6,196.31
12	Van Rensburg D.T.	59	Conducts On-Job-Training	2.00%	R 2,478.53
12	Van Rensburg D.T.	60	Receives On-Job-Training	5.00%	R 6,196.31
				100.00%	R 123,926.28
45	Van Tonder M.M.	5	Benefits : Leave	56.00%	R 44,457.97
45	Van Tonder M.M.	13	Payroll Processing	20.00%	R 15,877.85
45	Van Tonder M.M.	50	Site Visits	2.00%	R 1,587.78

45	Van Tonder M.M.	52	Advice	20.00%	R 15,877.85
45	Van Tonder M.M.	58	Ad Hoc Projects	2.00%	R 1,587.78
				100.00%	R 79,389.24
112	Van Tonder O.C.	3	Benefits : Exit Planning	1.00%	R 1,551.05
112	Van Tonder O.C.	4	Benefits : Study Schemes	0.10%	R 155.11
112	Van Tonder O.C.	5	Benefits : Leave	0.10%	R 155.11
112	Van Tonder O.C.	7	Benefits : Medical schemes	0.10%	R 155.11
112	Van Tonder O.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.10%	R 155.11
112	Van Tonder O.C.	11	Remuneration	0.20%	R 310.21
112	Van Tonder O.C.	12	Package / Tax Structuring	0.10%	R 155.11
112	Van Tonder O.C.	13	Payroll Processing	0.50%	R 775.53
112	Van Tonder O.C.	15	Staff Movements	2.00%	R 3,102.11
112	Van Tonder O.C.	17	Employee Register (Manplan)	0.50%	R 775.53
112	Van Tonder O.C.	19	Management Information / Statistics	5.00%	R 7,755.27
112	Van Tonder O.C.	28	Change Management	1.00%	R 1,551.05
112	Van Tonder O.C.	29	Work Design and Structuring	0.10%	R 155.11
112	Van Tonder O.C.	30	Manpower planning	2.00%	R 3,102.11
112	Van Tonder O.C.	31	Performance management	0.10%	R 155.11
112	Van Tonder O.C.	37	Employee Well-being	5.00%	R 7,755.27
112	Van Tonder O.C.	38	IR Training	5.00%	R 7,755.27
112	Van Tonder O.C.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	R 15,510.54
112	Van Tonder O.C.	41	Industrial Action and Conflict Management	5.00%	R 7,755.27
112	Van Tonder O.C.	50	Site Visits	16.00%	R 24,816.86
112	Van Tonder O.C.	51	Ad hoc Activities / Advice	2.00%	R 3,102.11
112	Van Tonder O.C.	52	Advice	30.00%	R 46,531.62
112	Van Tonder O.C.	53	Presentations	2.00%	R 3,102.11
112	Van Tonder O.C.	55	Financial Budgeting and Control	0.10%	R 155.11
112	Van Tonder O.C.	56	Recruitment / Staffing	10.00%	R 15,510.54
112	Van Tonder O.C.	58	Ad Hoc Projects	2.00%	R 3,102.11
				100.00%	R 155,105.40
100	Viljoen C.J.	1	Manage	40.00%	R 91,173.74
100	Viljoen C.J.	18	Contracts	5.00%	R 11,396.72
100	Viljoen C.J.	19	Management Information / Statistics	5.00%	R 11,396.72
100	Viljoen C.J.	21	Administration (Training and Development)	5.00%	R 11,396.72
100	Viljoen C.J.	22	Competency Based System / Process	10.00%	R 22,793.44
100	Viljoen C.J.	23	HR Development initiatives / forums	5.00%	R 11,396.72
100	Viljoen C.J.	26	Career Management	10.00%	R 22,793.44
100	Viljoen C.J.	52	Advice	5.00%	R 11,396.72
100	Viljoen C.J.	54	Research and Development	5.00%	R 11,396.72
100	Viljoen C.J.	55	Financial Budgeting and Control	5.00%	R 11,396.72
100	Viljoen C.J.	59	Conducts On-Job-Training	5.00%	R 11,396.72
				100.00%	R 227,934.36
73	Visser W.P.	1	Manage	2.00%	R 4,596.04
73	Visser W.P.	16	Job Evaluation Secretariat	1.00%	R 2,298.02
73	Visser W.P.	18	Contracts	1.00%	R 2,298.02
73	Visser W.P.	19	Management Information / Statistics	7.00%	R 16,086.14
73	Visser W.P.	22	Competency Based System / Process	25.00%	R 57,450.51
73	Visser W.P.	26	Career Management	4.00%	R 9,192.08

73	Visser W.P.	27	Awareness Initiatives	15.00%	R 34,470.31
73	Visser W.P.	28	Change Management	5.00%	R 11,490.10
73	Visser W.P.	29	Work Design and Structuring	4.00%	R 9,192.08
73	Visser W.P.	30	Manpower planning	4.00%	R 9,192.08
73	Visser W.P.	31	Performance management	6.00%	R 13,788.12
73	Visser W.P.	49	Standards and Procedures	1.00%	R 2,298.02
73	Visser W.P.	50	Site Visits	4.00%	R 9,192.08
73	Visser W.P.	51	Ad hoc Activities / Advice	3.00%	R 6,894.06
73	Visser W.P.	52	Advice	3.00%	R 6,894.06
73	Visser W.P.	53	Presentations	2.00%	R 4,596.04
73	Visser W.P.	55	Financial Budgeting and Control	1.00%	R 2,298.02
73	Visser W.P.	57	Marketing	1.00%	R 2,298.02
73	Visser W.P.	58	Ad Hoc Projects	7.00%	R 16,086.14
73	Visser W.P.	60	Receives On-Job-Training	4.00%	R 9,192.08
				100.00%	R 229,802.04
105	Wandlala M.S.	3	Benefits : Exit Planning	10.00%	R 6,711.76
105	Wandlala M.S.	4	Benefits : Study Schemes	5.00%	R 3,355.88
105	Wandlala M.S.	5	Benefits : Leave	15.00%	R 10,067.63
105	Wandlala M.S.	6	Benefits : Insurances (Hoskens)	5.00%	R 3,355.88
105	Wandlala M.S.	7	Benefits : Medical schemes	10.00%	R 6,711.76
105	Wandlala M.S.	13	Payroll Processing	5.00%	R 3,355.88
105	Wandlala M.S.	14	Payroll Reconciliations	10.00%	R 6,711.76
105	Wandlala M.S.	21	Administration (Training and Development)	2.00%	R 1,342.35
105	Wandlala M.S.	27	Awareness Initiatives	3.00%	R 2,013.53
105	Wandlala M.S.	29	Work Design and Structuring	2.00%	R 1,342.35
105	Wandlala M.S.	31	Performance management	2.00%	R 1,342.35
105	Wandlala M.S.	39	Relationship Building Interventions	2.00%	R 1,342.35
105	Wandlala M.S.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	R 3,355.88
105	Wandlala M.S.	43	Maintenance of discipline	5.00%	R 3,355.88
105	Wandlala M.S.	44	Communications Media	1.00%	R 671.18
105	Wandlala M.S.	50	Site Visits	10.00%	R 6,711.76
105	Wandlala M.S.	51	Ad hoc Activities / Advice	3.00%	R 2,013.53
105	Wandlala M.S.	60	Receives On-Job-Training	5.00%	R 3,355.88
				100.00%	R 67,117.56
35	Wilson S.L.V.	3	Benefits : Exit Planning	9.00%	R 7,682.22
35	Wilson S.L.V.	4	Benefits : Study Schemes	5.00%	R 4,267.90
35	Wilson S.L.V.	7	Benefits : Medical schemes	2.00%	R 1,707.16
35	Wilson S.L.V.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	R 4,267.90
35	Wilson S.L.V.	11	Remuneration	15.00%	R 12,803.71
35	Wilson S.L.V.	12	Package / Tax Structuring	3.00%	R 2,560.74
35	Wilson S.L.V.	13	Payroll Processing	17.00%	R 14,510.87
35	Wilson S.L.V.	14	Payroll Reconciliations	16.00%	R 13,657.29
35	Wilson S.L.V.	15	Staff Movements	18.00%	R 15,364.45
35	Wilson S.L.V.	50	Site Visits	9.00%	R 7,682.22
35	Wilson S.L.V.	51	Ad hoc Activities / Advice	1.00%	R 853.58
				100.00%	R 85,358.04
			TOTAL		R 14,595,422.26

ANNEXURE E
TIME UTILISATION PER ACTIVITY

No	Name	Ref	Description	%	Cost
1	Smith A.B.	1	Manage	70.00%	
3	Löding P.P.J.	1	Manage	60.00%	
5	Bothma I.L.	1	Manage	60.00%	
6	Heystek J.M.	1	Manage	35.00%	
12	Van Rensburg D.T.	1	Manage	27.00%	
17	Bosman L.	1	Manage	35.00%	
21	Vacant 0	1	Manage	57.00%	
22	Nieman J.C.	1	Manage	51.00%	
28	Mahlangu I.S.	1	Manage	40.00%	
33	Vacant 0	1	Manage	57.00%	
34	Schoeman S.J.	1	Manage	28.00%	
43	Bothma J.P.A.	1	Manage	10.00%	
51	Badenhorst P.J.	1	Manage	6.00%	
53	Smith D.J.	1	Manage	12.00%	
55	Tselane I.	1	Manage	68.00%	
63	Sebueng L.F.	1	Manage	50.00%	
68	Erasmus M.M.	1	Manage	50.00%	
73	Visser W.P.	1	Manage	2.00%	
75	Mbuli S.C.A.	1	Manage	15.00%	
79	Simon J.E.	1	Manage	10.00%	
81	Pillay K.	1	Manage	28.00%	
92	Modern G.	1	Manage	20.00%	
100	Viljoen C.J.	1	Manage	40.00%	
103	Sithebe S.A.	1	Manage	27.00%	
104	Pelser A.C.	1	Manage	5.00%	
107	Tsolo M.S.	1	Manage	26.00%	
				889.00%	R 1,878,603.64
2	Shabalala M.E.T.	2	Secretarial Services	70.00%	
4	Moolman M.L.	2	Secretarial Services	89.00%	
40	Semela M.N.	2	Secretarial Services	1.00%	
50	Maluleke E.T.	2	Secretarial Services	100.00%	
56	Vacant (Temp) 0	2	Secretarial Services	100.00%	
64	Hunt Z.D.	2	Secretarial Services	80.00%	
72	Botha M.M.	2	Secretarial Services	40.00%	
78	Schumann L.S.	2	Secretarial Services	20.00%	
81	Pillay K.	2	Secretarial Services	1.00%	
82	Mandita V.	2	Secretarial Services	35.00%	
93	Schmidt M.A.	2	Secretarial Services	100.00%	
108	Nkomo E.	2	Secretarial Services	35.00%	
127	Mathane H.T.M.	2	Secretarial Services	20.00%	
				691.00%	R 534,054.08
3	Löding P.P.J.	3	Benefits : Exit Planning	0.50%	
5	Bothma I.L.	3	Benefits : Exit Planning	5.00%	
6	Heystek J.M.	3	Benefits : Exit Planning	2.00%	
7	Roestorff M.	3	Benefits : Exit Planning	5.00%	

8	Ngubeni S.A.	3	Benefits : Exit Planning	10.00%	
9	Mogotsi K.S.	3	Benefits : Exit Planning	15.00%	
10	Meere M.J.P.	3	Benefits : Exit Planning	5.00%	
11	Masango T.F.	3	Benefits : Exit Planning	1.00%	
12	Van Rensburg D.T.	3	Benefits : Exit Planning	5.00%	
13	Giatras M.A.	3	Benefits : Exit Planning	2.00%	
14	Berry A.	3	Benefits : Exit Planning	10.00%	
15	Dippenaar P.C.	3	Benefits : Exit Planning	9.00%	
16	Esterhuizen M.S.	3	Benefits : Exit Planning	5.00%	
17	Bosman L.	3	Benefits : Exit Planning	10.00%	
18	Maritz L.A.	3	Benefits : Exit Planning	10.00%	
19	Els K.	3	Benefits : Exit Planning	5.00%	
20	Du Plessis A.	3	Benefits : Exit Planning	10.00%	
23	Van Rensburg A.M.	3	Benefits : Exit Planning	15.00%	
24	Rapea M.	3	Benefits : Exit Planning	5.00%	
25	Sithebe R.S.	3	Benefits : Exit Planning	15.00%	
26	Mogatusi K.J.	3	Benefits : Exit Planning	15.00%	
27	Myer S.A.	3	Benefits : Exit Planning	20.00%	
28	Mahlangu I.S.	3	Benefits : Exit Planning	0.50%	
29	Nkambule L.E.	3	Benefits : Exit Planning	10.00%	
30	Goosen R.C.	3	Benefits : Exit Planning	9.00%	
31	Theron J.M.	3	Benefits : Exit Planning	6.00%	
32	Motsepe N.D.	3	Benefits : Exit Planning	2.00%	
34	Schoeman S.J.	3	Benefits : Exit Planning	1.00%	
35	Wilson S.L.V.	3	Benefits : Exit Planning	9.00%	
36	Moshidi A.L.	3	Benefits : Exit Planning	7.00%	
37	Snyman D.A.	3	Benefits : Exit Planning	10.00%	
38	Mohale L.	3	Benefits : Exit Planning	10.00%	
39	Radebe N.P.	3	Benefits : Exit Planning	10.00%	
40	Semela M.N.	3	Benefits : Exit Planning	3.00%	
42	Mokatse M.A.	3	Benefits : Exit Planning	3.00%	
68	Erasmus M.M.	3	Benefits : Exit Planning	10.00%	
69	Du Plooy H.E.	3	Benefits : Exit Planning	14.00%	
70	Kock M.B.	3	Benefits : Exit Planning	25.00%	
71	Malaza S.B.	3	Benefits : Exit Planning	25.00%	
72	Botha M.M.	3	Benefits : Exit Planning	5.00%	
104	Pelser A.C.	3	Benefits : Exit Planning	5.00%	
105	Wandlala M.S.	3	Benefits : Exit Planning	10.00%	
106	Bierman S.	3	Benefits : Exit Planning	1.00%	
110	De Sousa Tomaz C.	3	Benefits : Exit Planning	0.50%	
111	Marais E.	3	Benefits : Exit Planning	0.50%	
112	Van Tonder O.C.	3	Benefits : Exit Planning	1.00%	
				357.00%	R 350,059.70
3	Löding P.P.J.	4	Benefits : Study Schemes	0.50%	
6	Heystek J.M.	4	Benefits : Study Schemes	2.00%	
7	Roestorff M.	4	Benefits : Study Schemes	5.00%	
8	Ngubeni S.A.	4	Benefits : Study Schemes	2.00%	
9	Mogotsi K.S.	4	Benefits : Study Schemes	5.00%	
10	Meere M.J.P.	4	Benefits : Study Schemes	2.00%	
11	Masango T.F.	4	Benefits : Study Schemes	1.00%	
13	Giatras M.A.	4	Benefits : Study Schemes	2.00%	

14	Berry A.	4	Benefits : Study Schemes	1.00%	
15	Dippenaar P.C.	4	Benefits : Study Schemes	5.00%	
16	Esterhuizen M.S.	4	Benefits : Study Schemes	15.00%	
17	Bosman L.	4	Benefits : Study Schemes	2.00%	
18	Maritz L.A.	4	Benefits : Study Schemes	10.00%	
19	Els K.	4	Benefits : Study Schemes	15.00%	
20	Du Plessis A.	4	Benefits : Study Schemes	10.00%	
23	Van Rensburg A.M.	4	Benefits : Study Schemes	15.00%	
24	Rapea M.	4	Benefits : Study Schemes	5.00%	
25	Sithebe R.S.	4	Benefits : Study Schemes	5.00%	
26	Mogatusi K.J.	4	Benefits : Study Schemes	1.00%	
27	Myer S.A.	4	Benefits : Study Schemes	2.00%	
28	Mahlangu I.S.	4	Benefits : Study Schemes	0.50%	
29	Nkambule L.E.	4	Benefits : Study Schemes	2.00%	
30	Goosen R.C.	4	Benefits : Study Schemes	3.00%	
31	Theron J.M.	4	Benefits : Study Schemes	1.00%	
32	Motsepe N.D.	4	Benefits : Study Schemes	3.00%	
34	Schoeman S.J.	4	Benefits : Study Schemes	1.00%	
35	Wilson S.L.V.	4	Benefits : Study Schemes	5.00%	
36	Moshidi A.L.	4	Benefits : Study Schemes	5.00%	
37	Snyman D.A.	4	Benefits : Study Schemes	9.00%	
38	Mohale L.	4	Benefits : Study Schemes	5.00%	
40	Semela M.N.	4	Benefits : Study Schemes	1.00%	
42	Mokatse M.A.	4	Benefits : Study Schemes	2.00%	
62	Ngwenya I.S.	4	Benefits : Study Schemes	1.00%	
69	Du Plooy H.E.	4	Benefits : Study Schemes	1.00%	
70	Kock M.B.	4	Benefits : Study Schemes	2.00%	
71	Malaza S.B.	4	Benefits : Study Schemes	2.00%	
79	Simon J.E.	4	Benefits : Study Schemes	3.00%	
89	Hayward A.	4	Benefits : Study Schemes	2.00%	
92	Modern G.	4	Benefits : Study Schemes	2.00%	
103	Sithebe S.A.	4	Benefits : Study Schemes	5.00%	
104	Pelser A.C.	4	Benefits : Study Schemes	1.00%	
105	Wandlala M.S.	4	Benefits : Study Schemes	5.00%	
106	Bierman S.	4	Benefits : Study Schemes	1.00%	
109	Lamprecht C.L.	4	Benefits : Study Schemes	0.50%	
110	De Sousa Tomaz C.	4	Benefits : Study Schemes	0.50%	
112	Van Tonder O.C.	4	Benefits : Study Schemes	0.10%	
127	Mathane H.T.M.	4	Benefits : Study Schemes	5.00%	
				174.10%	R 177,952.76
3	Löding P.P.J.	5	Benefits : Leave	0.50%	
6	Heystek J.M.	5	Benefits : Leave	1.00%	
11	Masango T.F.	5	Benefits : Leave	1.00%	
12	Van Rensburg D.T.	5	Benefits : Leave	2.00%	
15	Dippenaar P.C.	5	Benefits : Leave	1.00%	
16	Esterhuizen M.S.	5	Benefits : Leave	2.00%	
17	Bosman L.	5	Benefits : Leave	1.00%	
19	Els K.	5	Benefits : Leave	1.00%	
28	Mahlangu I.S.	5	Benefits : Leave	0.50%	
29	Nkambule L.E.	5	Benefits : Leave	20.00%	
30	Goosen R.C.	5	Benefits : Leave	10.00%	

31	Theron J.M.	5	Benefits : Leave	6.00%	
32	Motsepe N.D.	5	Benefits : Leave	5.00%	
34	Schoeman S.J.	5	Benefits : Leave	1.00%	
36	Moshidi A.L.	5	Benefits : Leave	7.00%	
38	Mohale L.	5	Benefits : Leave	1.00%	
40	Semela M.N.	5	Benefits : Leave	2.00%	
42	Mokatse M.A.	5	Benefits : Leave	5.00%	
43	Bothma J.P.A.	5	Benefits : Leave	1.00%	
45	Van Tonder M.M.	5	Benefits : Leave	56.00%	
47	Sibanyoni J.P.	5	Benefits : Leave	60.00%	
62	Ngwenya I.S.	5	Benefits : Leave	1.00%	
68	Erasmus M.M.	5	Benefits : Leave	1.00%	
70	Kock M.B.	5	Benefits : Leave	2.00%	
71	Malaza S.B.	5	Benefits : Leave	3.00%	
72	Botha M.M.	5	Benefits : Leave	1.00%	
104	Pelser A.C.	5	Benefits : Leave	2.00%	
105	Wandlala M.S.	5	Benefits : Leave	15.00%	
106	Bierman S.	5	Benefits : Leave	1.00%	
109	Lamprecht C.L.	5	Benefits : Leave	0.50%	
110	De Sousa Tomaz C.	5	Benefits : Leave	0.50%	
112	Van Tonder O.C.	5	Benefits : Leave	0.10%	
				211.10%	R 171,428.75
3	Löding P.P.J.	6	Benefits : Insurances (Hoskens)	0.50%	
6	Heystek J.M.	6	Benefits : Insurances (Hoskens)	1.00%	
8	Ngubeni S.A.	6	Benefits : Insurances (Hoskens)	2.00%	
11	Masango T.F.	6	Benefits : Insurances (Hoskens)	1.00%	
13	Giatras M.A.	6	Benefits : Insurances (Hoskens)	0.50%	
15	Dippenaar P.C.	6	Benefits : Insurances (Hoskens)	1.00%	
16	Esterhuizen M.S.	6	Benefits : Insurances (Hoskens)	1.00%	
17	Bosman L.	6	Benefits : Insurances (Hoskens)	1.00%	
18	Maritz L.A.	6	Benefits : Insurances (Hoskens)	1.00%	
20	Du Plessis A.	6	Benefits : Insurances (Hoskens)	1.00%	
23	Van Rensburg A.M.	6	Benefits : Insurances (Hoskens)	1.00%	
24	Rapea M.	6	Benefits : Insurances (Hoskens)	10.00%	
25	Sithebe R.S.	6	Benefits : Insurances (Hoskens)	2.00%	
26	Mogatusi K.J.	6	Benefits : Insurances (Hoskens)	1.00%	
27	Myer S.A.	6	Benefits : Insurances (Hoskens)	5.00%	
28	Mahlangu I.S.	6	Benefits : Insurances (Hoskens)	0.50%	
29	Nkambule L.E.	6	Benefits : Insurances (Hoskens)	1.00%	
30	Goosen R.C.	6	Benefits : Insurances (Hoskens)	1.00%	
31	Theron J.M.	6	Benefits : Insurances (Hoskens)	1.00%	
32	Motsepe N.D.	6	Benefits : Insurances (Hoskens)	7.00%	
34	Schoeman S.J.	6	Benefits : Insurances (Hoskens)	1.00%	
36	Moshidi A.L.	6	Benefits : Insurances (Hoskens)	2.00%	
37	Snyman D.A.	6	Benefits : Insurances (Hoskens)	4.00%	
38	Mohale L.	6	Benefits : Insurances (Hoskens)	5.00%	
40	Semela M.N.	6	Benefits : Insurances (Hoskens)	1.00%	
42	Mokatse M.A.	6	Benefits : Insurances (Hoskens)	3.00%	
68	Erasmus M.M.	6	Benefits : Insurances (Hoskens)	1.00%	
70	Kock M.B.	6	Benefits : Insurances (Hoskens)	2.00%	
71	Malaza S.B.	6	Benefits : Insurances (Hoskens)	4.00%	

104	Pelser A.C.	6	Benefits : Insurances (Hoskens)	1.00%	
105	Wandlala M.S.	6	Benefits : Insurances (Hoskens)	5.00%	
106	Bierman S.	6	Benefits : Insurances (Hoskens)	1.00%	
109	Lamprecht C.L.	6	Benefits : Insurances (Hoskens)	0.50%	
				70.00%	R 63,336.68
3	Löding P.P.J.	7	Benefits : Medical schemes	0.50%	
6	Heystek J.M.	7	Benefits : Medical schemes	1.00%	
7	Roestorff M.	7	Benefits : Medical schemes	5.00%	
8	Ngubeni S.A.	7	Benefits : Medical schemes	1.00%	
9	Mogotsi K.S.	7	Benefits : Medical schemes	5.00%	
10	Meere M.J.P.	7	Benefits : Medical schemes	5.00%	
11	Masango T.F.	7	Benefits : Medical schemes	2.00%	
14	Berry A.	7	Benefits : Medical schemes	1.00%	
15	Dippenaar P.C.	7	Benefits : Medical schemes	1.00%	
16	Esterhuizen M.S.	7	Benefits : Medical schemes	5.00%	
17	Bosman L.	7	Benefits : Medical schemes	1.00%	
18	Maritz L.A.	7	Benefits : Medical schemes	2.00%	
19	Els K.	7	Benefits : Medical schemes	1.00%	
20	Du Plessis A.	7	Benefits : Medical schemes	4.00%	
23	Van Rensburg A.M.	7	Benefits : Medical schemes	2.00%	
24	Rapea M.	7	Benefits : Medical schemes	10.00%	
25	Sithebe R.S.	7	Benefits : Medical schemes	2.00%	
26	Mogatusi K.J.	7	Benefits : Medical schemes	2.00%	
27	Myer S.A.	7	Benefits : Medical schemes	2.00%	
28	Mahlangu I.S.	7	Benefits : Medical schemes	0.50%	
29	Nkambule L.E.	7	Benefits : Medical schemes	8.00%	
30	Goosen R.C.	7	Benefits : Medical schemes	3.00%	
31	Theron J.M.	7	Benefits : Medical schemes	2.00%	
32	Motsepe N.D.	7	Benefits : Medical schemes	2.00%	
34	Schoeman S.J.	7	Benefits : Medical schemes	1.00%	
35	Wilson S.L.V.	7	Benefits : Medical schemes	2.00%	
36	Moshidi A.L.	7	Benefits : Medical schemes	5.00%	
37	Snyman D.A.	7	Benefits : Medical schemes	3.00%	
38	Mohale L.	7	Benefits : Medical schemes	5.00%	
39	Radebe N.P.	7	Benefits : Medical schemes	5.00%	
40	Semela M.N.	7	Benefits : Medical schemes	1.00%	
42	Mokatse M.A.	7	Benefits : Medical schemes	5.00%	
69	Du Plooy H.E.	7	Benefits : Medical schemes	1.00%	
70	Kock M.B.	7	Benefits : Medical schemes	2.00%	
71	Malaza S.B.	7	Benefits : Medical schemes	2.00%	
72	Botha M.M.	7	Benefits : Medical schemes	1.00%	
104	Pelser A.C.	7	Benefits : Medical schemes	1.00%	
105	Wandlala M.S.	7	Benefits : Medical schemes	10.00%	
106	Bierman S.	7	Benefits : Medical schemes	1.00%	
109	Lamprecht C.L.	7	Benefits : Medical schemes	0.50%	
111	Marais E.	7	Benefits : Medical schemes	0.10%	
112	Van Tonder O.C.	7	Benefits : Medical schemes	0.10%	
				113.70%	R 103,180.76
3	Löding P.P.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	

6	Heystek J.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
7	Roestorff M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	
8	Ngubeni S.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
9	Mogotsi K.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
10	Meere M.J.P.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	
11	Masango T.F.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
12	Van Rensburg D.T.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
13	Giatras M.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	
14	Berry A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
15	Dippenaar P.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
16	Esterhuizen M.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
17	Bosman L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	
18	Maritz L.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
19	Els K.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
20	Du Plessis A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	7.00%	
23	Van Rensburg A.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	
24	Rapea M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
25	Sithebe R.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
26	Mogatusi K.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	25.00%	
27	Myer S.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
28	Mahlangu I.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	
29	Nkambule L.E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	
30	Goosen R.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
31	Theron J.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
32	Motsepe N.D.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	
34	Schoeman S.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	
35	Wilson S.L.V.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
36	Moshidi A.L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	30.00%	
37	Snyman D.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	6.00%	

38	Mohale L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	5.00%	
42	Mokatse M.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	
68	Erasmus M.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
69	Du Plooy H.E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
70	Kock M.B.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	
71	Malaza S.B.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	10.00%	
72	Botha M.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	10.00%	
104	Pelser A.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	
106	Bierman S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	
109	Lamprecht C.L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	
110	De Sousa Tomaz C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	
111	Marais E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.10%	
112	Van Tonder O.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.10%	
				180.70%	R 168,464.15
25	Sithebe R.S.	9	Benefits : Diners Card	1.00%	
70	Kock M.B.	9	Benefits : Diners Card	2.00%	
71	Malaza S.B.	9	Benefits : Diners Card	2.00%	
				5.00%	R 4,202.46
15	Dippenaar P.C.	10	Benefits : Telephone Accounts	1.00%	
16	Esterhuizen M.S.	10	Benefits : Telephone Accounts	2.00%	
19	Els K.	10	Benefits : Telephone Accounts	1.00%	
26	Mogatusi K.J.	10	Benefits : Telephone Accounts	1.00%	
28	Mahlangu I.S.	10	Benefits : Telephone Accounts	0.50%	
29	Nkambule L.E.	10	Benefits : Telephone Accounts	1.00%	
31	Theron J.M.	10	Benefits : Telephone Accounts	1.00%	
34	Schoeman S.J.	10	Benefits : Telephone Accounts	1.00%	
64	Hunt Z.D.	10	Benefits : Telephone Accounts	2.00%	
70	Kock M.B.	10	Benefits : Telephone Accounts	2.00%	
71	Malaza S.B.	10	Benefits : Telephone Accounts	2.00%	
72	Botha M.M.	10	Benefits : Telephone Accounts	2.00%	
104	Pelser A.C.	10	Benefits : Telephone Accounts	1.00%	
106	Bierman S.	10	Benefits : Telephone Accounts	0.50%	
				18.00%	R 16,930.13
5	Bothma I.L.	11	Remuneration	12.00%	
6	Heystek J.M.	11	Remuneration	15.00%	
7	Roestorff M.	11	Remuneration	20.00%	
8	Ngubeni S.A.	11	Remuneration	15.00%	
9	Mogotsi K.S.	11	Remuneration	10.00%	
10	Meere M.J.P.	11	Remuneration	35.00%	

11	Masango T.F.	11	Remuneration	15.00%	
12	Van Rensburg D.T.	11	Remuneration	5.00%	
13	Giatras M.A.	11	Remuneration	50.00%	
14	Berry A.	11	Remuneration	25.00%	
15	Dippenaar P.C.	11	Remuneration	19.00%	
16	Esterhuizen M.S.	11	Remuneration	6.00%	
17	Bosman L.	11	Remuneration	15.00%	
18	Maritz L.A.	11	Remuneration	20.00%	
19	Els K.	11	Remuneration	10.00%	
20	Du Plessis A.	11	Remuneration	15.00%	
22	Nieman J.C.	11	Remuneration	10.00%	
23	Van Rensburg A.M.	11	Remuneration	15.00%	
24	Rapea M.	11	Remuneration	15.00%	
25	Sithebe R.S.	11	Remuneration	15.00%	
26	Mogatusi K.J.	11	Remuneration	7.00%	
27	Myer S.A.	11	Remuneration	30.00%	
28	Mahlangu I.S.	11	Remuneration	0.50%	
29	Nkambule L.E.	11	Remuneration	18.00%	
30	Goosen R.C.	11	Remuneration	12.00%	
31	Theron J.M.	11	Remuneration	9.00%	
32	Motsepe N.D.	11	Remuneration	18.00%	
34	Schoeman S.J.	11	Remuneration	6.00%	
35	Wilson S.L.V.	11	Remuneration	15.00%	
36	Moshidi A.L.	11	Remuneration	5.00%	
37	Snyman D.A.	11	Remuneration	10.00%	
38	Mohale L.	11	Remuneration	10.00%	
42	Mokatse M.A.	11	Remuneration	2.00%	
51	Badenhorst P.J.	11	Remuneration	1.00%	
68	Erasmus M.M.	11	Remuneration	5.00%	
69	Du Plooy H.E.	11	Remuneration	10.00%	
70	Kock M.B.	11	Remuneration	10.00%	
71	Malaza S.B.	11	Remuneration	10.00%	
72	Botha M.M.	11	Remuneration	5.00%	
103	Sithebe S.A.	11	Remuneration	3.00%	
104	Pelser A.C.	11	Remuneration	1.00%	
106	Bierman S.	11	Remuneration	2.00%	
109	Lamprecht C.L.	11	Remuneration	4.00%	
110	De Sousa Tomaz C.	11	Remuneration	5.00%	
111	Marais E.	11	Remuneration	0.50%	
112	Van Tonder O.C.	11	Remuneration	0.20%	
				541.20%	R 545,428.35
3	Löding P.P.J.	12	Package / Tax Structuring	1.00%	
6	Heystek J.M.	12	Package / Tax Structuring	5.00%	
7	Roestorff M.	12	Package / Tax Structuring	2.00%	
8	Ngubeni S.A.	12	Package / Tax Structuring	5.00%	
9	Mogotsi K.S.	12	Package / Tax Structuring	5.00%	
10	Meere M.J.P.	12	Package / Tax Structuring	7.00%	
11	Masango T.F.	12	Package / Tax Structuring	15.00%	
12	Van Rensburg D.T.	12	Package / Tax Structuring	5.00%	
13	Giatras M.A.	12	Package / Tax Structuring	0.50%	
14	Berry A.	12	Package / Tax Structuring	10.00%	

15	Dippenaar P.C.	12	Package / Tax Structuring	1.00%	
16	Esterhuizen M.S.	12	Package / Tax Structuring	2.00%	
17	Bosman L.	12	Package / Tax Structuring	2.00%	
18	Maritz L.A.	12	Package / Tax Structuring	2.00%	
19	Els K.	12	Package / Tax Structuring	2.00%	
20	Du Plessis A.	12	Package / Tax Structuring	10.00%	
23	Van Rensburg A.M.	12	Package / Tax Structuring	15.00%	
25	Sithebe R.S.	12	Package / Tax Structuring	2.00%	
27	Myer S.A.	12	Package / Tax Structuring	1.00%	
28	Mahlangu I.S.	12	Package / Tax Structuring	0.50%	
29	Nkambule L.E.	12	Package / Tax Structuring	1.00%	
30	Goosen R.C.	12	Package / Tax Structuring	2.00%	
31	Theron J.M.	12	Package / Tax Structuring	3.00%	
32	Motsepe N.D.	12	Package / Tax Structuring	5.00%	
34	Schoeman S.J.	12	Package / Tax Structuring	1.00%	
35	Wilson S.L.V.	12	Package / Tax Structuring	3.00%	
36	Moshidi A.L.	12	Package / Tax Structuring	1.00%	
37	Snyman D.A.	12	Package / Tax Structuring	4.00%	
38	Mohale L.	12	Package / Tax Structuring	2.00%	
42	Mokatse M.A.	12	Package / Tax Structuring	2.00%	
68	Erasmus M.M.	12	Package / Tax Structuring	5.00%	
69	Du Plooy H.E.	12	Package / Tax Structuring	10.00%	
70	Kock M.B.	12	Package / Tax Structuring	5.00%	
71	Malaza S.B.	12	Package / Tax Structuring	6.00%	
72	Botha M.M.	12	Package / Tax Structuring	5.00%	
104	Pelser A.C.	12	Package / Tax Structuring	2.00%	
106	Bierman S.	12	Package / Tax Structuring	2.00%	
109	Lamprecht C.L.	12	Package / Tax Structuring	1.00%	
111	Marais E.	12	Package / Tax Structuring	0.50%	
112	Van Tonder O.C.	12	Package / Tax Structuring	0.10%	
				153.60%	R 155,485.03
3	Löding P.P.J.	13	Payroll Processing	1.00%	
4	Moolman M.L.	13	Payroll Processing	1.00%	
6	Heystek J.M.	13	Payroll Processing	1.00%	
7	Roestorff M.	13	Payroll Processing	20.00%	
8	Ngubeni S.A.	13	Payroll Processing	25.00%	
9	Mogotsi K.S.	13	Payroll Processing	20.00%	
10	Meere M.J.P.	13	Payroll Processing	15.00%	
11	Masango T.F.	13	Payroll Processing	20.00%	
13	Giatras M.A.	13	Payroll Processing	20.00%	
14	Berry A.	13	Payroll Processing	5.00%	
15	Dippenaar P.C.	13	Payroll Processing	14.00%	
16	Esterhuizen M.S.	13	Payroll Processing	20.00%	
17	Bosman L.	13	Payroll Processing	2.00%	
18	Maritz L.A.	13	Payroll Processing	20.00%	
19	Els K.	13	Payroll Processing	15.00%	
20	Du Plessis A.	13	Payroll Processing	15.00%	
23	Van Rensburg A.M.	13	Payroll Processing	5.00%	
24	Rapea M.	13	Payroll Processing	20.00%	
25	Sithebe R.S.	13	Payroll Processing	15.00%	
26	Mogatusi K.J.	13	Payroll Processing	15.00%	

27	Myer S.A.	13	Payroll Processing	20.00%	
28	Mahlangu I.S.	13	Payroll Processing	0.50%	
29	Nkambule L.E.	13	Payroll Processing	6.00%	
30	Goosen R.C.	13	Payroll Processing	12.00%	
31	Theron J.M.	13	Payroll Processing	12.00%	
32	Motsepe N.D.	13	Payroll Processing	5.00%	
34	Schoeman S.J.	13	Payroll Processing	2.00%	
35	Wilson S.L.V.	13	Payroll Processing	17.00%	
36	Moshidi A.L.	13	Payroll Processing	7.00%	
37	Snyman D.A.	13	Payroll Processing	8.00%	
38	Mohale L.	13	Payroll Processing	5.00%	
42	Mokatse M.A.	13	Payroll Processing	5.00%	
45	Van Tonder M.M.	13	Payroll Processing	20.00%	
47	Sibanyoni J.P.	13	Payroll Processing	20.00%	
52	Grierson L.V.	13	Payroll Processing	15.00%	
62	Ngwenya I.S.	13	Payroll Processing	10.00%	
68	Erasmus M.M.	13	Payroll Processing	1.00%	
69	Du Plooy H.E.	13	Payroll Processing	12.00%	
70	Kock M.B.	13	Payroll Processing	15.00%	
71	Malaza S.B.	13	Payroll Processing	12.00%	
72	Botha M.M.	13	Payroll Processing	2.00%	
104	Pelser A.C.	13	Payroll Processing	2.00%	
105	Wandlala M.S.	13	Payroll Processing	5.00%	
106	Bierman S.	13	Payroll Processing	2.00%	
109	Lamprecht C.L.	13	Payroll Processing	2.00%	
110	De Sousa Tomaz C.	13	Payroll Processing	1.00%	
112	Van Tonder O.C.	13	Payroll Processing	0.50%	
127	Mathane H.T.M.	13	Payroll Processing	5.00%	
				493.00%	R 455,352.51
3	Löding P.P.J.	14	Payroll Reconciliations	0.50%	
6	Heystek J.M.	14	Payroll Reconciliations	1.00%	
7	Roestorff M.	14	Payroll Reconciliations	2.00%	
8	Ngubeni S.A.	14	Payroll Reconciliations	5.00%	
9	Mogotsi K.S.	14	Payroll Reconciliations	10.00%	
10	Meere M.J.P.	14	Payroll Reconciliations	5.00%	
11	Masango T.F.	14	Payroll Reconciliations	2.00%	
13	Giatras M.A.	14	Payroll Reconciliations	7.00%	
14	Berry A.	14	Payroll Reconciliations	20.00%	
15	Dippenaar P.C.	14	Payroll Reconciliations	1.00%	
16	Esterhuizen M.S.	14	Payroll Reconciliations	5.00%	
17	Bosman L.	14	Payroll Reconciliations	2.00%	
18	Maritz L.A.	14	Payroll Reconciliations	5.00%	
19	Els K.	14	Payroll Reconciliations	5.00%	
20	Du Plessis A.	14	Payroll Reconciliations	2.00%	
23	Van Rensburg A.M.	14	Payroll Reconciliations	2.00%	
24	Rapea M.	14	Payroll Reconciliations	15.00%	
25	Sithebe R.S.	14	Payroll Reconciliations	10.00%	
26	Mogatusi K.J.	14	Payroll Reconciliations	15.00%	
27	Myer S.A.	14	Payroll Reconciliations	2.00%	
28	Mahlangu I.S.	14	Payroll Reconciliations	0.50%	
29	Nkambule L.E.	14	Payroll Reconciliations	2.00%	

30	Goosen R.C.	14	Payroll Reconciliations	6.00%	
31	Theron J.M.	14	Payroll Reconciliations	9.00%	
32	Motsepe N.D.	14	Payroll Reconciliations	10.00%	
34	Schoeman S.J.	14	Payroll Reconciliations	1.00%	
35	Wilson S.L.V.	14	Payroll Reconciliations	16.00%	
36	Moshidi A.L.	14	Payroll Reconciliations	7.00%	
37	Snyman D.A.	14	Payroll Reconciliations	5.00%	
38	Mohale L.	14	Payroll Reconciliations	5.00%	
69	Du Plooy H.E.	14	Payroll Reconciliations	5.00%	
70	Kock M.B.	14	Payroll Reconciliations	2.00%	
71	Malaza S.B.	14	Payroll Reconciliations	2.00%	
72	Botha M.M.	14	Payroll Reconciliations	2.00%	
104	Pelser A.C.	14	Payroll Reconciliations	1.00%	
105	Wandlala M.S.	14	Payroll Reconciliations	10.00%	
106	Bierman S.	14	Payroll Reconciliations	2.00%	
109	Lamprecht C.L.	14	Payroll Reconciliations	1.00%	
110	De Sousa Tomaz C.	14	Payroll Reconciliations	1.00%	
				204.00%	R 182,902.17
1	Smith A.B.	15	Staff Movements	5.00%	
3	Löding P.P.J.	15	Staff Movements	1.00%	
6	Heystek J.M.	15	Staff Movements	1.00%	
7	Roestorff M.	15	Staff Movements	10.00%	
8	Ngubeni S.A.	15	Staff Movements	15.00%	
9	Mogotsi K.S.	15	Staff Movements	15.00%	
10	Meere M.J.P.	15	Staff Movements	5.00%	
11	Masango T.F.	15	Staff Movements	2.00%	
13	Giatras M.A.	15	Staff Movements	10.00%	
14	Berry A.	15	Staff Movements	15.00%	
15	Dippenaar P.C.	15	Staff Movements	19.00%	
16	Esterhuizen M.S.	15	Staff Movements	5.00%	
17	Bosman L.	15	Staff Movements	5.00%	
18	Maritz L.A.	15	Staff Movements	10.00%	
19	Els K.	15	Staff Movements	5.00%	
20	Du Plessis A.	15	Staff Movements	15.00%	
23	Van Rensburg A.M.	15	Staff Movements	10.00%	
24	Rapea M.	15	Staff Movements	5.00%	
25	Sithebe R.S.	15	Staff Movements	15.00%	
26	Mogatusi K.J.	15	Staff Movements	4.00%	
27	Myer S.A.	15	Staff Movements	10.00%	
28	Mahlangu I.S.	15	Staff Movements	0.50%	
29	Nkambule L.E.	15	Staff Movements	4.00%	
30	Goosen R.C.	15	Staff Movements	6.00%	
31	Theron J.M.	15	Staff Movements	5.00%	
32	Motsepe N.D.	15	Staff Movements	10.00%	
34	Schoeman S.J.	15	Staff Movements	1.00%	
35	Wilson S.L.V.	15	Staff Movements	18.00%	
36	Moshidi A.L.	15	Staff Movements	3.00%	
37	Snyman D.A.	15	Staff Movements	20.00%	
38	Mohale L.	15	Staff Movements	5.00%	
42	Mokatse M.A.	15	Staff Movements	5.00%	
62	Ngwenya I.S.	15	Staff Movements	5.00%	

68	Erasmus M.M.	15	Staff Movements	1.00%	
69	Du Plooy H.E.	15	Staff Movements	15.00%	
70	Kock M.B.	15	Staff Movements	11.00%	
71	Malaza S.B.	15	Staff Movements	4.00%	
72	Botha M.M.	15	Staff Movements	1.00%	
78	Schumann L.S.	15	Staff Movements	5.00%	
89	Hayward A.	15	Staff Movements	5.00%	
92	Modern G.	15	Staff Movements	2.00%	
104	Pelser A.C.	15	Staff Movements	5.00%	
106	Bierman S.	15	Staff Movements	5.00%	
109	Lamprecht C.L.	15	Staff Movements	5.00%	
110	De Sousa Tomaz C.	15	Staff Movements	2.00%	
111	Marais E.	15	Staff Movements	0.50%	
112	Van Tonder O.C.	15	Staff Movements	2.00%	
				328.00%	R 340,985.42
1	Smith A.B.	16	Job Evaluation Secretariat	5.00%	
51	Badenhorst P.J.	16	Job Evaluation Secretariat	30.00%	
64	Hunt Z.D.	16	Job Evaluation Secretariat	1.00%	
73	Visser W.P.	16	Job Evaluation Secretariat	1.00%	
74	Cloete A.S.	16	Job Evaluation Secretariat	1.00%	
107	Tsolo M.S.	16	Job Evaluation Secretariat	10.00%	
				48.00%	R 126,507.94
11	Masango T.F.	17	Employee Register (Manplan)	1.00%	
16	Esterhuizen M.S.	17	Employee Register (Manplan)	1.00%	
19	Els K.	17	Employee Register (Manplan)	2.00%	
20	Du Plessis A.	17	Employee Register (Manplan)	2.00%	
23	Van Rensburg A.M.	17	Employee Register (Manplan)	1.00%	
25	Sithebe R.S.	17	Employee Register (Manplan)	2.00%	
26	Mogatusi K.J.	17	Employee Register (Manplan)	1.00%	
27	Myer S.A.	17	Employee Register (Manplan)	1.00%	
29	Nkambule L.E.	17	Employee Register (Manplan)	1.00%	
30	Goosen R.C.	17	Employee Register (Manplan)	3.00%	
31	Theron J.M.	17	Employee Register (Manplan)	2.00%	
32	Motsepe N.D.	17	Employee Register (Manplan)	5.00%	
34	Schoeman S.J.	17	Employee Register (Manplan)	1.00%	
36	Moshidi A.L.	17	Employee Register (Manplan)	1.00%	
38	Mohale L.	17	Employee Register (Manplan)	2.00%	
52	Grierson L.V.	17	Employee Register (Manplan)	50.00%	
70	Kock M.B.	17	Employee Register (Manplan)	1.00%	
71	Malaza S.B.	17	Employee Register (Manplan)	1.00%	
79	Simon J.E.	17	Employee Register (Manplan)	1.00%	
89	Hayward A.	17	Employee Register (Manplan)	2.00%	
104	Pelser A.C.	17	Employee Register (Manplan)	5.00%	
106	Bierman S.	17	Employee Register (Manplan)	5.00%	
109	Lamprecht C.L.	17	Employee Register (Manplan)	5.00%	
110	De Sousa Tomaz C.	17	Employee Register (Manplan)	5.00%	
111	Marais E.	17	Employee Register (Manplan)	0.50%	
112	Van Tonder O.C.	17	Employee Register (Manplan)	0.50%	
				102.00%	R 111,933.49

3	Löding P.P.J.	18	Contracts	1.00%	
16	Esterhuizen M.S.	18	Contracts	2.00%	
36	Moshidi A.L.	18	Contracts	2.00%	
38	Mohale L.	18	Contracts	2.00%	
53	Smith D.J.	18	Contracts	49.00%	
54	Makena M.O.	18	Contracts	62.00%	
57	Minnaar W.E.	18	Contracts	2.00%	
73	Visser W.P.	18	Contracts	1.00%	
74	Cloete A.S.	18	Contracts	1.00%	
89	Hayward A.	18	Contracts	1.00%	
92	Modern G.	18	Contracts	2.00%	
97	Phillips P.	18	Contracts	1.00%	
100	Viljoen C.J.	18	Contracts	5.00%	
103	Sithebe S.A.	18	Contracts	2.00%	
127	Mathane H.T.M.	18	Contracts	5.00%	
				138.00%	R 206,171.55
3	Löding P.P.J.	19	Management Information / Statistics	1.00%	
6	Heystek J.M.	19	Management Information / Statistics	2.00%	
7	Roestorff M.	19	Management Information / Statistics	2.00%	
10	Meere M.J.P.	19	Management Information / Statistics	5.00%	
11	Masango T.F.	19	Management Information / Statistics	2.00%	
12	Van Rensburg D.T.	19	Management Information / Statistics	2.00%	
13	Giatras M.A.	19	Management Information / Statistics	0.50%	
15	Dippenaar P.C.	19	Management Information / Statistics	1.00%	
16	Esterhuizen M.S.	19	Management Information / Statistics	2.00%	
17	Bosman L.	19	Management Information / Statistics	5.00%	
18	Maritz L.A.	19	Management Information / Statistics	2.00%	
19	Els K.	19	Management Information / Statistics	5.00%	
20	Du Plessis A.	19	Management Information / Statistics	4.00%	
21	Vacant 0	19	Management Information / Statistics	10.00%	
22	Nieman J.C.	19	Management Information / Statistics	5.00%	
23	Van Rensburg A.M.	19	Management Information / Statistics	2.00%	
26	Mogatusi K.J.	19	Management Information / Statistics	1.00%	
27	Myer S.A.	19	Management Information / Statistics	1.00%	
28	Mahlangu I.S.	19	Management Information / Statistics	10.00%	
30	Goosen R.C.	19	Management Information / Statistics	2.00%	
31	Theron J.M.	19	Management Information / Statistics	4.00%	
32	Motsepe N.D.	19	Management Information / Statistics	10.00%	
33	Vacant 0	19	Management Information / Statistics	10.00%	
34	Schoeman S.J.	19	Management Information / Statistics	6.00%	
36	Moshidi A.L.	19	Management Information / Statistics	1.00%	
38	Mohale L.	19	Management Information / Statistics	2.00%	
40	Semela M.N.	19	Management Information / Statistics	3.00%	
43	Bothma J.P.A.	19	Management Information / Statistics	10.00%	
44	Schwartz I.S.	19	Management Information / Statistics	69.00%	
51	Badenhorst P.J.	19	Management Information / Statistics	50.00%	
53	Smith D.J.	19	Management Information / Statistics	1.00%	
54	Makena M.O.	19	Management Information / Statistics	1.00%	
57	Minnaar W.E.	19	Management Information / Statistics	5.00%	
61	Sambo M.P.	19	Management Information / Statistics	5.00%	
65	Rossouw D.A.	19	Management Information / Statistics	2.00%	

68	Erasmus M.M.	19	Management Information / Statistics	1.00%	
69	Du Plooy H.E.	19	Management Information / Statistics	10.00%	
70	Kock M.B.	19	Management Information / Statistics	5.00%	
71	Malaza S.B.	19	Management Information / Statistics	2.00%	
72	Botha M.M.	19	Management Information / Statistics	5.00%	
73	Visser W.P.	19	Management Information / Statistics	7.00%	
74	Cloete A.S.	19	Management Information / Statistics	5.00%	
79	Simon J.E.	19	Management Information / Statistics	5.00%	
88	Hanekom A.W.B.	19	Management Information / Statistics	10.00%	
89	Hayward A.	19	Management Information / Statistics	5.00%	
90	Mathebula E.M.	19	Management Information / Statistics	10.00%	
91	Huck W.	19	Management Information / Statistics	5.00%	
94	Mthimunye S.	19	Management Information / Statistics	5.00%	
95	Rhadebe M.	19	Management Information / Statistics	15.00%	
99	Mthembu S.S.P.	19	Management Information / Statistics	10.00%	
100	Viljoen C.J.	19	Management Information / Statistics	5.00%	
103	Sithebe S.A.	19	Management Information / Statistics	1.00%	
104	Pelser A.C.	19	Management Information / Statistics	2.00%	
106	Bierman S.	19	Management Information / Statistics	2.00%	
107	Tsolo M.S.	19	Management Information / Statistics	10.00%	
109	Lamprecht C.L.	19	Management Information / Statistics	1.00%	
110	De Sousa Tomaz C.	19	Management Information / Statistics	2.00%	
111	Marais E.	19	Management Information / Statistics	1.00%	
112	Van Tonder O.C.	19	Management Information / Statistics	5.00%	
127	Mathane H.T.M.	19	Management Information / Statistics	5.00%	
				377.50%	R 555,656.68
3	Löding P.P.J.	20	Office Services	1.00%	
10	Meere M.J.P.	20	Office Services	5.00%	
11	Masango T.F.	20	Office Services	1.00%	
13	Giatras M.A.	20	Office Services	0.50%	
15	Dippenaar P.C.	20	Office Services	1.00%	
16	Esterhuizen M.S.	20	Office Services	2.00%	
19	Els K.	20	Office Services	2.00%	
21	Vacant 0	20	Office Services	2.00%	
23	Van Rensburg A.M.	20	Office Services	1.00%	
25	Sithebe R.S.	20	Office Services	2.00%	
29	Nkambule L.E.	20	Office Services	10.00%	
30	Goosen R.C.	20	Office Services	12.00%	
31	Theron J.M.	20	Office Services	12.00%	
32	Motsepe N.D.	20	Office Services	1.00%	
33	Vacant 0	20	Office Services	2.00%	
34	Schoeman S.J.	20	Office Services	1.00%	
36	Moshidi A.L.	20	Office Services	1.00%	
43	Bothma J.P.A.	20	Office Services	30.00%	
46	Chuene L.D.	20	Office Services	90.00%	
47	Sibanyoni J.P.	20	Office Services	2.00%	
48	Mailula E.	20	Office Services	90.00%	
49	Phukubye M.E.	20	Office Services	90.00%	
52	Grierson L.V.	20	Office Services	10.00%	
54	Makena M.O.	20	Office Services	5.00%	
62	Ngwenya I.S.	20	Office Services	10.00%	

69	Du Plooy H.E.	20	Office Services	2.00%	
70	Kock M.B.	20	Office Services	2.00%	
71	Malaza S.B.	20	Office Services	2.00%	
72	Botha M.M.	20	Office Services	1.00%	
79	Simon J.E.	20	Office Services	5.00%	
80	Mbonani E.	20	Office Services	40.00%	
82	Mandita V.	20	Office Services	10.00%	
88	Hanekom A.W.B.	20	Office Services	2.00%	
90	Mathebula E.M.	20	Office Services	2.00%	
104	Pelser A.C.	20	Office Services	1.00%	
106	Bierman S.	20	Office Services	5.00%	
108	Nkomo E.	20	Office Services	20.00%	
127	Mathane H.T.M.	20	Office Services	10.00%	
				485.50%	R 366,588.27
2	Shabalala M.E.T.	21	Administration (Training and Development)	5.00%	
3	Löding P.P.J.	21	Administration (Training and Development)	0.50%	
57	Minnaar W.E.	21	Administration (Training and Development)	5.00%	
58	Levuno K.J.	21	Administration (Training and Development)	30.00%	
59	Radebe F.L.	21	Administration (Training and Development)	10.00%	
60	Nkwe M.I.	21	Administration (Training and Development)	5.00%	
61	Sambo M.P.	21	Administration (Training and Development)	50.00%	
62	Ngwenya I.S.	21	Administration (Training and Development)	4.00%	
64	Hunt Z.D.	21	Administration (Training and Development)	10.00%	
79	Simon J.E.	21	Administration (Training and Development)	20.00%	
80	Mbonani E.	21	Administration (Training and Development)	30.00%	
82	Mandita V.	21	Administration (Training and Development)	35.00%	
85	Hartzer J.A.	21	Administration (Training and Development)	4.00%	
86	Mc Currach M.	21	Administration (Training and Development)	10.00%	
87	Nzwanzwa H.B.	21	Administration (Training and Development)	60.00%	
88	Hanekom A.W.B.	21	Administration (Training and Development)	42.00%	
89	Hayward A.	21	Administration (Training and Development)	25.00%	
94	Mthimunye S.	21	Administration (Training and Development)	10.00%	
95	Rhadebe M.	21	Administration (Training and Development)	10.00%	
96	Levy L.	21	Administration (Training and Development)	4.00%	
97	Phillips P.	21	Administration (Training and Development)	5.00%	
100	Viljoen C.J.	21	Administration (Training and Development)	5.00%	
101	De Lange W.J.D.	21	Administration (Training and Development)	40.00%	
102	Sweetman J.P.	21	Administration (Training and Development)	70.00%	
104	Pelser A.C.	21	Administration (Training and Development)	5.00%	
105	Wandlala M.S.	21	Administration (Training and Development)	2.00%	
106	Bierman S.	21	Administration (Training and Development)	5.00%	
127	Mathane H.T.M.	21	Administration (Training and Development)	15.00%	
				516.50%	R 527,614.66
3	Löding P.P.J.	22	Competency Based System / Process	0.50%	
39	Radebe N.P.	22	Competency Based System / Process	10.00%	
55	Tselane I.	22	Competency Based System / Process	8.00%	
57	Minnaar W.E.	22	Competency Based System / Process	10.00%	
58	Levuno K.J.	22	Competency Based System / Process	5.00%	
60	Nkwe M.I.	22	Competency Based System / Process	2.00%	
73	Visser W.P.	22	Competency Based System / Process	25.00%	

74	Cloete A.S.	22	Competency Based System / Process	15.00%	
78	Schumann L.S.	22	Competency Based System / Process	5.00%	
79	Simon J.E.	22	Competency Based System / Process	2.00%	
83	Baird C.L.	22	Competency Based System / Process	21.00%	
84	Hooper A.R.	22	Competency Based System / Process	21.00%	
85	Hartzer J.A.	22	Competency Based System / Process	5.00%	
86	Mc Currach M.	22	Competency Based System / Process	5.00%	
89	Hayward A.	22	Competency Based System / Process	10.00%	
94	Mthimunye S.	22	Competency Based System / Process	60.00%	
95	Rhadebe M.	22	Competency Based System / Process	60.00%	
100	Viljoen C.J.	22	Competency Based System / Process	10.00%	
103	Sithebe S.A.	22	Competency Based System / Process	2.00%	
104	Pelser A.C.	22	Competency Based System / Process	2.00%	
106	Bierman S.	22	Competency Based System / Process	2.00%	
110	De Sousa Tomaz C.	22	Competency Based System / Process	4.00%	
				284.50%	R 466,995.45
55	Tselane I.	23	HR Development initiatives / forums	17.00%	
57	Minnaar W.E.	23	HR Development initiatives / forums	10.00%	
59	Radebe F.L.	23	HR Development initiatives / forums	10.00%	
60	Nkwe M.I.	23	HR Development initiatives / forums	4.00%	
61	Sambo M.P.	23	HR Development initiatives / forums	5.00%	
81	Pillay K.	23	HR Development initiatives / forums	2.00%	
83	Baird C.L.	23	HR Development initiatives / forums	5.00%	
84	Hooper A.R.	23	HR Development initiatives / forums	5.00%	
86	Mc Currach M.	23	HR Development initiatives / forums	2.00%	
89	Hayward A.	23	HR Development initiatives / forums	2.00%	
95	Rhadebe M.	23	HR Development initiatives / forums	5.00%	
99	Mthembu S.S.P.	23	HR Development initiatives / forums	5.00%	
100	Viljoen C.J.	23	HR Development initiatives / forums	5.00%	
103	Sithebe S.A.	23	HR Development initiatives / forums	5.00%	
				82.00%	R 144,549.22
57	Minnaar W.E.	24	Development	25.00%	
58	Levuno K.J.	24	Development	20.00%	
59	Radebe F.L.	24	Development	20.00%	
60	Nkwe M.I.	24	Development	4.00%	
61	Sambo M.P.	24	Development	5.00%	
68	Erasmus M.M.	24	Development	1.00%	
79	Simon J.E.	24	Development	4.00%	
81	Pillay K.	24	Development	2.00%	
83	Baird C.L.	24	Development	21.00%	
84	Hooper A.R.	24	Development	21.00%	
85	Hartzer J.A.	24	Development	15.00%	
86	Mc Currach M.	24	Development	27.00%	
87	Nzwanzwa H.B.	24	Development	5.00%	
89	Hayward A.	24	Development	2.00%	
90	Mathebula E.M.	24	Development	2.00%	
92	Modern G.	24	Development	5.00%	
96	Levy L.	24	Development	44.00%	
99	Mthembu S.S.P.	24	Development	15.00%	
103	Sithebe S.A.	24	Development	4.00%	

110	De Sousa Tomaz C.	24	Development	1.00%	
				243.00%	R 396,497.62
55	Tselane I.	25	Education and Training	7.00%	
57	Minnaar W.E.	25	Education and Training	20.00%	
58	Levuno K.J.	25	Education and Training	15.00%	
59	Radebe F.L.	25	Education and Training	10.00%	
60	Nkwe M.I.	25	Education and Training	5.00%	
61	Sambo M.P.	25	Education and Training	5.00%	
68	Erasmus M.M.	25	Education and Training	1.00%	
79	Simon J.E.	25	Education and Training	4.00%	
81	Pillay K.	25	Education and Training	2.00%	
83	Baird C.L.	25	Education and Training	11.00%	
84	Hooper A.R.	25	Education and Training	17.00%	
85	Hartzer J.A.	25	Education and Training	64.00%	
86	Mc Currach M.	25	Education and Training	41.00%	
87	Nzwanzwa H.B.	25	Education and Training	20.00%	
88	Hanekom A.W.B.	25	Education and Training	4.00%	
89	Hayward A.	25	Education and Training	10.00%	
91	Huck W.	25	Education and Training	40.00%	
92	Modern G.	25	Education and Training	3.00%	
101	De Lange W.J.D.	25	Education and Training	30.00%	
102	Sweetman J.P.	25	Education and Training	20.00%	
104	Pelser A.C.	25	Education and Training	2.00%	
106	Bierman S.	25	Education and Training	5.00%	
127	Mathane H.T.M.	25	Education and Training	5.00%	
				341.00%	R 483,186.60
16	Esterhuizen M.S.	26	Career Management	1.00%	
57	Minnaar W.E.	26	Career Management	5.00%	
59	Radebe F.L.	26	Career Management	6.00%	
60	Nkwe M.I.	26	Career Management	3.00%	
61	Sambo M.P.	26	Career Management	5.00%	
62	Ngwenya I.S.	26	Career Management	25.00%	
68	Erasmus M.M.	26	Career Management	1.00%	
73	Visser W.P.	26	Career Management	4.00%	
74	Cloete A.S.	26	Career Management	3.00%	
78	Schumann L.S.	26	Career Management	5.00%	
79	Simon J.E.	26	Career Management	2.00%	
81	Pillay K.	26	Career Management	5.00%	
86	Mc Currach M.	26	Career Management	2.00%	
89	Hayward A.	26	Career Management	10.00%	
90	Mathebula E.M.	26	Career Management	2.00%	
92	Modern G.	26	Career Management	5.00%	
96	Levy L.	26	Career Management	48.00%	
97	Phillips P.	26	Career Management	25.00%	
98	Bellamy T.	26	Career Management	1.00%	
99	Mthembu S.S.P.	26	Career Management	5.00%	
100	Viljoen C.J.	26	Career Management	10.00%	
101	De Lange W.J.D.	26	Career Management	25.00%	
103	Sithebe S.A.	26	Career Management	4.00%	
104	Pelser A.C.	26	Career Management	2.00%	

106	Bierman S.	26	Career Management	5.00%	
109	Lamprecht C.L.	26	Career Management	1.00%	
110	De Sousa Tomaz C.	26	Career Management	2.00%	
111	Marais E.	26	Career Management	2.00%	
				214.00%	R 350,298.83
16	Esterhuizen M.S.	27	Awareness Initiatives	10.00%	
73	Visser W.P.	27	Awareness Initiatives	15.00%	
74	Cloete A.S.	27	Awareness Initiatives	5.00%	
81	Pillay K.	27	Awareness Initiatives	1.00%	
89	Hayward A.	27	Awareness Initiatives	2.00%	
90	Mathebula E.M.	27	Awareness Initiatives	2.00%	
92	Modern G.	27	Awareness Initiatives	2.00%	
103	Sithebe S.A.	27	Awareness Initiatives	2.00%	
104	Pelser A.C.	27	Awareness Initiatives	1.00%	
105	Wandlala M.S.	27	Awareness Initiatives	3.00%	
106	Bierman S.	27	Awareness Initiatives	1.00%	
110	De Sousa Tomaz C.	27	Awareness Initiatives	2.00%	
				46.00%	R 79,891.17
3	Löding P.P.J.	28	Change Management	0.50%	
40	Semela M.N.	28	Change Management	3.00%	
73	Visser W.P.	28	Change Management	5.00%	
74	Cloete A.S.	28	Change Management	30.00%	
81	Pillay K.	28	Change Management	10.00%	
92	Modern G.	28	Change Management	2.00%	
97	Phillips P.	28	Change Management	37.00%	
98	Bellamy T.	28	Change Management	10.00%	
103	Sithebe S.A.	28	Change Management	2.00%	
104	Pelser A.C.	28	Change Management	1.00%	
106	Bierman S.	28	Change Management	1.00%	
109	Lamprecht C.L.	28	Change Management	1.00%	
111	Marais E.	28	Change Management	18.30%	
112	Van Tonder O.C.	28	Change Management	1.00%	
				121.80%	R 237,831.80
3	Löding P.P.J.	29	Work Design and Structuring	0.50%	
69	Du Plooy H.E.	29	Work Design and Structuring	5.00%	
70	Kock M.B.	29	Work Design and Structuring	2.00%	
71	Malaza S.B.	29	Work Design and Structuring	2.00%	
72	Botha M.M.	29	Work Design and Structuring	2.00%	
73	Visser W.P.	29	Work Design and Structuring	4.00%	
74	Cloete A.S.	29	Work Design and Structuring	10.00%	
83	Baird C.L.	29	Work Design and Structuring	16.00%	
84	Hooper A.R.	29	Work Design and Structuring	16.00%	
97	Phillips P.	29	Work Design and Structuring	5.00%	
98	Bellamy T.	29	Work Design and Structuring	2.00%	
104	Pelser A.C.	29	Work Design and Structuring	2.00%	
105	Wandlala M.S.	29	Work Design and Structuring	2.00%	
106	Bierman S.	29	Work Design and Structuring	1.00%	
109	Lamprecht C.L.	29	Work Design and Structuring	1.00%	
110	De Sousa Tomaz C.	29	Work Design and Structuring	15.00%	

111	Marais E.	29	Work Design and Structuring	5.00%	
112	Van Tonder O.C.	29	Work Design and Structuring	0.10%	
				90.60%	R 150,005.90
68	Erasmus M.M.	30	Manpower planning	1.00%	
73	Visser W.P.	30	Manpower planning	4.00%	
74	Cloete A.S.	30	Manpower planning	2.00%	
79	Simon J.E.	30	Manpower planning	2.00%	
81	Pillay K.	30	Manpower planning	1.00%	
92	Modern G.	30	Manpower planning	5.00%	
99	Mthembu S.S.P.	30	Manpower planning	10.00%	
103	Sithebe S.A.	30	Manpower planning	2.00%	
104	Pelser A.C.	30	Manpower planning	3.00%	
106	Bierman S.	30	Manpower planning	2.00%	
110	De Sousa Tomaz C.	30	Manpower planning	2.00%	
111	Marais E.	30	Manpower planning	1.00%	
112	Van Tonder O.C.	30	Manpower planning	2.00%	
				37.00%	R 65,566.60
3	Löding P.P.J.	31	Performance management	1.00%	
13	Giatras M.A.	31	Performance management	0.50%	
51	Badenhorst P.J.	31	Performance management	1.00%	
68	Erasmus M.M.	31	Performance management	1.00%	
73	Visser W.P.	31	Performance management	6.00%	
74	Cloete A.S.	31	Performance management	5.00%	
79	Simon J.E.	31	Performance management	1.00%	
81	Pillay K.	31	Performance management	5.00%	
92	Modern G.	31	Performance management	5.00%	
97	Phillips P.	31	Performance management	5.00%	
103	Sithebe S.A.	31	Performance management	2.00%	
104	Pelser A.C.	31	Performance management	2.00%	
105	Wandlala M.S.	31	Performance management	2.00%	
106	Bierman S.	31	Performance management	2.00%	
109	Lamprecht C.L.	31	Performance management	2.00%	
110	De Sousa Tomaz C.	31	Performance management	5.00%	
111	Marais E.	31	Performance management	3.00%	
112	Van Tonder O.C.	31	Performance management	0.10%	
				48.60%	R 88,446.93
77	Mc Intyre L.M.	32	Executive Health Programme	20.00%	
78	Schumann L.S.	32	Executive Health Programme	25.00%	
				45.00%	R 57,931.48
78	Schumann L.S.	33	Rehabilitation of Eskom Employees	30.00%	
104	Pelser A.C.	33	Rehabilitation of Eskom Employees	1.00%	
106	Bierman S.	33	Rehabilitation of Eskom Employees	1.00%	
109	Lamprecht C.L.	33	Rehabilitation of Eskom Employees	1.00%	
111	Marais E.	33	Rehabilitation of Eskom Employees	1.00%	
				34.00%	R 37,858.14
77	Mc Intyre L.M.	34	Special Employee and Family Care		
					R 30,559.42

77	Mc Intyre L.M.	35	Stress Management	20.00%	
92	Modern G.	35	Stress Management	2.00%	
103	Sithebe S.A.	35	Stress Management	3.00%	
104	Pelser A.C.	35	Stress Management	1.00%	
106	Bierman S.	35	Stress Management	2.00%	
				28.00%	R 44,242.03
77	Mc Intyre L.M.	36	Health Education and Training	20.00%	
78	Schumann L.S.	36	Health Education and Training	10.00%	
				30.00%	R 41,508.24
12	Van Rensburg D.T.	37	Employee Well-being	1.00%	
13	Giatras M.A.	37	Employee Well-being	0.50%	
14	Berry A.	37	Employee Well-being	1.00%	
23	Van Rensburg A.M.	37	Employee Well-being	1.00%	
29	Nkambule L.E.	37	Employee Well-being	1.00%	
30	Goosen R.C.	37	Employee Well-being	3.00%	
31	Theron J.M.	37	Employee Well-being	3.00%	
32	Motsepe N.D.	37	Employee Well-being	1.00%	
36	Moshidi A.L.	37	Employee Well-being	1.00%	
38	Mohale L.	37	Employee Well-being	5.00%	
40	Semela M.N.	37	Employee Well-being	5.00%	
103	Sithebe S.A.	37	Employee Well-being	2.00%	
104	Pelser A.C.	37	Employee Well-being	1.00%	
106	Bierman S.	37	Employee Well-being	1.00%	
109	Lamprecht C.L.	37	Employee Well-being	1.00%	
110	De Sousa Tomaz C.	37	Employee Well-being	1.00%	
111	Marais E.	37	Employee Well-being	7.00%	
112	Van Tonder O.C.	37	Employee Well-being	5.00%	
				40.50%	R 49,431.70
60	Nkwe M.I.	38	IR Training	4.00%	
63	Sebueng L.F.	38	IR Training	5.00%	
65	Rossouw D.A.	38	IR Training	5.00%	
66	Khoza B.P.	38	IR Training	10.00%	
67	Mthethwa N.E.	38	IR Training	5.00%	
94	Mthimunye S.	38	IR Training	3.00%	
110	De Sousa Tomaz C.	38	IR Training	1.00%	
111	Marais E.	38	IR Training	15.00%	
112	Van Tonder O.C.	38	IR Training	5.00%	
				53.00%	R 84,702.47
39	Radebe N.P.	39	Relationship Building Interventions	2.00%	
40	Semela M.N.	39	Relationship Building Interventions	10.00%	
41	Mthunzi M.E.	39	Relationship Building Interventions	1.00%	
58	Levuno K.J.	39	Relationship Building Interventions	5.00%	
60	Nkwe M.I.	39	Relationship Building Interventions	2.00%	
63	Sebueng L.F.	39	Relationship Building Interventions	10.00%	
65	Rossouw D.A.	39	Relationship Building Interventions	2.00%	
66	Khoza B.P.	39	Relationship Building Interventions	5.00%	
67	Mthethwa N.E.	39	Relationship Building Interventions	5.00%	

90	Mathebula E.M.	39	Relationship Building Interventions	5.00%	
103	Sithebe S.A.	39	Relationship Building Interventions	1.00%	
104	Pelser A.C.	39	Relationship Building Interventions	1.00%	
105	Wandlala M.S.	39	Relationship Building Interventions	2.00%	
106	Bierman S.	39	Relationship Building Interventions	2.00%	
109	Lamprecht C.L.	39	Relationship Building Interventions	1.50%	
				54.50%	R 87,657.36
1	Smith A.B.	40	Participative Structures (Unfolding Vision Agreement)	6.00%	
34	Schoeman S.J.	40	Participative Structures (Unfolding Vision Agreement)	6.00%	
39	Radebe N.P.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	
40	Semela M.N.	40	Participative Structures (Unfolding Vision Agreement)	3.00%	
41	Mthunzi M.E.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	
42	Mokatse M.A.	40	Participative Structures (Unfolding Vision Agreement)	15.00%	
63	Sebueng L.F.	40	Participative Structures (Unfolding Vision Agreement)	15.00%	
65	Rossouw D.A.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	
66	Khoza B.P.	40	Participative Structures (Unfolding Vision Agreement)	32.00%	
67	Mthethwa N.E.	40	Participative Structures (Unfolding Vision Agreement)	30.00%	
82	Mandita V.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	
85	Hartzer J.A.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	
90	Mathebula E.M.	40	Participative Structures (Unfolding Vision Agreement)	25.00%	
92	Modern G.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	
97	Phillips P.	40	Participative Structures (Unfolding Vision Agreement)	3.00%	
103	Sithebe S.A.	40	Participative Structures (Unfolding Vision Agreement)	9.00%	
104	Pelser A.C.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	
105	Wandlala M.S.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	
106	Bierman S.	40	Participative Structures (Unfolding Vision Agreement)	2.00%	
109	Lamprecht C.L.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	
110	De Sousa Tomaz C.	40	Participative Structures (Unfolding Vision Agreement)	5.00%	
112	Van Tonder O.C.	40	Participative Structures (Unfolding Vision Agreement)	10.00%	
				209.00%	R 366,817.27
21	Vacant 0	41	Industrial Action and Conflict Management	5.00%	
22	Nieman J.C.	41	Industrial Action and Conflict Management	5.00%	
33	Vacant 0	41	Industrial Action and Conflict Management	5.00%	

39	Radebe N.P.	41	Industrial Action and Conflict Management	2.00%	
40	Semela M.N.	41	Industrial Action and Conflict Management	7.00%	
41	Mthunzi M.E.	41	Industrial Action and Conflict Management	2.00%	
42	Mokatse M.A.	41	Industrial Action and Conflict Management	2.00%	
63	Sebueng L.F.	41	Industrial Action and Conflict Management	2.00%	
65	Rossouw D.A.	41	Industrial Action and Conflict Management	20.00%	
66	Khoza B.P.	41	Industrial Action and Conflict Management	5.00%	
67	Mthethwa N.E.	41	Industrial Action and Conflict Management	5.00%	
82	Mandita V.	41	Industrial Action and Conflict Management	2.00%	
90	Mathebula E.M.	41	Industrial Action and Conflict Management	5.00%	
92	Modern G.	41	Industrial Action and Conflict Management	5.00%	
104	Pelser A.C.	41	Industrial Action and Conflict Management	5.00%	
106	Bierman S.	41	Industrial Action and Conflict Management	2.00%	
107	Tsolo M.S.	41	Industrial Action and Conflict Management	10.00%	
109	Lamprecht C.L.	41	Industrial Action and Conflict Management	2.00%	
112	Van Tonder O.C.	41	Industrial Action and Conflict Management	5.00%	
				96.00%	R 160,656.18
12	Van Rensburg D.T.	42	Dispute Resolution	1.00%	
41	Mthunzi M.E.	42	Dispute Resolution	2.00%	
63	Sebueng L.F.	42	Dispute Resolution	15.00%	
65	Rossouw D.A.	42	Dispute Resolution	15.00%	
66	Khoza B.P.	42	Dispute Resolution	20.00%	
67	Mthethwa N.E.	42	Dispute Resolution	10.00%	
82	Mandita V.	42	Dispute Resolution	2.00%	
90	Mathebula E.M.	42	Dispute Resolution	5.00%	
				70.00%	R 127,099.08
39	Radebe N.P.	43	Maintenance of discipline	2.00%	
41	Mthunzi M.E.	43	Maintenance of discipline	2.00%	
63	Sebueng L.F.	43	Maintenance of discipline	3.00%	
65	Rossouw D.A.	43	Maintenance of discipline	20.00%	
66	Khoza B.P.	43	Maintenance of discipline	10.00%	
67	Mthethwa N.E.	43	Maintenance of discipline	10.00%	
92	Modern G.	43	Maintenance of discipline	3.00%	
104	Pelser A.C.	43	Maintenance of discipline	3.00%	
105	Wandlala M.S.	43	Maintenance of discipline	5.00%	
106	Bierman S.	43	Maintenance of discipline	2.00%	
109	Lamprecht C.L.	43	Maintenance of discipline	10.00%	
110	De Sousa Tomaz C.	43	Maintenance of discipline	5.00%	
111	Marais E.	43	Maintenance of discipline	5.00%	
				80.00%	R 117,498.32
67	Mthethwa N.E.	44	Communications Media	1.00%	
75	Mbuli S.C.A.	44	Communications Media	10.00%	
76	Maenetja J.	44	Communications Media	60.00%	
79	Simon J.E.	44	Communications Media	1.00%	
83	Baird C.L.	44	Communications Media	3.00%	
84	Hooper A.R.	44	Communications Media	5.00%	
88	Hanekom A.W.B.	44	Communications Media	8.00%	
89	Hayward A.	44	Communications Media	1.00%	
97	Phillips P.	44	Communications Media	5.00%	

98	Bellamy T.	44	Communications Media	39.00%	
103	Sithebe S.A.	44	Communications Media	1.00%	
104	Pelser A.C.	44	Communications Media	2.00%	
105	Wandlala M.S.	44	Communications Media	1.00%	
106	Bierman S.	44	Communications Media	1.00%	
127	Mathane H.T.M.	44	Communications Media	2.00%	
				140.00%	R 176,108.24
75	Mbuli S.C.A.	45	Communication Strategy	16.00%	
76	Maenetja J.	45	Communication Strategy	18.00%	
98	Bellamy T.	45	Communication Strategy	35.00%	
				69.00%	R 97,619.70
58	Levuno K.J.	46	Communication Initiatives	15.00%	
75	Mbuli S.C.A.	46	Communication Initiatives	5.00%	
76	Maenetja J.	46	Communication Initiatives	15.00%	
83	Baird C.L.	46	Communication Initiatives	5.00%	
84	Hooper A.R.	46	Communication Initiatives	5.00%	
90	Mathebula E.M.	46	Communication Initiatives	2.00%	
98	Bellamy T.	46	Communication Initiatives	5.00%	
103	Sithebe S.A.	46	Communication Initiatives	2.00%	
127	Mathane H.T.M.	46	Communication Initiatives	10.00%	
				64.00%	R 85,360.51
2	Shabalala M.E.T.	47	Public Relations	20.00%	
75	Mbuli S.C.A.	47	Public Relations	5.00%	
81	Pillay K.	47	Public Relations	1.00%	
				26.00%	R 27,767.14
75	Mbuli S.C.A.	48	Press Releases	3.00%	
76	Maenetja J.	48	Press Releases	2.00%	
				5.00%	R 7,636.23
3	Löding P.P.J.	49	Standards and Procedures	1.00%	
5	Bothma I.L.	49	Standards and Procedures	10.00%	
6	Heystek J.M.	49	Standards and Procedures	2.00%	
11	Masango T.F.	49	Standards and Procedures	20.00%	
17	Bosman L.	49	Standards and Procedures	2.00%	
19	Els K.	49	Standards and Procedures	2.00%	
21	Vacant 0	49	Standards and Procedures	5.00%	
22	Nieman J.C.	49	Standards and Procedures	2.00%	
25	Sithebe R.S.	49	Standards and Procedures	5.00%	
26	Mogatusi K.J.	49	Standards and Procedures	1.00%	
30	Goosen R.C.	49	Standards and Procedures	2.00%	
31	Theron J.M.	49	Standards and Procedures	2.00%	
32	Motsepe N.D.	49	Standards and Procedures	3.00%	
33	Vacant 0	49	Standards and Procedures	5.00%	
34	Schoeman S.J.	49	Standards and Procedures	1.00%	
38	Mohale L.	49	Standards and Procedures	1.00%	
39	Radebe N.P.	49	Standards and Procedures	10.00%	
40	Semela M.N.	49	Standards and Procedures	5.00%	
41	Mthunzi M.E.	49	Standards and Procedures	10.00%	

42	Mokatse M.A.	49	Standards and Procedures	10.00%	
51	Badenhorst P.J.	49	Standards and Procedures	1.00%	
53	Smith D.J.	49	Standards and Procedures	5.00%	
54	Makena M.O.	49	Standards and Procedures	2.00%	
62	Ngwenya I.S.	49	Standards and Procedures	5.00%	
66	Khoza B.P.	49	Standards and Procedures	5.00%	
67	Mthethwa N.E.	49	Standards and Procedures	5.00%	
68	Erasmus M.M.	49	Standards and Procedures	1.00%	
73	Visser W.P.	49	Standards and Procedures	1.00%	
74	Cloete A.S.	49	Standards and Procedures	1.00%	
79	Simon J.E.	49	Standards and Procedures	10.00%	
107	Tsolo M.S.	49	Standards and Procedures	2.00%	
110	De Sousa Tomaz C.	49	Standards and Procedures	2.00%	
111	Marais E.	49	Standards and Procedures	1.00%	
				140.00%	R 193,385.92
3	Löding P.P.J.	50	Site Visits	1.00%	
5	Bothma I.L.	50	Site Visits	3.00%	
6	Heystek J.M.	50	Site Visits	5.00%	
7	Roestorff M.	50	Site Visits	10.00%	
11	Masango T.F.	50	Site Visits	1.00%	
17	Bosman L.	50	Site Visits	1.00%	
18	Maritz L.A.	50	Site Visits	5.00%	
19	Els K.	50	Site Visits	10.00%	
21	Vacant 0	50	Site Visits	5.00%	
22	Nieman J.C.	50	Site Visits	2.00%	
23	Van Rensburg A.M.	50	Site Visits	5.00%	
25	Sithebe R.S.	50	Site Visits	1.00%	
27	Myer S.A.	50	Site Visits	1.00%	
28	Mahlangu I.S.	50	Site Visits	5.00%	
30	Goosen R.C.	50	Site Visits	1.00%	
31	Theron J.M.	50	Site Visits	5.00%	
33	Vacant 0	50	Site Visits	5.00%	
34	Schoeman S.J.	50	Site Visits	6.00%	
35	Wilson S.L.V.	50	Site Visits	9.00%	
36	Moshidi A.L.	50	Site Visits	2.00%	
37	Snyman D.A.	50	Site Visits	13.00%	
38	Mohale L.	50	Site Visits	10.00%	
39	Radebe N.P.	50	Site Visits	40.00%	
40	Semela M.N.	50	Site Visits	23.00%	
41	Mthunzi M.E.	50	Site Visits	60.00%	
42	Mokatse M.A.	50	Site Visits	15.00%	
43	Bothma J.P.A.	50	Site Visits	1.00%	
44	Schwartz I.S.	50	Site Visits	2.00%	
45	Van Tonder M.M.	50	Site Visits	2.00%	
53	Smith D.J.	50	Site Visits	1.00%	
54	Makena M.O.	50	Site Visits	5.00%	
57	Minnaar W.E.	50	Site Visits	10.00%	
58	Levuno K.J.	50	Site Visits	10.00%	
59	Radebe F.L.	50	Site Visits	10.00%	
60	Nkwe M.I.	50	Site Visits	5.00%	
61	Sambo M.P.	50	Site Visits	5.00%	

62	Ngwenya I.S.	50	Site Visits	25.00%	
65	Rossouw D.A.	50	Site Visits	20.00%	
66	Khoza B.P.	50	Site Visits	5.00%	
67	Mthethwa N.E.	50	Site Visits	5.00%	
69	Du Plooy H.E.	50	Site Visits	2.00%	
70	Kock M.B.	50	Site Visits	2.00%	
71	Malaza S.B.	50	Site Visits	2.00%	
73	Visser W.P.	50	Site Visits	4.00%	
74	Cloete A.S.	50	Site Visits	4.00%	
75	Mbuli S.C.A.	50	Site Visits	3.00%	
79	Simon J.E.	50	Site Visits	1.00%	
85	Hartzer J.A.	50	Site Visits	10.00%	
89	Hayward A.	50	Site Visits	10.00%	
91	Huck W.	50	Site Visits	25.00%	
92	Modern G.	50	Site Visits	5.00%	
99	Mthembu S.S.P.	50	Site Visits	15.00%	
103	Sithebe S.A.	50	Site Visits	8.00%	
104	Pelser A.C.	50	Site Visits	10.00%	
105	Wandlala M.S.	50	Site Visits	10.00%	
106	Bierman S.	50	Site Visits	16.00%	
107	Tsolo M.S.	50	Site Visits	10.00%	
109	Lamprecht C.L.	50	Site Visits	20.00%	
110	De Sousa Tomaz C.	50	Site Visits	5.00%	
111	Marais E.	50	Site Visits	15.00%	
112	Van Tonder O.C.	50	Site Visits	16.00%	
				543.00%	R 739,300.80
3	Löding P.P.J.	51	Ad hoc Activities / Advice	2.00%	
4	Moolman M.L.	51	Ad hoc Activities / Advice	5.00%	
6	Heystek J.M.	51	Ad hoc Activities / Advice	2.00%	
7	Roestorff M.	51	Ad hoc Activities / Advice	5.00%	
10	Meere M.J.P.	51	Ad hoc Activities / Advice	3.00%	
12	Van Rensburg D.T.	51	Ad hoc Activities / Advice	5.00%	
13	Giatras M.A.	51	Ad hoc Activities / Advice	2.00%	
14	Berry A.	51	Ad hoc Activities / Advice	2.00%	
15	Dippenaar P.C.	51	Ad hoc Activities / Advice	2.00%	
16	Esterhuizen M.S.	51	Ad hoc Activities / Advice	1.00%	
17	Bosman L.	51	Ad hoc Activities / Advice	1.00%	
18	Maritz L.A.	51	Ad hoc Activities / Advice	2.00%	
19	Els K.	51	Ad hoc Activities / Advice	2.00%	
20	Du Plessis A.	51	Ad hoc Activities / Advice	2.00%	
21	Vacant 0	51	Ad hoc Activities / Advice	5.00%	
22	Nieman J.C.	51	Ad hoc Activities / Advice	10.00%	
23	Van Rensburg A.M.	51	Ad hoc Activities / Advice	2.00%	
25	Sithebe R.S.	51	Ad hoc Activities / Advice	2.00%	
28	Mahlangu I.S.	51	Ad hoc Activities / Advice	4.00%	
29	Nkambule L.E.	51	Ad hoc Activities / Advice	2.00%	
30	Goosen R.C.	51	Ad hoc Activities / Advice	2.00%	
31	Theron J.M.	51	Ad hoc Activities / Advice	5.00%	
33	Vacant 0	51	Ad hoc Activities / Advice	5.00%	
34	Schoeman S.J.	51	Ad hoc Activities / Advice	2.00%	
35	Wilson S.L.V.	51	Ad hoc Activities / Advice	1.00%	

36	Moshidi A.L.	51	Ad hoc Activities / Advice	1.00%	
38	Mohale L.	51	Ad hoc Activities / Advice	5.00%	
39	Radebe N.P.	51	Ad hoc Activities / Advice	1.00%	
40	Semela M.N.	51	Ad hoc Activities / Advice	8.00%	
41	Mthunzi M.E.	51	Ad hoc Activities / Advice	1.00%	
43	Bothma J.P.A.	51	Ad hoc Activities / Advice	1.00%	
44	Schwartz I.S.	51	Ad hoc Activities / Advice	1.00%	
51	Badenhorst P.J.	51	Ad hoc Activities / Advice	2.00%	
53	Smith D.J.	51	Ad hoc Activities / Advice	1.00%	
54	Makena M.O.	51	Ad hoc Activities / Advice	1.00%	
57	Minnaar W.E.	51	Ad hoc Activities / Advice	2.00%	
59	Radebe F.L.	51	Ad hoc Activities / Advice	2.00%	
60	Nkwe M.I.	51	Ad hoc Activities / Advice	3.00%	
64	Hunt Z.D.	51	Ad hoc Activities / Advice	3.00%	
65	Rossouw D.A.	51	Ad hoc Activities / Advice	2.00%	
66	Khoza B.P.	51	Ad hoc Activities / Advice	4.00%	
68	Erasmus M.M.	51	Ad hoc Activities / Advice	2.00%	
69	Du Plooy H.E.	51	Ad hoc Activities / Advice	1.00%	
70	Kock M.B.	51	Ad hoc Activities / Advice	1.00%	
71	Malaza S.B.	51	Ad hoc Activities / Advice	1.00%	
72	Botha M.M.	51	Ad hoc Activities / Advice	1.00%	
73	Visser W.P.	51	Ad hoc Activities / Advice	3.00%	
74	Cloete A.S.	51	Ad hoc Activities / Advice	2.00%	
75	Mbuli S.C.A.	51	Ad hoc Activities / Advice	4.00%	
79	Simon J.E.	51	Ad hoc Activities / Advice	2.00%	
80	Mbonani E.	51	Ad hoc Activities / Advice	5.00%	
82	Mandita V.	51	Ad hoc Activities / Advice	10.00%	
85	Hartzer J.A.	51	Ad hoc Activities / Advice	1.00%	
87	Nzwanzwa H.B.	51	Ad hoc Activities / Advice	10.00%	
89	Hayward A.	51	Ad hoc Activities / Advice	1.00%	
92	Modern G.	51	Ad hoc Activities / Advice	2.00%	
97	Phillips P.	51	Ad hoc Activities / Advice	4.00%	
99	Mthembu S.S.P.	51	Ad hoc Activities / Advice	5.00%	
103	Sithebe S.A.	51	Ad hoc Activities / Advice	1.00%	
104	Pelser A.C.	51	Ad hoc Activities / Advice	1.00%	
105	Wandlala M.S.	51	Ad hoc Activities / Advice	3.00%	
106	Bierman S.	51	Ad hoc Activities / Advice	1.00%	
109	Lamprecht C.L.	51	Ad hoc Activities / Advice	2.00%	
110	De Sousa Tomaz C.	51	Ad hoc Activities / Advice	5.00%	
112	Van Tonder O.C.	51	Ad hoc Activities / Advice	2.00%	
127	Mathane H.T.M.	51	Ad hoc Activities / Advice	3.00%	
				187.00%	R 242,898.52
1	Smith A.B.	52	Advice	10.00%	
3	Löding P.P.J.	52	Advice	12.00%	
6	Heystek J.M.	52	Advice	15.00%	
7	Roestorff M.	52	Advice	10.00%	
8	Ngubeni S.A.	52	Advice	10.00%	
11	Masango T.F.	52	Advice	10.00%	
12	Van Rensburg D.T.	52	Advice	30.00%	
13	Giatras M.A.	52	Advice	2.50%	
14	Berry A.	52	Advice	5.00%	

15	Dippenaar P.C.	52	Advice	19.00%	
16	Esterhuizen M.S.	52	Advice	10.00%	
17	Bosman L.	52	Advice	10.00%	
18	Maritz L.A.	52	Advice	5.00%	
19	Els K.	52	Advice	10.00%	
20	Du Plessis A.	52	Advice	1.00%	
23	Van Rensburg A.M.	52	Advice	2.00%	
24	Rapea M.	52	Advice	5.00%	
25	Sithebe R.S.	52	Advice	2.00%	
26	Mogatusi K.J.	52	Advice	10.00%	
28	Mahlangu I.S.	52	Advice	5.00%	
29	Nkambule L.E.	52	Advice	2.00%	
30	Goosen R.C.	52	Advice	3.00%	
31	Theron J.M.	52	Advice	5.00%	
32	Motsepe N.D.	52	Advice	4.00%	
34	Schoeman S.J.	52	Advice	17.00%	
36	Moshidi A.L.	52	Advice	5.00%	
38	Mohale L.	52	Advice	10.00%	
39	Radebe N.P.	52	Advice	15.00%	
40	Semela M.N.	52	Advice	13.00%	
41	Mthunzi M.E.	52	Advice	15.00%	
42	Mokatse M.A.	52	Advice	10.00%	
44	Schwartz I.S.	52	Advice	2.00%	
45	Van Tonder M.M.	52	Advice	20.00%	
47	Sibanyoni J.P.	52	Advice	18.00%	
51	Badenhorst P.J.	52	Advice	5.00%	
53	Smith D.J.	52	Advice	10.00%	
54	Makena M.O.	52	Advice	5.00%	
57	Minnaar W.E.	52	Advice	1.00%	
59	Radebe F.L.	52	Advice	5.00%	
60	Nkwe M.I.	52	Advice	10.00%	
61	Sambo M.P.	52	Advice	10.00%	
62	Ngwenya I.S.	52	Advice	2.00%	
64	Hunt Z.D.	52	Advice	3.00%	
65	Rossouw D.A.	52	Advice	2.00%	
66	Khoza B.P.	52	Advice	2.00%	
67	Mthethwa N.E.	52	Advice	15.00%	
68	Erasmus M.M.	52	Advice	5.00%	
69	Du Plooy H.E.	52	Advice	7.00%	
70	Kock M.B.	52	Advice	2.00%	
71	Malaza S.B.	52	Advice	2.00%	
73	Visser W.P.	52	Advice	3.00%	
74	Cloete A.S.	52	Advice	3.00%	
75	Mbuli S.C.A.	52	Advice	15.00%	
80	Mbonani E.	52	Advice	15.00%	
86	Mc Currach M.	52	Advice	5.00%	
87	Nzwanzwa H.B.	52	Advice	5.00%	
88	Hanekom A.W.B.	52	Advice	4.00%	
94	Mthimunye S.	52	Advice	2.00%	
95	Rhadebe M.	52	Advice	2.00%	
97	Phillips P.	52	Advice	2.00%	
98	Bellamy T.	52	Advice	1.00%	

99	Mthembu S.S.P.	52	Advice	15.00%	
100	Viljoen C.J.	52	Advice	5.00%	
101	De Lange W.J.D.	52	Advice	5.00%	
103	Sithebe S.A.	52	Advice	2.00%	
104	Pelser A.C.	52	Advice	1.00%	
106	Bierman S.	52	Advice	2.00%	
107	Tsolo M.S.	52	Advice	15.00%	
108	Nkomo E.	52	Advice	5.00%	
109	Lamprecht C.L.	52	Advice	5.00%	
110	De Sousa Tomaz C.	52	Advice	15.00%	
111	Marais E.	52	Advice	18.00%	
112	Van Tonder O.C.	52	Advice	30.00%	
				583.50%	R 776,664.54
3	Löding P.P.J.	53	Presentations	1.00%	
5	Bothma I.L.	53	Presentations	5.00%	
6	Heystek J.M.	53	Presentations	2.00%	
16	Esterhuizen M.S.	53	Presentations	1.00%	
21	Vacant 0	53	Presentations	1.00%	
25	Sithebe R.S.	53	Presentations	2.00%	
30	Goosen R.C.	53	Presentations	2.00%	
31	Theron J.M.	53	Presentations	2.00%	
32	Motsepe N.D.	53	Presentations	2.00%	
33	Vacant 0	53	Presentations	1.00%	
34	Schoeman S.J.	53	Presentations	2.00%	
38	Mohale L.	53	Presentations	5.00%	
39	Radebe N.P.	53	Presentations	2.00%	
40	Semela M.N.	53	Presentations	7.00%	
41	Mthunzi M.E.	53	Presentations	1.00%	
42	Mokatse M.A.	53	Presentations	10.00%	
43	Bothma J.P.A.	53	Presentations	2.00%	
53	Smith D.J.	53	Presentations	2.00%	
59	Radebe F.L.	53	Presentations	15.00%	
60	Nkwe M.I.	53	Presentations	15.00%	
62	Ngwenya I.S.	53	Presentations	1.00%	
66	Khoza B.P.	53	Presentations	2.00%	
67	Mthethwa N.E.	53	Presentations	5.00%	
68	Erasmus M.M.	53	Presentations	2.00%	
72	Botha M.M.	53	Presentations	1.00%	
73	Visser W.P.	53	Presentations	2.00%	
74	Cloete A.S.	53	Presentations	4.00%	
75	Mbuli S.C.A.	53	Presentations	4.00%	
79	Simon J.E.	53	Presentations	2.00%	
81	Pillay K.	53	Presentations	5.00%	
83	Baird C.L.	53	Presentations	2.00%	
89	Hayward A.	53	Presentations	2.00%	
103	Sithebe S.A.	53	Presentations	3.00%	
104	Pelser A.C.	53	Presentations	5.00%	
106	Bierman S.	53	Presentations	5.00%	
107	Tsolo M.S.	53	Presentations	2.00%	
109	Lamprecht C.L.	53	Presentations	1.00%	
110	De Sousa Tomaz C.	53	Presentations	5.00%	

111	Marais E.	53	Presentations	1.00%	
112	Van Tonder O.C.	53	Presentations	2.00%	
				136.00%	R 190,688.37
5	Bothma I.L.	54	Research and Development	5.00%	
34	Schoeman S.J.	54	Research and Development	1.00%	
41	Mthunzi M.E.	54	Research and Development	1.00%	
43	Bothma J.P.A.	54	Research and Development	5.00%	
44	Schwartz I.S.	54	Research and Development	15.00%	
51	Badenhorst P.J.	54	Research and Development	2.00%	
53	Smith D.J.	54	Research and Development	10.00%	
54	Makena M.O.	54	Research and Development	2.00%	
57	Minnaar W.E.	54	Research and Development	5.00%	
59	Radebe F.L.	54	Research and Development	5.00%	
61	Sambo M.P.	54	Research and Development	5.00%	
67	Mthethwa N.E.	54	Research and Development	2.00%	
68	Erasmus M.M.	54	Research and Development	1.00%	
75	Mbuli S.C.A.	54	Research and Development	2.00%	
81	Pillay K.	54	Research and Development	20.00%	
83	Baird C.L.	54	Research and Development	11.00%	
84	Hooper A.R.	54	Research and Development	5.00%	
86	Mc Currach M.	54	Research and Development	5.00%	
94	Mthimunye S.	54	Research and Development	5.00%	
95	Rhadebe M.	54	Research and Development	5.00%	
97	Phillips P.	54	Research and Development	5.00%	
98	Bellamy T.	54	Research and Development	5.00%	
100	Viljoen C.J.	54	Research and Development	5.00%	
103	Sithebe S.A.	54	Research and Development	1.00%	
				128.00%	R 209,336.09
1	Smith A.B.	55	Financial Budgeting and Control	4.00%	
3	Löding P.P.J.	55	Financial Budgeting and Control	3.00%	
43	Bothma J.P.A.	55	Financial Budgeting and Control	30.00%	
44	Schwartz I.S.	55	Financial Budgeting and Control	1.00%	
53	Smith D.J.	55	Financial Budgeting and Control	1.00%	
54	Makena M.O.	55	Financial Budgeting and Control	2.00%	
60	Nkwe M.I.	55	Financial Budgeting and Control	3.00%	
68	Erasmus M.M.	55	Financial Budgeting and Control	1.00%	
72	Botha M.M.	55	Financial Budgeting and Control	1.00%	
73	Visser W.P.	55	Financial Budgeting and Control	1.00%	
75	Mbuli S.C.A.	55	Financial Budgeting and Control	3.00%	
77	Mc Intyre L.M.	55	Financial Budgeting and Control	10.00%	
79	Simon J.E.	55	Financial Budgeting and Control	10.00%	
81	Pillay K.	55	Financial Budgeting and Control	10.00%	
82	Mandita V.	55	Financial Budgeting and Control	1.00%	
88	Hanekom A.W.B.	55	Financial Budgeting and Control	30.00%	
89	Hayward A.	55	Financial Budgeting and Control	2.00%	
92	Modern G.	55	Financial Budgeting and Control	10.00%	
94	Mthimunye S.	55	Financial Budgeting and Control	15.00%	
95	Rhadebe M.	55	Financial Budgeting and Control	3.00%	
100	Viljoen C.J.	55	Financial Budgeting and Control	5.00%	
103	Sithebe S.A.	55	Financial Budgeting and Control	1.00%	

106	Bierman S.	55	Financial Budgeting and Control	1.00%	
107	Tsolo M.S.	55	Financial Budgeting and Control	10.00%	
112	Van Tonder O.C.	55	Financial Budgeting and Control	0.10%	
				158.10%	R 265,525.98
3	Löding P.P.J.	56	Recruitment / Staffing	1.00%	
16	Esterhuizen M.S.	56	Recruitment / Staffing	0.50%	
21	Vacant 0	56	Recruitment / Staffing	5.00%	
33	Vacant 0	56	Recruitment / Staffing	5.00%	
52	Grierson L.V.	56	Recruitment / Staffing	20.00%	
60	Nkwe M.I.	56	Recruitment / Staffing	3.00%	
62	Ngwenya I.S.	56	Recruitment / Staffing	10.00%	
68	Erasmus M.M.	56	Recruitment / Staffing	2.00%	
69	Du Plooy H.E.	56	Recruitment / Staffing	2.00%	
75	Mbuli S.C.A.	56	Recruitment / Staffing	3.00%	
79	Simon J.E.	56	Recruitment / Staffing	5.00%	
89	Hayward A.	56	Recruitment / Staffing	5.00%	
92	Modern G.	56	Recruitment / Staffing	3.00%	
99	Mthembu S.S.P.	56	Recruitment / Staffing	5.00%	
103	Sithebe S.A.	56	Recruitment / Staffing	3.00%	
104	Pelser A.C.	56	Recruitment / Staffing	5.00%	
106	Bierman S.	56	Recruitment / Staffing	5.00%	
107	Tsolo M.S.	56	Recruitment / Staffing	5.00%	
109	Lamprecht C.L.	56	Recruitment / Staffing	20.00%	
110	De Sousa Tomaz C.	56	Recruitment / Staffing	5.00%	
111	Marais E.	56	Recruitment / Staffing	4.00%	
112	Van Tonder O.C.	56	Recruitment / Staffing	10.00%	
127	Mathane H.T.M.	56	Recruitment / Staffing	10.00%	
				136.50%	R 199,389.58
3	Löding P.P.J.	57	Marketing	0.50%	
34	Schoeman S.J.	57	Marketing	1.00%	
53	Smith D.J.	57	Marketing	2.00%	
60	Nkwe M.I.	57	Marketing	5.00%	
62	Ngwenya I.S.	57	Marketing	1.00%	
73	Visser W.P.	57	Marketing	1.00%	
74	Cloete A.S.	57	Marketing	1.00%	
75	Mbuli S.C.A.	57	Marketing	4.00%	
81	Pillay K.	57	Marketing	2.00%	
83	Baird C.L.	57	Marketing	5.00%	
84	Hooper A.R.	57	Marketing	5.00%	
86	Mc Currach M.	57	Marketing	1.00%	
92	Modern G.	57	Marketing	5.00%	
				33.50%	R 59,351.78
3	Löding P.P.J.	58	Ad Hoc Projects	5.00%	
12	Van Rensburg D.T.	58	Ad Hoc Projects	5.00%	
17	Bosman L.	58	Ad Hoc Projects	1.00%	
20	Du Plessis A.	58	Ad Hoc Projects	1.00%	
21	Vacant 0	58	Ad Hoc Projects	5.00%	
22	Nieman J.C.	58	Ad Hoc Projects	5.00%	
23	Van Rensburg A.M.	58	Ad Hoc Projects	2.00%	

33	Vacant 0	58	Ad Hoc Projects	5.00%	
34	Schoeman S.J.	58	Ad Hoc Projects	1.00%	
37	Snyman D.A.	58	Ad Hoc Projects	5.00%	
43	Bothma J.P.A.	58	Ad Hoc Projects	10.00%	
44	Schwartz I.S.	58	Ad Hoc Projects	9.00%	
45	Van Tonder M.M.	58	Ad Hoc Projects	2.00%	
51	Badenhorst P.J.	58	Ad Hoc Projects	1.00%	
52	Grierson L.V.	58	Ad Hoc Projects	5.00%	
53	Smith D.J.	58	Ad Hoc Projects	5.00%	
59	Radebe F.L.	58	Ad Hoc Projects	5.00%	
60	Nkwe M.I.	58	Ad Hoc Projects	2.00%	
67	Mthethwa N.E.	58	Ad Hoc Projects	2.00%	
68	Erasmus M.M.	58	Ad Hoc Projects	1.00%	
73	Visser W.P.	58	Ad Hoc Projects	7.00%	
74	Cloete A.S.	58	Ad Hoc Projects	3.00%	
75	Mbuli S.C.A.	58	Ad Hoc Projects	2.00%	
79	Simon J.E.	58	Ad Hoc Projects	5.00%	
81	Pillay K.	58	Ad Hoc Projects	5.00%	
86	Mc Currach M.	58	Ad Hoc Projects	2.00%	
89	Hayward A.	58	Ad Hoc Projects	2.00%	
91	Huck W.	58	Ad Hoc Projects	10.00%	
92	Modern G.	58	Ad Hoc Projects	2.00%	
99	Mthembu S.S.P.	58	Ad Hoc Projects	10.00%	
103	Sithebe S.A.	58	Ad Hoc Projects	1.00%	
104	Pelser A.C.	58	Ad Hoc Projects	1.00%	
106	Bierman S.	58	Ad Hoc Projects	1.00%	
112	Van Tonder O.C.	58	Ad Hoc Projects	2.00%	
				130.00%	R 209,978.16
3	Löding P.P.J.	59	Conducts On-Job-Training	0.50%	
6	Heystek J.M.	59	Conducts On-Job-Training	5.00%	
12	Van Rensburg D.T.	59	Conducts On-Job-Training	2.00%	
22	Nieman J.C.	59	Conducts On-Job-Training	10.00%	
28	Mahlangu I.S.	59	Conducts On-Job-Training	15.00%	
30	Goosen R.C.	59	Conducts On-Job-Training	3.00%	
31	Theron J.M.	59	Conducts On-Job-Training	3.00%	
34	Schoeman S.J.	59	Conducts On-Job-Training	6.00%	
60	Nkwe M.I.	59	Conducts On-Job-Training	20.00%	
68	Erasmus M.M.	59	Conducts On-Job-Training	2.00%	
75	Mbuli S.C.A.	59	Conducts On-Job-Training	2.00%	
79	Simon J.E.	59	Conducts On-Job-Training	5.00%	
91	Huck W.	59	Conducts On-Job-Training	20.00%	
100	Viljoen C.J.	59	Conducts On-Job-Training	5.00%	
				98.50%	R 126,789.36
2	Shabalala M.E.T.	60	Receives On-Job-Training	5.00%	
4	Moolman M.L.	60	Receives On-Job-Training	5.00%	
6	Heystek J.M.	60	Receives On-Job-Training	1.00%	
7	Roestorff M.	60	Receives On-Job-Training	2.00%	
8	Ngubeni S.A.	60	Receives On-Job-Training	5.00%	
9	Mogotsi K.S.	60	Receives On-Job-Training	10.00%	
10	Meere M.J.P.	60	Receives On-Job-Training	5.00%	

12	Van Rensburg D.T.	60	Receives On-Job-Training	5.00%	
13	Giatras M.A.	60	Receives On-Job-Training	1.00%	
16	Esterhuizen M.S.	60	Receives On-Job-Training	0.50%	
17	Bosman L.	60	Receives On-Job-Training	2.00%	
18	Maritz L.A.	60	Receives On-Job-Training	1.00%	
19	Els K.	60	Receives On-Job-Training	2.00%	
20	Du Plessis A.	60	Receives On-Job-Training	1.00%	
23	Van Rensburg A.M.	60	Receives On-Job-Training	2.00%	
24	Rapea M.	60	Receives On-Job-Training	5.00%	
25	Sithebe R.S.	60	Receives On-Job-Training	1.00%	
26	Mogatusi K.J.	60	Receives On-Job-Training	1.00%	
28	Mahlangu I.S.	60	Receives On-Job-Training	15.00%	
29	Nkambule L.E.	60	Receives On-Job-Training	9.00%	
30	Goosen R.C.	60	Receives On-Job-Training	2.00%	
31	Theron J.M.	60	Receives On-Job-Training	1.00%	
32	Motsepe N.D.	60	Receives On-Job-Training	5.00%	
34	Schoeman S.J.	60	Receives On-Job-Training	2.00%	
36	Moshidi A.L.	60	Receives On-Job-Training	7.00%	
37	Snyman D.A.	60	Receives On-Job-Training	3.00%	
40	Semela M.N.	60	Receives On-Job-Training	4.00%	
42	Mokatse M.A.	60	Receives On-Job-Training	3.00%	
44	Schwartz I.S.	60	Receives On-Job-Training	1.00%	
46	Chuene L.D.	60	Receives On-Job-Training	10.00%	
48	Mailula E.	60	Receives On-Job-Training	10.00%	
49	Phukubye M.E.	60	Receives On-Job-Training	10.00%	
51	Badenhorst P.J.	60	Receives On-Job-Training	1.00%	
53	Smith D.J.	60	Receives On-Job-Training	1.00%	
54	Makena M.O.	60	Receives On-Job-Training	15.00%	
59	Radebe F.L.	60	Receives On-Job-Training	2.00%	
60	Nkwe M.I.	60	Receives On-Job-Training	5.00%	
61	Sambo M.P.	60	Receives On-Job-Training	5.00%	
64	Hunt Z.D.	60	Receives On-Job-Training	1.00%	
65	Rossouw D.A.	60	Receives On-Job-Training	2.00%	
68	Erasmus M.M.	60	Receives On-Job-Training	2.00%	
69	Du Plooy H.E.	60	Receives On-Job-Training	2.00%	
70	Kock M.B.	60	Receives On-Job-Training	2.00%	
71	Malaza S.B.	60	Receives On-Job-Training	4.00%	
72	Botha M.M.	60	Receives On-Job-Training	15.00%	
73	Visser W.P.	60	Receives On-Job-Training	4.00%	
74	Cloete A.S.	60	Receives On-Job-Training	5.00%	
75	Mbuli S.C.A.	60	Receives On-Job-Training	4.00%	
76	Maenetja J.	60	Receives On-Job-Training	5.00%	
77	Mc Intyre L.M.	60	Receives On-Job-Training	10.00%	
80	Mbonani E.	60	Receives On-Job-Training	10.00%	
89	Hayward A.	60	Receives On-Job-Training	1.00%	
96	Levy L.	60	Receives On-Job-Training	4.00%	
97	Phillips P.	60	Receives On-Job-Training	3.00%	
98	Bellamy T.	60	Receives On-Job-Training	2.00%	
99	Mthembu S.S.P.	60	Receives On-Job-Training	5.00%	
102	Sweetman J.P.	60	Receives On-Job-Training	10.00%	
103	Sithebe S.A.	60	Receives On-Job-Training	1.00%	
104	Pelser A.C.	60	Receives On-Job-Training	2.00%	

105	Wandlala M.S.	60	Receives On-Job-Training	5.00%	
106	Bierman S.	60	Receives On-Job-Training	1.00%	
127	Mathane H.T.M.	60	Receives On-Job-Training	5.00%	
				270.50%	R 275,550.35
			TOTAL		R 14,595,422.26



ANNEXURE F
CORE VERSUS SUPPORT ACTIVITIES – PRIORITISED

No.	Activities	Dictionary Headings		Core / Support	Ranking
	Description	Ref	Description		
1	Manage	A:	Management	Support	3
2	Secretarial Services	B:	Secretarial	Support	4
3	Benefits : Exit Planning	C:	Administration	Core	1
4	Benefits : Study Schemes	C:	Administration	Support	4
5	Benefits : Leave	C:	Administration	Core	4
6	Benefits : Insurances (Hoskens)	C:	Administration	Support	4
7	Benefits : Medical schemes	C:	Administration	Core	4
8	Benefits : Car Schemes (allowances / company cars / business scheme)	C:	Administration	Core	2
9	Benefits : Diners Card	C:	Administration	Support	4
10	Benefits : Telephone Accounts	C:	Administration	Support	4
11	Remuneration	C:	Administration	Core	1
12	Package / Tax Structuring	C:	Administration	Support	2
13	Payroll Processing	C:	Administration	Core	2
14	Payroll Reconciliations	C:	Administration	Support	4
15	Staff Movements	C:	Administration	Core	2
16	Job Evaluation Secretariat	C:	Administration	Support	4
17	Employee Register (Manplan)	C:	Administration	Core	4
18	Contracts	C:	Administration	Support	4
19	Management Information / Statistics	C:	Administration	Support	2
20	Office Services	C:	Administration	Support	4
21	Administration (Training and Development)	D:	Training and Development	Support	4
22	Competency Based System / Process	D:	Training and Development	Support	2
23	HR Development initiatives / forums	D:	Training and Development	Support	4
24	Development	D:	Training and Development	Core	1
25	Education and Training	D:	Training and Development	Support	1
26	Career Management	D:	Training and Development	Support	2
27	Awareness Initiatives	E :	Organisation Development	Support	4
28	Change Management	E :	Organisation Development	Core	2
29	Work Design and Structuring	E :	Organisation Development	Core	2
30	Manpower planning	E :	Organisation Development	Support	4
31	Performance management	E :	Organisation Development	Support	3
32	Executive Health Programme	F:	Health and Well-Being	Support	4
33	Rehabilitation of Eskom Employees	F:	Health and Well-Being	Support	4
34	Special Employee and Family Care	F:	Health and Well-Being	Support	4
35	Stress Management	F:	Health and Well-Being	Support	4
36	Health Education and Training	F:	Health and Well-Being	Support	4
37	Employee Well-being	F:	Health and Well-Being	Support	4
38	IR Training	G:	Industrial Relations	Support	2
39	Relationship Building Interventions	G:	Industrial Relations	Support	3
40	Participative Structures (Unfolding Vision Agreement)	G:	Industrial Relations	Core	4
41	Industrial Action and Conflict Management	G:	Industrial Relations	Support	4
42	Dispute Resolution	G:	Industrial Relations	Support	4
43	Maintenance of discipline	G:	Industrial Relations	Support	3
44	Communications Media	H:	Communication	Support	3
45	Communication Strategy	H:	Communication	Support	3
46	Communication Initiatives	H:	Communication	Support	4
47	Public Relations	H:	Communication	Support	4
48	Press Releases	H:	Communication	Support	4
49	Standards and Procedures	I:	General	Core	4
50	Site Visits	I:	General	Support	3
51	Ad hoc Activities / Advice	I:	General	Support	4
52	Advice	I:	General	Core	1
53	Presentations	I:	General	Support	4
54	Research and Development	I:	General	Support	1
55	Financial Budgeting and Control	I:	General	Support	4
56	Recruitment / Staffing	I:	General	Support	4
57	Marketing	I:	General	Support	3
58	Ad Hoc Projects	I:	General	Support	4
59	Conducts On-Job-Training	I:	General	Support	2
60	Receives On-Job-Training	I:	General	Support	4

ANNEXURE G
FRAGMENTED REPORT PER ACTIVITY

No	Name	Ref	Description	%	Cost
73	Visser W.P.	1	Manage	2.00%	R 4,596.04
				2.00%	R 4,596.04
81	Pillay K.	2	Secretarial Services	1.00%	R 1,915.09
40	Semela M.N.	2	Secretarial Services	1.00%	R 1,356.63
				2.00%	R 3,271.71
40	Semela M.N.	3	Benefits : Exit Planning	3.00%	R 4,069.88
42	Mokatse M.A.	3	Benefits : Exit Planning	3.00%	R 3,405.22
6	Heystek J.M.	3	Benefits : Exit Planning	2.00%	R 2,243.97
13	Giatras M.A.	3	Benefits : Exit Planning	2.00%	R 2,126.83
112	Van Tonder O.C.	3	Benefits : Exit Planning	1.00%	R 1,551.05
32	Motsepe N.D.	3	Benefits : Exit Planning	2.00%	R 1,457.85
3	Löding P.P.J.	3	Benefits : Exit Planning	0.50%	R 1,382.57
34	Schoeman S.J.	3	Benefits : Exit Planning	1.00%	R 1,291.46
11	Masango T.F.	3	Benefits : Exit Planning	1.00%	R 979.39
106	Bierman S.	3	Benefits : Exit Planning	1.00%	R 961.46
111	Marais E.	3	Benefits : Exit Planning	0.50%	R 704.45
110	De Sousa Tomaz C.	3	Benefits : Exit Planning	0.50%	R 683.06
28	Mahlangu I.S.	3	Benefits : Exit Planning	0.50%	R 566.41
				18.00%	R 21,423.60
89	Hayward A.	4	Benefits : Study Schemes	2.00%	R 4,358.66
92	Modern G.	4	Benefits : Study Schemes	2.00%	R 4,121.63
79	Simon J.E.	4	Benefits : Study Schemes	3.00%	R 3,334.77
30	Goosen R.C.	4	Benefits : Study Schemes	3.00%	R 2,666.46
17	Bosman L.	4	Benefits : Study Schemes	2.00%	R 2,351.80
42	Mokatse M.A.	4	Benefits : Study Schemes	2.00%	R 2,270.15
6	Heystek J.M.	4	Benefits : Study Schemes	2.00%	R 2,243.97
32	Motsepe N.D.	4	Benefits : Study Schemes	3.00%	R 2,186.78
13	Giatras M.A.	4	Benefits : Study Schemes	2.00%	R 2,126.83
10	Meere M.J.P.	4	Benefits : Study Schemes	2.00%	R 2,020.16
70	Kock M.B.	4	Benefits : Study Schemes	2.00%	R 1,988.73
27	Myer S.A.	4	Benefits : Study Schemes	2.00%	R 1,968.75
3	Löding P.P.J.	4	Benefits : Study Schemes	0.50%	R 1,382.57
40	Semela M.N.	4	Benefits : Study Schemes	1.00%	R 1,356.63
8	Ngubeni S.A.	4	Benefits : Study Schemes	2.00%	R 1,355.36
71	Malaza S.B.	4	Benefits : Study Schemes	2.00%	R 1,349.49
34	Schoeman S.J.	4	Benefits : Study Schemes	1.00%	R 1,291.46
29	Nkambule L.E.	4	Benefits : Study Schemes	2.00%	R 1,118.65
104	Pelser A.C.	4	Benefits : Study Schemes	1.00%	R 1,104.67
69	Du Plooy H.E.	4	Benefits : Study Schemes	1.00%	R 1,062.01
11	Masango T.F.	4	Benefits : Study Schemes	1.00%	R 979.39
26	Mogatusi K.J.	4	Benefits : Study Schemes	1.00%	R 968.26
106	Bierman S.	4	Benefits : Study Schemes	1.00%	R 961.46
14	Berry A.	4	Benefits : Study Schemes	1.00%	R 944.62
62	Ngwenya I.S.	4	Benefits : Study Schemes	1.00%	R 900.41
31	Theron J.M.	4	Benefits : Study Schemes	1.00%	R 793.55
109	Lamprecht C.L.	4	Benefits : Study Schemes	0.50%	R 768.32
110	De Sousa Tomaz C.	4	Benefits : Study Schemes	0.50%	R 683.06
28	Mahlangu I.S.	4	Benefits : Study Schemes	0.50%	R 566.41
112	Van Tonder O.C.	4	Benefits : Study Schemes	0.10%	R 155.11
				45.10%	R 49,380.09
40	Semela M.N.	5	Benefits : Leave	2.00%	R 2,713.25
12	Van Rensburg D.T.	5	Benefits : Leave	2.00%	R 2,478.53
104	Pelser A.C.	5	Benefits : Leave	2.00%	R 2,209.33
71	Malaza S.B.	5	Benefits : Leave	3.00%	R 2,024.23
70	Kock M.B.	5	Benefits : Leave	2.00%	R 1,988.73
16	Esterhuizen M.S.	5	Benefits : Leave	2.00%	R 1,955.67
68	Erasmus M.M.	5	Benefits : Leave	1.00%	R 1,932.22
43	Bothma J.P.A.	5	Benefits : Leave	1.00%	R 1,850.05
3	Löding P.P.J.	5	Benefits : Leave	0.50%	R 1,382.57
34	Schoeman S.J.	5	Benefits : Leave	1.00%	R 1,291.46
17	Bosman L.	5	Benefits : Leave	1.00%	R 1,175.90
6	Heystek J.M.	5	Benefits : Leave	1.00%	R 1,121.98
15	Dippenaar P.C.	5	Benefits : Leave	1.00%	R 1,089.34
19	Els K.	5	Benefits : Leave	1.00%	R 1,078.31
11	Masango T.F.	5	Benefits : Leave	1.00%	R 979.39
106	Bierman S.	5	Benefits : Leave	1.00%	R 961.46
38	Mohale L.	5	Benefits : Leave	1.00%	R 957.63

72	Botha M.M.	5	Benefits : Leave	1.00%	R 903.72
62	Ngwenya I.S.	5	Benefits : Leave	1.00%	R 900.41
109	Lamprecht C.L.	5	Benefits : Leave	0.50%	R 768.32
110	De Sousa Tomaz C.	5	Benefits : Leave	0.50%	R 683.06
28	Mahlangu I.S.	5	Benefits : Leave	0.50%	R 566.41
112	Van Tonder O.C.	5	Benefits : Leave	0.10%	R 155.11
				27.10%	R 31,167.09
37	Snyman D.A.	6	Benefits : Insurances (Hoskens)	4.00%	R 3,712.64
42	Mokatse M.A.	6	Benefits : Insurances (Hoskens)	3.00%	R 3,405.22
71	Malaza S.B.	6	Benefits : Insurances (Hoskens)	4.00%	R 2,698.97
70	Kock M.B.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,988.73
68	Erasmus M.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,932.22
25	Sithebe R.S.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,728.48
36	Moshidi A.L.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,576.20
3	Löding P.P.J.	6	Benefits : Insurances (Hoskens)	0.50%	R 1,382.57
40	Semela M.N.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,356.63
8	Ngubeni S.A.	6	Benefits : Insurances (Hoskens)	2.00%	R 1,355.36
34	Schoeman S.J.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,291.46
17	Bosman L.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,175.90
6	Heystek J.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,121.98
104	Pelser A.C.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,104.67
15	Dippenaar P.C.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,089.34
23	Van Rensburg A.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 1,079.30
11	Masango T.F.	6	Benefits : Insurances (Hoskens)	1.00%	R 979.39
18	Maritz L.A.	6	Benefits : Insurances (Hoskens)	1.00%	R 977.89
16	Esterhuizen M.S.	6	Benefits : Insurances (Hoskens)	1.00%	R 977.84
26	Mogatusi K.J.	6	Benefits : Insurances (Hoskens)	1.00%	R 968.26
106	Bierman S.	6	Benefits : Insurances (Hoskens)	1.00%	R 961.46
20	Du Plessis A.	6	Benefits : Insurances (Hoskens)	1.00%	R 923.16
30	Goosen R.C.	6	Benefits : Insurances (Hoskens)	1.00%	R 888.82
31	Theron J.M.	6	Benefits : Insurances (Hoskens)	1.00%	R 793.55
109	Lamprecht C.L.	6	Benefits : Insurances (Hoskens)	0.50%	R 768.32
28	Mahlangu I.S.	6	Benefits : Insurances (Hoskens)	0.50%	R 566.41
29	Nkambule L.E.	6	Benefits : Insurances (Hoskens)	1.00%	R 559.32
13	Giatras M.A.	6	Benefits : Insurances (Hoskens)	0.50%	R 531.71
				38.00%	R 37,895.78
20	Du Plessis A.	7	Benefits : Medical schemes	4.00%	R 3,692.62
37	Snyman D.A.	7	Benefits : Medical schemes	3.00%	R 2,784.48
30	Goosen R.C.	7	Benefits : Medical schemes	3.00%	R 2,666.46
23	Van Rensburg A.M.	7	Benefits : Medical schemes	2.00%	R 2,158.60
70	Kock M.B.	7	Benefits : Medical schemes	2.00%	R 1,988.73
27	Myer S.A.	7	Benefits : Medical schemes	2.00%	R 1,968.75
11	Masango T.F.	7	Benefits : Medical schemes	2.00%	R 1,958.78
18	Maritz L.A.	7	Benefits : Medical schemes	2.00%	R 1,955.79
26	Mogatusi K.J.	7	Benefits : Medical schemes	2.00%	R 1,936.53
25	Sithebe R.S.	7	Benefits : Medical schemes	2.00%	R 1,728.48
35	Wilson S.L.V.	7	Benefits : Medical schemes	2.00%	R 1,707.16
31	Theron J.M.	7	Benefits : Medical schemes	2.00%	R 1,587.09
32	Motsepe N.D.	7	Benefits : Medical schemes	2.00%	R 1,457.85
3	Löding P.P.J.	7	Benefits : Medical schemes	0.50%	R 1,382.57
40	Semela M.N.	7	Benefits : Medical schemes	1.00%	R 1,356.63
71	Malaza S.B.	7	Benefits : Medical schemes	2.00%	R 1,349.49
34	Schoeman S.J.	7	Benefits : Medical schemes	1.00%	R 1,291.46
17	Bosman L.	7	Benefits : Medical schemes	1.00%	R 1,175.90
6	Heystek J.M.	7	Benefits : Medical schemes	1.00%	R 1,121.98
104	Pelser A.C.	7	Benefits : Medical schemes	1.00%	R 1,104.67
15	Dippenaar P.C.	7	Benefits : Medical schemes	1.00%	R 1,089.34
19	Els K.	7	Benefits : Medical schemes	1.00%	R 1,078.31
69	Du Plooy H.E.	7	Benefits : Medical schemes	1.00%	R 1,062.01
106	Bierman S.	7	Benefits : Medical schemes	1.00%	R 961.46
14	Berry A.	7	Benefits : Medical schemes	1.00%	R 944.62
72	Botha M.M.	7	Benefits : Medical schemes	1.00%	R 903.72
109	Lamprecht C.L.	7	Benefits : Medical schemes	0.50%	R 768.32
8	Ngubeni S.A.	7	Benefits : Medical schemes	1.00%	R 677.68
28	Mahlangu I.S.	7	Benefits : Medical schemes	0.50%	R 566.41
112	Van Tonder O.C.	7	Benefits : Medical schemes	0.10%	R 155.11
111	Marais E.	7	Benefits : Medical schemes	0.10%	R 140.89
				45.70%	R 44,721.88

42	Mokatse M.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	R 3,405.22
10	Meere M.J.P.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	R 3,030.24
70	Kock M.B.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	3.00%	R 2,983.09
3	Löding P.P.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 2,765.13
34	Schoeman S.J.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 2,582.92
17	Bosman L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 2,351.80
23	Van Rensburg A.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 2,158.60
7	Roestorff M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 2,092.16
68	Erasmus M.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,932.22
32	Motsepe N.D.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 1,457.85
6	Heystek J.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,121.98
29	Nkambule L.E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	2.00%	R 1,118.65
104	Pelser A.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,104.67
69	Du Plooy H.E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 1,062.01
16	Esterhuizen M.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 977.84
30	Goosen R.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 888.82
25	Sithebe R.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 864.24
31	Theron J.M.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	1.00%	R 793.55
109	Lamprecht C.L.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 768.32
110	De Sousa Tomaz C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 683.06
28	Mahlangu I.S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 566.41
13	Giatras M.A.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 531.71
106	Bierman S.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.50%	R 480.73
112	Van Tonder O.C.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.10%	R 155.11
111	Marais E.	8	Benefits : Car Schemes (allowances / company cars / business scheme)	0.10%	R 140.89
				32.70%	R 36,017.21
70	Kock M.B.	9	Benefits : Diners Card	2.00%	R 1,988.73
71	Malaza S.B.	9	Benefits : Diners Card	2.00%	R 1,349.49
25	Sithebe R.S.	9	Benefits : Diners Card	1.00%	R 864.24
				5.00%	R 4,202.46
70	Kock M.B.	10	Benefits : Telephone Accounts	2.00%	R 1,988.73
16	Esterhuizen M.S.	10	Benefits : Telephone Accounts	2.00%	R 1,955.67
64	Hunt Z.D.	10	Benefits : Telephone Accounts	2.00%	R 1,896.75
72	Botha M.M.	10	Benefits : Telephone Accounts	2.00%	R 1,807.45
71	Malaza S.B.	10	Benefits : Telephone Accounts	2.00%	R 1,349.49
34	Schoeman S.J.	10	Benefits : Telephone Accounts	1.00%	R 1,291.46
104	Pelser A.C.	10	Benefits : Telephone Accounts	1.00%	R 1,104.67
15	Dippenaar P.C.	10	Benefits : Telephone Accounts	1.00%	R 1,089.34
19	Els K.	10	Benefits : Telephone Accounts	1.00%	R 1,078.31
26	Mogatusi K.J.	10	Benefits : Telephone Accounts	1.00%	R 968.26
31	Theron J.M.	10	Benefits : Telephone Accounts	1.00%	R 793.55
28	Mahlangu I.S.	10	Benefits : Telephone Accounts	0.50%	R 566.41
29	Nkambule L.E.	10	Benefits : Telephone Accounts	1.00%	R 559.32
106	Bierman S.	10	Benefits : Telephone Accounts	0.50%	R 480.73
				18.00%	R 16,930.13
103	Sithebe S.A.	11	Remuneration	3.00%	R 6,533.40
109	Lamprecht C.L.	11	Remuneration	4.00%	R 6,146.55
51	Badenhorst P.J.	11	Remuneration	1.00%	R 2,462.55
42	Mokatse M.A.	11	Remuneration	2.00%	R 2,270.15
106	Bierman S.	11	Remuneration	2.00%	R 1,922.92
104	Pelser A.C.	11	Remuneration	1.00%	R 1,104.67
111	Marais E.	11	Remuneration	0.50%	R 704.45
28	Mahlangu I.S.	11	Remuneration	0.50%	R 566.41
112	Van Tonder O.C.	11	Remuneration	0.20%	R 310.21
				14.20%	R 22,021.31
37	Snyman D.A.	12	Package / Tax Structuring	4.00%	R 3,712.64
3	Löding P.P.J.	12	Package / Tax Structuring	1.00%	R 2,765.13
35	Wilson S.L.V.	12	Package / Tax Structuring	3.00%	R 2,560.74
31	Theron J.M.	12	Package / Tax Structuring	3.00%	R 2,380.64
17	Bosman L.	12	Package / Tax Structuring	2.00%	R 2,351.80
42	Mokatse M.A.	12	Package / Tax Structuring	2.00%	R 2,270.15
104	Pelser A.C.	12	Package / Tax Structuring	2.00%	R 2,209.33
19	Els K.	12	Package / Tax Structuring	2.00%	R 2,156.62
7	Roestorff M.	12	Package / Tax Structuring	2.00%	R 2,092.16
18	Maritz L.A.	12	Package / Tax Structuring	2.00%	R 1,955.79
16	Esterhuizen M.S.	12	Package / Tax Structuring	2.00%	R 1,955.67
106	Bierman S.	12	Package / Tax Structuring	2.00%	R 1,922.92

38	Mohale L.	12	Package / Tax Structuring	2.00%	R 1,915.26
30	Goosen R.C.	12	Package / Tax Structuring	2.00%	R 1,777.64
25	Sithebe R.S.	12	Package / Tax Structuring	2.00%	R 1,728.48
109	Lamprecht C.L.	12	Package / Tax Structuring	1.00%	R 1,536.64
34	Schoeman S.J.	12	Package / Tax Structuring	1.00%	R 1,291.46
15	Dippenaar P.C.	12	Package / Tax Structuring	1.00%	R 1,089.34
27	Myer S.A.	12	Package / Tax Structuring	1.00%	R 984.37
36	Moshidi A.L.	12	Package / Tax Structuring	1.00%	R 788.10
111	Marais E.	12	Package / Tax Structuring	0.50%	R 704.45
28	Mahlangu I.S.	12	Package / Tax Structuring	0.50%	R 566.41
29	Nkambule L.E.	12	Package / Tax Structuring	1.00%	R 559.32
13	Giatras M.A.	12	Package / Tax Structuring	0.50%	R 531.71
112	Van Tonder O.C.	12	Package / Tax Structuring	0.10%	R 155.11
				40.60%	R 41,961.88
109	Lamprecht C.L.	13	Payroll Processing	2.00%	R 3,073.28
3	Löding P.P.J.	13	Payroll Processing	1.00%	R 2,765.13
34	Schoeman S.J.	13	Payroll Processing	2.00%	R 2,582.92
17	Bosman L.	13	Payroll Processing	2.00%	R 2,351.80
104	Pelser A.C.	13	Payroll Processing	2.00%	R 2,209.33
68	Erasmus M.M.	13	Payroll Processing	1.00%	R 1,932.22
106	Bierman S.	13	Payroll Processing	2.00%	R 1,922.92
72	Botha M.M.	13	Payroll Processing	2.00%	R 1,807.45
110	De Sousa Tomaz C.	13	Payroll Processing	1.00%	R 1,366.13
6	Heystek J.M.	13	Payroll Processing	1.00%	R 1,121.98
112	Van Tonder O.C.	13	Payroll Processing	0.50%	R 775.53
4	Moolman M.L.	13	Payroll Processing	1.00%	R 730.27
28	Mahlangu I.S.	13	Payroll Processing	0.50%	R 566.41
				18.00%	R 23,205.37
17	Bosman L.	14	Payroll Reconciliations	2.00%	R 2,351.80
23	Van Rensburg A.M.	14	Payroll Reconciliations	2.00%	R 2,158.60
7	Roestorff M.	14	Payroll Reconciliations	2.00%	R 2,092.16
70	Kock M.B.	14	Payroll Reconciliations	2.00%	R 1,988.73
27	Myer S.A.	14	Payroll Reconciliations	2.00%	R 1,968.75
11	Masango T.F.	14	Payroll Reconciliations	2.00%	R 1,958.78
106	Bierman S.	14	Payroll Reconciliations	2.00%	R 1,922.92
20	Du Plessis A.	14	Payroll Reconciliations	2.00%	R 1,846.31
72	Botha M.M.	14	Payroll Reconciliations	2.00%	R 1,807.45
109	Lamprecht C.L.	14	Payroll Reconciliations	1.00%	R 1,536.64
3	Löding P.P.J.	14	Payroll Reconciliations	0.50%	R 1,382.57
110	De Sousa Tomaz C.	14	Payroll Reconciliations	1.00%	R 1,366.13
71	Malaza S.B.	14	Payroll Reconciliations	2.00%	R 1,349.49
34	Schoeman S.J.	14	Payroll Reconciliations	1.00%	R 1,291.46
6	Heystek J.M.	14	Payroll Reconciliations	1.00%	R 1,121.98
29	Nkambule L.E.	14	Payroll Reconciliations	2.00%	R 1,118.65
104	Pelser A.C.	14	Payroll Reconciliations	1.00%	R 1,104.67
15	Dippenaar P.C.	14	Payroll Reconciliations	1.00%	R 1,089.34
28	Mahlangu I.S.	14	Payroll Reconciliations	0.50%	R 566.41
				29.00%	R 30,022.82
92	Modern G.	15	Staff Movements	2.00%	R 4,121.63
26	Mogatusi K.J.	15	Staff Movements	4.00%	R 3,873.05
112	Van Tonder O.C.	15	Staff Movements	2.00%	R 3,102.11
3	Löding P.P.J.	15	Staff Movements	1.00%	R 2,765.13
110	De Sousa Tomaz C.	15	Staff Movements	2.00%	R 2,732.25
71	Malaza S.B.	15	Staff Movements	4.00%	R 2,698.97
36	Moshidi A.L.	15	Staff Movements	3.00%	R 2,364.29
29	Nkambule L.E.	15	Staff Movements	4.00%	R 2,237.29
11	Masango T.F.	15	Staff Movements	2.00%	R 1,958.78
68	Erasmus M.M.	15	Staff Movements	1.00%	R 1,932.22
34	Schoeman S.J.	15	Staff Movements	1.00%	R 1,291.46
6	Heystek J.M.	15	Staff Movements	1.00%	R 1,121.98
72	Botha M.M.	15	Staff Movements	1.00%	R 903.72
111	Marais E.	15	Staff Movements	0.50%	R 704.45
28	Mahlangu I.S.	15	Staff Movements	0.50%	R 566.41
				29.00%	R 32,373.76
73	Visser W.P.	16	Job Evaluation Secretariat	1.00%	R 2,298.02
74	Cloete A.S.	16	Job Evaluation Secretariat	1.00%	R 1,975.45
64	Hunt Z.D.	16	Job Evaluation Secretariat	1.00%	R 948.37
				3.00%	R 5,221.85

89	Hayward A.	17	Employee Register (Manplan)	2.00%	R 4,358.66
30	Goosen R.C.	17	Employee Register (Manplan)	3.00%	R 2,666.46
19	Els K.	17	Employee Register (Manplan)	2.00%	R 2,156.62
38	Mohale L.	17	Employee Register (Manplan)	2.00%	R 1,915.26
20	Du Plessis A.	17	Employee Register (Manplan)	2.00%	R 1,846.31
25	Sithebe R.S.	17	Employee Register (Manplan)	2.00%	R 1,728.48
31	Theron J.M.	17	Employee Register (Manplan)	2.00%	R 1,587.09
34	Schoeman S.J.	17	Employee Register (Manplan)	1.00%	R 1,291.46
79	Simon J.E.	17	Employee Register (Manplan)	1.00%	R 1,111.59
23	Van Rensburg A.M.	17	Employee Register (Manplan)	1.00%	R 1,079.30
70	Kock M.B.	17	Employee Register (Manplan)	1.00%	R 994.36
27	Myer S.A.	17	Employee Register (Manplan)	1.00%	R 984.37
11	Masango T.F.	17	Employee Register (Manplan)	1.00%	R 979.39
16	Esterhuizen M.S.	17	Employee Register (Manplan)	1.00%	R 977.84
26	Mogatusi K.J.	17	Employee Register (Manplan)	1.00%	R 968.26
36	Moshidi A.L.	17	Employee Register (Manplan)	1.00%	R 788.10
112	Van Tonder O.C.	17	Employee Register (Manplan)	0.50%	R 775.53
111	Marais E.	17	Employee Register (Manplan)	0.50%	R 704.45
71	Malaza S.B.	17	Employee Register (Manplan)	1.00%	R 674.74
29	Nkambule L.E.	17	Employee Register (Manplan)	1.00%	R 559.32
				27.00%	R 28,147.61
103	Sithebe S.A.	18	Contracts	2.00%	R 4,355.60
92	Modern G.	18	Contracts	2.00%	R 4,121.63
57	Minnaar W.E.	18	Contracts	2.00%	R 2,998.10
3	Löding P.P.J.	18	Contracts	1.00%	R 2,765.13
97	Phillips P.	18	Contracts	1.00%	R 2,396.58
73	Visser W.P.	18	Contracts	1.00%	R 2,298.02
89	Hayward A.	18	Contracts	1.00%	R 2,179.33
74	Cloete A.S.	18	Contracts	1.00%	R 1,975.45
16	Esterhuizen M.S.	18	Contracts	2.00%	R 1,955.67
38	Mohale L.	18	Contracts	2.00%	R 1,915.26
36	Moshidi A.L.	18	Contracts	2.00%	R 1,576.20
				17.00%	R 28,536.98
40	Semela M.N.	19	Management Information / Statistics	3.00%	R 4,069.88
20	Du Plessis A.	19	Management Information / Statistics	4.00%	R 3,692.62
31	Theron J.M.	19	Management Information / Statistics	4.00%	R 3,174.18
65	Rossouw D.A.	19	Management Information / Statistics	2.00%	R 2,767.06
3	Löding P.P.J.	19	Management Information / Statistics	1.00%	R 2,765.13
110	De Sousa Tomaz C.	19	Management Information / Statistics	2.00%	R 2,732.25
12	Van Rensburg D.T.	19	Management Information / Statistics	2.00%	R 2,478.53
6	Heystek J.M.	19	Management Information / Statistics	2.00%	R 2,243.97
104	Pelser A.C.	19	Management Information / Statistics	2.00%	R 2,209.33
103	Sithebe S.A.	19	Management Information / Statistics	1.00%	R 2,177.80
23	Van Rensburg A.M.	19	Management Information / Statistics	2.00%	R 2,158.60
53	Smith D.J.	19	Management Information / Statistics	1.00%	R 2,140.82
7	Roestorff M.	19	Management Information / Statistics	2.00%	R 2,092.16
11	Masango T.F.	19	Management Information / Statistics	2.00%	R 1,958.78
18	Maritz L.A.	19	Management Information / Statistics	2.00%	R 1,955.79
16	Esterhuizen M.S.	19	Management Information / Statistics	2.00%	R 1,955.67
68	Erasmus M.M.	19	Management Information / Statistics	1.00%	R 1,932.22
106	Bierman S.	19	Management Information / Statistics	2.00%	R 1,922.92
38	Mohale L.	19	Management Information / Statistics	2.00%	R 1,915.26
30	Goosen R.C.	19	Management Information / Statistics	2.00%	R 1,777.64
109	Lamprecht C.L.	19	Management Information / Statistics	1.00%	R 1,536.64
111	Marais E.	19	Management Information / Statistics	1.00%	R 1,408.90
71	Malaza S.B.	19	Management Information / Statistics	2.00%	R 1,349.49
15	Dippenaar P.C.	19	Management Information / Statistics	1.00%	R 1,089.34
27	Myer S.A.	19	Management Information / Statistics	1.00%	R 984.37
26	Mogatusi K.J.	19	Management Information / Statistics	1.00%	R 968.26
54	Makena M.O.	19	Management Information / Statistics	1.00%	R 923.74
36	Moshidi A.L.	19	Management Information / Statistics	1.00%	R 788.10
13	Giatras M.A.	19	Management Information / Statistics	0.50%	R 531.71
				50.50%	R 57,701.17
21	Vacant 0	20	Office Services	2.00%	R 4,202.34
33	Vacant 0	20	Office Services	2.00%	R 4,202.34
90	Mathebula E.M.	20	Office Services	2.00%	R 4,202.34

3	Löding P.P.J.	20	Office Services	1.00%	R 2,765.13
19	Els K.	20	Office Services	2.00%	R 2,156.62
69	Du Plooy H.E.	20	Office Services	2.00%	R 2,124.02
70	Kock M.B.	20	Office Services	2.00%	R 1,988.73
16	Esterhuizen M.S.	20	Office Services	2.00%	R 1,955.67
88	Hanekom A.W.B.	20	Office Services	2.00%	R 1,934.61
25	Sithebe R.S.	20	Office Services	2.00%	R 1,728.48
47	Sibanyoni J.P.	20	Office Services	2.00%	R 1,535.45
71	Malaza S.B.	20	Office Services	2.00%	R 1,349.49
34	Schoeman S.J.	20	Office Services	1.00%	R 1,291.46
104	Pelser A.C.	20	Office Services	1.00%	R 1,104.67
15	Dippenaar P.C.	20	Office Services	1.00%	R 1,089.34
23	Van Rensburg A.M.	20	Office Services	1.00%	R 1,079.30
11	Masango T.F.	20	Office Services	1.00%	R 979.39
72	Botha M.M.	20	Office Services	1.00%	R 903.72
36	Moshidi A.L.	20	Office Services	1.00%	R 788.10
32	Motsepe N.D.	20	Office Services	1.00%	R 728.93
13	Giatras M.A.	20	Office Services	0.50%	R 531.71
				31.50%	R 38,641.85
96	Levy L.	21	Administration (Training and Development)	4.00%	R 7,821.67
85	Hartzer J.A.	21	Administration (Training and Development)	4.00%	R 7,128.98
62	Ngwenya I.S.	21	Administration (Training and Development)	4.00%	R 3,601.64
3	Löding P.P.J.	21	Administration (Training and Development)	0.50%	R 1,382.57
105	Wandlala M.S.	21	Administration (Training and Development)	2.00%	R 1,342.35
				14.50%	R 21,277.21
110	De Sousa Tomaz C.	22	Competency Based System / Process	4.00%	R 5,464.50
103	Sithebe S.A.	22	Competency Based System / Process	2.00%	R 4,355.60
79	Simon J.E.	22	Competency Based System / Process	2.00%	R 2,223.18
104	Pelser A.C.	22	Competency Based System / Process	2.00%	R 2,209.33
60	Nkwe M.I.	22	Competency Based System / Process	2.00%	R 1,993.46
106	Bierman S.	22	Competency Based System / Process	2.00%	R 1,922.92
3	Löding P.P.J.	22	Competency Based System / Process	0.50%	R 1,382.57
				14.50%	R 19,551.56
89	Hayward A.	23	HR Development initiatives / forums	2.00%	R 4,358.66
60	Nkwe M.I.	23	HR Development initiatives / forums	4.00%	R 3,986.91
81	Pillay K.	23	HR Development initiatives / forums	2.00%	R 3,830.17
86	Mc Currach M.	23	HR Development initiatives / forums	2.00%	R 2,712.92
				10.00%	R 14,888.67
103	Sithebe S.A.	24	Development	4.00%	R 8,711.19
79	Simon J.E.	24	Development	4.00%	R 4,446.36
89	Hayward A.	24	Development	2.00%	R 4,358.66
90	Mathebula E.M.	24	Development	2.00%	R 4,202.34
60	Nkwe M.I.	24	Development	4.00%	R 3,986.91
81	Pillay K.	24	Development	2.00%	R 3,830.17
68	Erasmus M.M.	24	Development	1.00%	R 1,932.22
110	De Sousa Tomaz C.	24	Development	1.00%	R 1,366.13
				20.00%	R 32,833.99
92	Modern G.	25	Education and Training	3.00%	R 6,182.45
79	Simon J.E.	25	Education and Training	4.00%	R 4,446.36
88	Hanekom A.W.B.	25	Education and Training	4.00%	R 3,869.23
81	Pillay K.	25	Education and Training	2.00%	R 3,830.17
104	Pelser A.C.	25	Education and Training	2.00%	R 2,209.33
68	Erasmus M.M.	25	Education and Training	1.00%	R 1,932.22
				16.00%	R 22,469.75
73	Visser W.P.	26	Career Management	4.00%	R 9,192.08
103	Sithebe S.A.	26	Career Management	4.00%	R 8,711.19
74	Cloete A.S.	26	Career Management	3.00%	R 5,926.36
90	Mathebula E.M.	26	Career Management	2.00%	R 4,202.34
60	Nkwe M.I.	26	Career Management	3.00%	R 2,990.19
111	Marais E.	26	Career Management	2.00%	R 2,817.80
110	De Sousa Tomaz C.	26	Career Management	2.00%	R 2,732.25
86	Mc Currach M.	26	Career Management	2.00%	R 2,712.92
79	Simon J.E.	26	Career Management	2.00%	R 2,223.18
104	Pelser A.C.	26	Career Management	2.00%	R 2,209.33
68	Erasmus M.M.	26	Career Management	1.00%	R 1,932.22

109	Lamprecht C.L.	26	Career Management	1.00%	R 1,536.64
98	Bellamy T.	26	Career Management	1.00%	R 1,438.73
16	Esterhuizen M.S.	26	Career Management	1.00%	R 977.84
				30.00%	R 49,603.08
89	Hayward A.	27	Awareness Initiatives	2.00%	R 4,358.66
103	Sithebe S.A.	27	Awareness Initiatives	2.00%	R 4,355.60
90	Mathebula E.M.	27	Awareness Initiatives	2.00%	R 4,202.34
92	Modern G.	27	Awareness Initiatives	2.00%	R 4,121.63
110	De Sousa Tomaz C.	27	Awareness Initiatives	2.00%	R 2,732.25
105	Wandlala M.S.	27	Awareness Initiatives	3.00%	R 2,013.53
81	Pillay K.	27	Awareness Initiatives	1.00%	R 1,915.09
104	Pelser A.C.	27	Awareness Initiatives	1.00%	R 1,104.67
106	Bierman S.	27	Awareness Initiatives	1.00%	R 961.46
				16.00%	R 25,765.23
103	Sithebe S.A.	28	Change Management	2.00%	R 4,355.60
92	Modern G.	28	Change Management	2.00%	R 4,121.63
40	Semela M.N.	28	Change Management	3.00%	R 4,069.88
112	Van Tonder O.C.	28	Change Management	1.00%	R 1,551.05
109	Lamprecht C.L.	28	Change Management	1.00%	R 1,536.64
3	Löding P.P.J.	28	Change Management	0.50%	R 1,382.57
104	Pelser A.C.	28	Change Management	1.00%	R 1,104.67
106	Bierman S.	28	Change Management	1.00%	R 961.46
				11.50%	R 19,083.49
73	Visser W.P.	29	Work Design and Structuring	4.00%	R 9,192.08
98	Bellamy T.	29	Work Design and Structuring	2.00%	R 2,877.46
104	Pelser A.C.	29	Work Design and Structuring	2.00%	R 2,209.33
70	Kock M.B.	29	Work Design and Structuring	2.00%	R 1,988.73
72	Botha M.M.	29	Work Design and Structuring	2.00%	R 1,807.45
109	Lamprecht C.L.	29	Work Design and Structuring	1.00%	R 1,536.64
3	Löding P.P.J.	29	Work Design and Structuring	0.50%	R 1,382.57
71	Malaza S.B.	29	Work Design and Structuring	2.00%	R 1,349.49
105	Wandlala M.S.	29	Work Design and Structuring	2.00%	R 1,342.35
106	Bierman S.	29	Work Design and Structuring	1.00%	R 961.46
112	Van Tonder O.C.	29	Work Design and Structuring	0.10%	R 155.11
				18.60%	R 24,802.66
73	Visser W.P.	30	Manpower planning	4.00%	R 9,192.08
103	Sithebe S.A.	30	Manpower planning	2.00%	R 4,355.60
74	Cloete A.S.	30	Manpower planning	2.00%	R 3,950.91
104	Pelser A.C.	30	Manpower planning	3.00%	R 3,314.00
112	Van Tonder O.C.	30	Manpower planning	2.00%	R 3,102.11
110	De Sousa Tomaz C.	30	Manpower planning	2.00%	R 2,732.25
79	Simon J.E.	30	Manpower planning	2.00%	R 2,223.18
68	Erasmus M.M.	30	Manpower planning	1.00%	R 1,932.22
106	Bierman S.	30	Manpower planning	2.00%	R 1,922.92
81	Pillay K.	30	Manpower planning	1.00%	R 1,915.09
111	Marais E.	30	Manpower planning	1.00%	R 1,408.90
				22.00%	R 36,049.26
103	Sithebe S.A.	31	Performance management	2.00%	R 4,355.60
111	Marais E.	31	Performance management	3.00%	R 4,226.71
109	Lamprecht C.L.	31	Performance management	2.00%	R 3,073.28
3	Löding P.P.J.	31	Performance management	1.00%	R 2,765.13
51	Badenhorst P.J.	31	Performance management	1.00%	R 2,462.55
104	Pelser A.C.	31	Performance management	2.00%	R 2,209.33
68	Erasmus M.M.	31	Performance management	1.00%	R 1,932.22
106	Bierman S.	31	Performance management	2.00%	R 1,922.92
105	Wandlala M.S.	31	Performance management	2.00%	R 1,342.35
79	Simon J.E.	31	Performance management	1.00%	R 1,111.59
13	Giatras M.A.	31	Performance management	0.50%	R 531.71
112	Van Tonder O.C.	31	Performance management	0.10%	R 155.11
				17.60%	R 26,088.50
109	Lamprecht C.L.	33	Rehabilitation of Eskom Employees	1.00%	R 1,536.64
111	Marais E.	33	Rehabilitation of Eskom Employees	1.00%	R 1,408.90
104	Pelser A.C.	33	Rehabilitation of Eskom Employees	1.00%	R 1,104.67
106	Bierman S.	33	Rehabilitation of Eskom Employees	1.00%	R 961.46
				4.00%	R 5,011.67

103	Sithebe S.A.	35	Stress Management	3.00%	R 6,533.40
92	Modern G.	35	Stress Management	2.00%	R 4,121.63
106	Bierman S.	35	Stress Management	2.00%	R 1,922.92
104	Pelser A.C.	35	Stress Management	1.00%	R 1,104.67
				8.00%	R 13,682.62
103	Sithebe S.A.	37	Employee Well-being	2.00%	R 4,355.60
30	Goosen R.C.	37	Employee Well-being	3.00%	R 2,666.46
31	Theron J.M.	37	Employee Well-being	3.00%	R 2,380.64
109	Lamprecht C.L.	37	Employee Well-being	1.00%	R 1,536.64
110	De Sousa Tomaz C.	37	Employee Well-being	1.00%	R 1,366.13
12	Van Rensburg D.T.	37	Employee Well-being	1.00%	R 1,239.26
104	Pelser A.C.	37	Employee Well-being	1.00%	R 1,104.67
23	Van Rensburg A.M.	37	Employee Well-being	1.00%	R 1,079.30
106	Bierman S.	37	Employee Well-being	1.00%	R 961.46
14	Berry A.	37	Employee Well-being	1.00%	R 944.62
36	Moshidi A.L.	37	Employee Well-being	1.00%	R 788.10
32	Motsepe N.D.	37	Employee Well-being	1.00%	R 728.93
29	Nkambule L.E.	37	Employee Well-being	1.00%	R 559.32
13	Giatras M.A.	37	Employee Well-being	0.50%	R 531.71
				18.50%	R 20,242.82
94	Mthimunye S.	38	IR Training	3.00%	R 4,152.02
60	Nkwe M.I.	38	IR Training	4.00%	R 3,986.91
110	De Sousa Tomaz C.	38	IR Training	1.00%	R 1,366.13
				8.00%	R 9,505.05
65	Rossouw D.A.	39	Relationship Building Interventions	2.00%	R 2,767.06
39	Radebe N.P.	39	Relationship Building Interventions	2.00%	R 2,476.41
109	Lamprecht C.L.	39	Relationship Building Interventions	1.50%	R 2,304.96
103	Sithebe S.A.	39	Relationship Building Interventions	1.00%	R 2,177.80
60	Nkwe M.I.	39	Relationship Building Interventions	2.00%	R 1,993.46
106	Bierman S.	39	Relationship Building Interventions	2.00%	R 1,922.92
41	Mthunzi M.E.	39	Relationship Building Interventions	1.00%	R 1,418.61
105	Wandlala M.S.	39	Relationship Building Interventions	2.00%	R 1,342.35
104	Pelser A.C.	39	Relationship Building Interventions	1.00%	R 1,104.67
				14.50%	R 17,508.23
97	Phillips P.	40	Participative Structures (Unfolding Vision Agreement)	3.00%	R 7,189.74
40	Semela M.N.	40	Participative Structures (Unfolding Vision Agreement)	3.00%	R 4,069.88
106	Bierman S.	40	Participative Structures (Unfolding Vision Agreement)	2.00%	R 1,922.92
85	Hartzer J.A.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	R 1,782.24
39	Radebe N.P.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	R 1,238.20
82	Mandita V.	40	Participative Structures (Unfolding Vision Agreement)	1.00%	R 796.86
				11.00%	R 16,999.86
63	Sebueng L.F.	41	Industrial Action and Conflict Management	2.00%	R 4,555.25
109	Lamprecht C.L.	41	Industrial Action and Conflict Management	2.00%	R 3,073.28
41	Mthunzi M.E.	41	Industrial Action and Conflict Management	2.00%	R 2,837.21
39	Radebe N.P.	41	Industrial Action and Conflict Management	2.00%	R 2,476.41
42	Mokatse M.A.	41	Industrial Action and Conflict Management	2.00%	R 2,270.15
106	Bierman S.	41	Industrial Action and Conflict Management	2.00%	R 1,922.92
82	Mandita V.	41	Industrial Action and Conflict Management	2.00%	R 1,593.72
				14.00%	R 18,728.94
41	Mthunzi M.E.	42	Dispute Resolution	2.00%	R 2,837.21
82	Mandita V.	42	Dispute Resolution	2.00%	R 1,593.72
12	Van Rensburg D.T.	42	Dispute Resolution	1.00%	R 1,239.26
				5.00%	R 5,670.20
63	Sebueng L.F.	43	Maintenance of discipline	3.00%	R 6,832.88
92	Modern G.	43	Maintenance of discipline	3.00%	R 6,182.45
104	Pelser A.C.	43	Maintenance of discipline	3.00%	R 3,314.00
41	Mthunzi M.E.	43	Maintenance of discipline	2.00%	R 2,837.21
39	Radebe N.P.	43	Maintenance of discipline	2.00%	R 2,476.41
106	Bierman S.	43	Maintenance of discipline	2.00%	R 1,922.92
				15.00%	R 23,565.87
83	Baird C.L.	44	Communications Media	3.00%	R 5,605.11
104	Pelser A.C.	44	Communications Media	2.00%	R 2,209.33

89	Hayward A.	44	Communications Media	1.00%	R 2,179.33
103	Sithebe S.A.	44	Communications Media	1.00%	R 2,177.80
127	Mathane H.T.M.	44	Communications Media	2.00%	R 1,626.41
67	Mthethwa N.E.	44	Communications Media	1.00%	R 1,132.32
79	Simon J.E.	44	Communications Media	1.00%	R 1,111.59
106	Bierman S.	44	Communications Media	1.00%	R 961.46
105	Wandlala M.S.	44	Communications Media	1.00%	R 671.18
				13.00%	R 17,674.53
103	Sithebe S.A.	46	Communication Initiatives	2.00%	R 4,355.60
90	Mathebula E.M.	46	Communication Initiatives	2.00%	R 4,202.34
				4.00%	R 8,557.94
81	Pillay K.	47	Public Relations	1.00%	R 1,915.09
				1.00%	R 1,915.09
75	Mbuli S.C.A.	48	Press Releases	3.00%	R 5,853.25
76	Maenetja J.	48	Press Releases	2.00%	R 1,782.98
				5.00%	R 7,636.23
107	Tsolo M.S.	49	Standards and Procedures	2.00%	R 5,287.92
3	Löding P.P.J.	49	Standards and Procedures	1.00%	R 2,765.13
110	De Sousa Tomaz C.	49	Standards and Procedures	2.00%	R 2,732.25
22	Nieman J.C.	49	Standards and Procedures	2.00%	R 2,555.27
51	Badenhorst P.J.	49	Standards and Procedures	1.00%	R 2,462.55
17	Bosman L.	49	Standards and Procedures	2.00%	R 2,351.80
73	Visser W.P.	49	Standards and Procedures	1.00%	R 2,298.02
6	Heystek J.M.	49	Standards and Procedures	2.00%	R 2,243.97
32	Motsepe N.D.	49	Standards and Procedures	3.00%	R 2,186.78
19	Els K.	49	Standards and Procedures	2.00%	R 2,156.62
74	Cloete A.S.	49	Standards and Procedures	1.00%	R 1,975.45
68	Erasmus M.M.	49	Standards and Procedures	1.00%	R 1,932.22
54	Makena M.O.	49	Standards and Procedures	2.00%	R 1,847.47
30	Goosen R.C.	49	Standards and Procedures	2.00%	R 1,777.64
31	Theron J.M.	49	Standards and Procedures	2.00%	R 1,587.09
111	Marais E.	49	Standards and Procedures	1.00%	R 1,408.90
34	Schoeman S.J.	49	Standards and Procedures	1.00%	R 1,291.46
26	Mogatusi K.J.	49	Standards and Procedures	1.00%	R 968.26
38	Mohale L.	49	Standards and Procedures	1.00%	R 957.63
				30.00%	R 40,786.45
73	Visser W.P.	50	Site Visits	4.00%	R 9,192.08
74	Cloete A.S.	50	Site Visits	4.00%	R 7,901.82
5	Bothma I.L.	50	Site Visits	3.00%	R 5,946.76
75	Mbuli S.C.A.	50	Site Visits	3.00%	R 5,853.25
3	Löding P.P.J.	50	Site Visits	1.00%	R 2,765.13
22	Nieman J.C.	50	Site Visits	2.00%	R 2,555.27
53	Smith D.J.	50	Site Visits	1.00%	R 2,140.82
69	Du Plooy H.E.	50	Site Visits	2.00%	R 2,124.02
70	Kock M.B.	50	Site Visits	2.00%	R 1,988.73
43	Bothma J.P.A.	50	Site Visits	1.00%	R 1,850.05
44	Schwartz I.S.	50	Site Visits	2.00%	R 1,678.47
45	Van Tonder M.M.	50	Site Visits	2.00%	R 1,587.78
36	Moshidi A.L.	50	Site Visits	2.00%	R 1,576.20
71	Malaza S.B.	50	Site Visits	2.00%	R 1,349.49
17	Bosman L.	50	Site Visits	1.00%	R 1,175.90
79	Simon J.E.	50	Site Visits	1.00%	R 1,111.59
27	Myer S.A.	50	Site Visits	1.00%	R 984.37
11	Masango T.F.	50	Site Visits	1.00%	R 979.39
30	Goosen R.C.	50	Site Visits	1.00%	R 888.82
25	Sithebe R.S.	50	Site Visits	1.00%	R 864.24
				37.00%	R 54,514.18
97	Phillips P.	51	Ad hoc Activities / Advice	4.00%	R 9,586.32
66	Khoza B.P.	51	Ad hoc Activities / Advice	4.00%	R 8,936.49
75	Mbuli S.C.A.	51	Ad hoc Activities / Advice	4.00%	R 7,804.33
73	Visser W.P.	51	Ad hoc Activities / Advice	3.00%	R 6,894.06
3	Löding P.P.J.	51	Ad hoc Activities / Advice	2.00%	R 5,530.27
51	Badenhorst P.J.	51	Ad hoc Activities / Advice	2.00%	R 4,925.10
28	Mahlangu I.S.	51	Ad hoc Activities / Advice	4.00%	R 4,531.26
92	Modern G.	51	Ad hoc Activities / Advice	2.00%	R 4,121.63

74	Cloete A.S.	51	Ad hoc Activities / Advice	2.00%	R 3,950.91
68	Erasmus M.M.	51	Ad hoc Activities / Advice	2.00%	R 3,864.44
112	Van Tonder O.C.	51	Ad hoc Activities / Advice	2.00%	R 3,102.11
109	Lamprecht C.L.	51	Ad hoc Activities / Advice	2.00%	R 3,073.28
10	Meere M.J.P.	51	Ad hoc Activities / Advice	3.00%	R 3,030.24
57	Minnaar W.E.	51	Ad hoc Activities / Advice	2.00%	R 2,998.10
60	Nkwe M.I.	51	Ad hoc Activities / Advice	3.00%	R 2,990.19
64	Hunt Z.D.	51	Ad hoc Activities / Advice	3.00%	R 2,845.12
65	Rossouw D.A.	51	Ad hoc Activities / Advice	2.00%	R 2,767.06
34	Schoeman S.J.	51	Ad hoc Activities / Advice	2.00%	R 2,582.92
127	Mathane H.T.M.	51	Ad hoc Activities / Advice	3.00%	R 2,439.61
59	Radebe F.L.	51	Ad hoc Activities / Advice	2.00%	R 2,395.47
6	Heystek J.M.	51	Ad hoc Activities / Advice	2.00%	R 2,243.97
79	Simon J.E.	51	Ad hoc Activities / Advice	2.00%	R 2,223.18
89	Hayward A.	51	Ad hoc Activities / Advice	1.00%	R 2,179.33
15	Dippenaar P.C.	51	Ad hoc Activities / Advice	2.00%	R 2,178.68
103	Sithebe S.A.	51	Ad hoc Activities / Advice	1.00%	R 2,177.80
23	Van Rensburg A.M.	51	Ad hoc Activities / Advice	2.00%	R 2,158.60
19	Els K.	51	Ad hoc Activities / Advice	2.00%	R 2,156.62
53	Smith D.J.	51	Ad hoc Activities / Advice	1.00%	R 2,140.82
13	Giatras M.A.	51	Ad hoc Activities / Advice	2.00%	R 2,126.83
105	Wandlala M.S.	51	Ad hoc Activities / Advice	3.00%	R 2,013.53
18	Maritz L.A.	51	Ad hoc Activities / Advice	2.00%	R 1,955.79
14	Berry A.	51	Ad hoc Activities / Advice	2.00%	R 1,889.25
43	Bothma J.P.A.	51	Ad hoc Activities / Advice	1.00%	R 1,850.05
20	Du Plessis A.	51	Ad hoc Activities / Advice	2.00%	R 1,846.31
85	Hartzer J.A.	51	Ad hoc Activities / Advice	1.00%	R 1,782.24
30	Goosen R.C.	51	Ad hoc Activities / Advice	2.00%	R 1,777.64
25	Sithebe R.S.	51	Ad hoc Activities / Advice	2.00%	R 1,728.48
41	Mthunzi M.E.	51	Ad hoc Activities / Advice	1.00%	R 1,418.61
39	Radebe N.P.	51	Ad hoc Activities / Advice	1.00%	R 1,238.20
17	Bosman L.	51	Ad hoc Activities / Advice	1.00%	R 1,175.90
29	Nkambule L.E.	51	Ad hoc Activities / Advice	2.00%	R 1,118.65
104	Pelser A.C.	51	Ad hoc Activities / Advice	1.00%	R 1,104.67
69	Du Plooy H.E.	51	Ad hoc Activities / Advice	1.00%	R 1,062.01
70	Kock M.B.	51	Ad hoc Activities / Advice	1.00%	R 994.36
16	Esterhuizen M.S.	51	Ad hoc Activities / Advice	1.00%	R 977.84
106	Bierman S.	51	Ad hoc Activities / Advice	1.00%	R 961.46
54	Makena M.O.	51	Ad hoc Activities / Advice	1.00%	R 923.74
72	Botha M.M.	51	Ad hoc Activities / Advice	1.00%	R 903.72
35	Wilson S.L.V.	51	Ad hoc Activities / Advice	1.00%	R 853.58
44	Schwartz I.S.	51	Ad hoc Activities / Advice	1.00%	R 839.24
36	Moshidi A.L.	51	Ad hoc Activities / Advice	1.00%	R 788.10
71	Malaza S.B.	51	Ad hoc Activities / Advice	1.00%	R 674.74
				99.00%	R 137,832.83
73	Visser W.P.	52	Advice	3.00%	R 6,894.06
74	Cloete A.S.	52	Advice	3.00%	R 5,926.36
97	Phillips P.	52	Advice	2.00%	R 4,793.16
66	Khoza B.P.	52	Advice	2.00%	R 4,468.25
103	Sithebe S.A.	52	Advice	2.00%	R 4,355.60
88	Hanekom A.W.B.	52	Advice	4.00%	R 3,869.23
32	Motsepe N.D.	52	Advice	4.00%	R 2,915.71
64	Hunt Z.D.	52	Advice	3.00%	R 2,845.12
94	Mthimunye S.	52	Advice	2.00%	R 2,768.01
65	Rossouw D.A.	52	Advice	2.00%	R 2,767.06
30	Goosen R.C.	52	Advice	3.00%	R 2,666.46
13	Giatras M.A.	52	Advice	2.50%	R 2,658.53
95	Rhadebe M.	52	Advice	2.00%	R 2,618.70
23	Van Rensburg A.M.	52	Advice	2.00%	R 2,158.60
70	Kock M.B.	52	Advice	2.00%	R 1,988.73
106	Bierman S.	52	Advice	2.00%	R 1,922.92
62	Ngwenya I.S.	52	Advice	2.00%	R 1,800.82
25	Sithebe R.S.	52	Advice	2.00%	R 1,728.48
44	Schwartz I.S.	52	Advice	2.00%	R 1,678.47
57	Minnaar W.E.	52	Advice	1.00%	R 1,499.05
98	Bellamy T.	52	Advice	1.00%	R 1,438.73
71	Malaza S.B.	52	Advice	2.00%	R 1,349.49
29	Nkambule L.E.	52	Advice	2.00%	R 1,118.65
104	Pelser A.C.	52	Advice	1.00%	R 1,104.67
20	Du Plessis A.	52	Advice	1.00%	R 923.16
				54.50%	R 68,258.00

74	Cloete A.S.	53	Presentations	4.00%	R 7,901.82
75	Mbuli S.C.A.	53	Presentations	4.00%	R 7,804.33
103	Sithebe S.A.	53	Presentations	3.00%	R 6,533.40
107	Tsolo M.S.	53	Presentations	2.00%	R 5,287.92
73	Visser W.P.	53	Presentations	2.00%	R 4,596.04
66	Khoza B.P.	53	Presentations	2.00%	R 4,468.25
89	Hayward A.	53	Presentations	2.00%	R 4,358.66
53	Smith D.J.	53	Presentations	2.00%	R 4,281.64
68	Erasmus M.M.	53	Presentations	2.00%	R 3,864.44
83	Baird C.L.	53	Presentations	2.00%	R 3,736.74
43	Bothma J.P.A.	53	Presentations	2.00%	R 3,700.10
112	Van Tonder O.C.	53	Presentations	2.00%	R 3,102.11
3	Löding P.P.J.	53	Presentations	1.00%	R 2,765.13
34	Schoeman S.J.	53	Presentations	2.00%	R 2,582.92
39	Radebe N.P.	53	Presentations	2.00%	R 2,476.41
6	Heystek J.M.	53	Presentations	2.00%	R 2,243.97
79	Simon J.E.	53	Presentations	2.00%	R 2,223.18
21	Vacant 0	53	Presentations	1.00%	R 2,101.17
33	Vacant 0	53	Presentations	1.00%	R 2,101.17
30	Goosen R.C.	53	Presentations	2.00%	R 1,777.64
25	Sithebe R.S.	53	Presentations	2.00%	R 1,728.48
31	Theron J.M.	53	Presentations	2.00%	R 1,587.09
109	Lamprecht C.L.	53	Presentations	1.00%	R 1,536.64
32	Motsepe N.D.	53	Presentations	2.00%	R 1,457.85
41	Mthunzi M.E.	53	Presentations	1.00%	R 1,418.61
111	Marais E.	53	Presentations	1.00%	R 1,408.90
16	Esterhuizen M.S.	53	Presentations	1.00%	R 977.84
72	Botha M.M.	53	Presentations	1.00%	R 903.72
62	Ngwenya I.S.	53	Presentations	1.00%	R 900.41
				54.00%	R 89,826.58
51	Badenhorst P.J.	54	Research and Development	2.00%	R 4,925.10
75	Mbuli S.C.A.	54	Research and Development	2.00%	R 3,902.17
67	Mthethwa N.E.	54	Research and Development	2.00%	R 2,264.64
103	Sithebe S.A.	54	Research and Development	1.00%	R 2,177.80
68	Erasmus M.M.	54	Research and Development	1.00%	R 1,932.22
54	Makena M.O.	54	Research and Development	2.00%	R 1,847.47
41	Mthunzi M.E.	54	Research and Development	1.00%	R 1,418.61
34	Schoeman S.J.	54	Research and Development	1.00%	R 1,291.46
				12.00%	R 19,759.47
1	Smith A.B.	55	Financial Budgeting and Control	4.00%	R 16,775.93
3	Löding P.P.J.	55	Financial Budgeting and Control	3.00%	R 8,295.40
75	Mbuli S.C.A.	55	Financial Budgeting and Control	3.00%	R 5,853.25
89	Hayward A.	55	Financial Budgeting and Control	2.00%	R 4,358.66
95	Rhadebe M.	55	Financial Budgeting and Control	3.00%	R 3,928.05
60	Nkwe M.I.	55	Financial Budgeting and Control	3.00%	R 2,990.19
73	Visser W.P.	55	Financial Budgeting and Control	1.00%	R 2,298.02
103	Sithebe S.A.	55	Financial Budgeting and Control	1.00%	R 2,177.80
53	Smith D.J.	55	Financial Budgeting and Control	1.00%	R 2,140.82
68	Erasmus M.M.	55	Financial Budgeting and Control	1.00%	R 1,932.22
54	Makena M.O.	55	Financial Budgeting and Control	2.00%	R 1,847.47
106	Bierman S.	55	Financial Budgeting and Control	1.00%	R 961.46
72	Botha M.M.	55	Financial Budgeting and Control	1.00%	R 903.72
44	Schwartz I.S.	55	Financial Budgeting and Control	1.00%	R 839.24
82	Mandita V.	55	Financial Budgeting and Control	1.00%	R 796.86
112	Van Tonder O.C.	55	Financial Budgeting and Control	0.10%	R 155.11
				28.10%	R 56,254.20
103	Sithebe S.A.	56	Recruitment / Staffing	3.00%	R 6,533.40
92	Modern G.	56	Recruitment / Staffing	3.00%	R 6,182.45
75	Mbuli S.C.A.	56	Recruitment / Staffing	3.00%	R 5,853.25
111	Marais E.	56	Recruitment / Staffing	4.00%	R 5,635.61
68	Erasmus M.M.	56	Recruitment / Staffing	2.00%	R 3,864.44
60	Nkwe M.I.	56	Recruitment / Staffing	3.00%	R 2,990.19
3	Löding P.P.J.	56	Recruitment / Staffing	1.00%	R 2,765.13
69	Du Plooy H.E.	56	Recruitment / Staffing	2.00%	R 2,124.02
16	Esterhuizen M.S.	56	Recruitment / Staffing	0.50%	R 488.92
				21.50%	R 36,437.40

75	Mbuli S.C.A.	57	Marketing	4.00%	R 7,804.33
53	Smith D.J.	57	Marketing	2.00%	R 4,281.64
81	Pillay K.	57	Marketing	2.00%	R 3,830.17
73	Visser W.P.	57	Marketing	1.00%	R 2,298.02
74	Cloete A.S.	57	Marketing	1.00%	R 1,975.45
3	Löding P.P.J.	57	Marketing	0.50%	R 1,382.57
86	Mc Currach M.	57	Marketing	1.00%	R 1,356.46
34	Schoeman S.J.	57	Marketing	1.00%	R 1,291.46
62	Ngwenya I.S.	57	Marketing	1.00%	R 900.41
				13.50%	R 25,120.52
74	Cloete A.S.	58	Ad Hoc Projects	3.00%	R 5,926.36
89	Hayward A.	58	Ad Hoc Projects	2.00%	R 4,358.66
92	Modern G.	58	Ad Hoc Projects	2.00%	R 4,121.63
75	Mbuli S.C.A.	58	Ad Hoc Projects	2.00%	R 3,902.17
112	Van Tonder O.C.	58	Ad Hoc Projects	2.00%	R 3,102.11
86	Mc Currach M.	58	Ad Hoc Projects	2.00%	R 2,712.92
51	Badenhorst P.J.	58	Ad Hoc Projects	1.00%	R 2,462.55
67	Mthethwa N.E.	58	Ad Hoc Projects	2.00%	R 2,264.64
103	Sithebe S.A.	58	Ad Hoc Projects	1.00%	R 2,177.80
23	Van Rensburg A.M.	58	Ad Hoc Projects	2.00%	R 2,158.60
60	Nkwe M.I.	58	Ad Hoc Projects	2.00%	R 1,993.46
68	Erasmus M.M.	58	Ad Hoc Projects	1.00%	R 1,932.22
45	Van Tonder M.M.	58	Ad Hoc Projects	2.00%	R 1,587.78
34	Schoeman S.J.	58	Ad Hoc Projects	1.00%	R 1,291.46
17	Bosman L.	58	Ad Hoc Projects	1.00%	R 1,175.90
104	Pelser A.C.	58	Ad Hoc Projects	1.00%	R 1,104.67
106	Bierman S.	58	Ad Hoc Projects	1.00%	R 961.46
20	Du Plessis A.	58	Ad Hoc Projects	1.00%	R 923.16
				29.00%	R 44,157.55
75	Mbuli S.C.A.	59	Conducts On-Job-Training	2.00%	R 3,902.17
68	Erasmus M.M.	59	Conducts On-Job-Training	2.00%	R 3,864.44
30	Goosen R.C.	59	Conducts On-Job-Training	3.00%	R 2,666.46
12	Van Rensburg D.T.	59	Conducts On-Job-Training	2.00%	R 2,478.53
31	Theron J.M.	59	Conducts On-Job-Training	3.00%	R 2,380.64
3	Löding P.P.J.	59	Conducts On-Job-Training	0.50%	R 1,382.57
				12.50%	R 16,674.79
73	Visser W.P.	60	Receives On-Job-Training	4.00%	R 9,192.08
96	Levy L.	60	Receives On-Job-Training	4.00%	R 7,821.67
75	Mbuli S.C.A.	60	Receives On-Job-Training	4.00%	R 7,804.33
97	Phillips P.	60	Receives On-Job-Training	3.00%	R 7,189.74
40	Semela M.N.	60	Receives On-Job-Training	4.00%	R 5,426.51
68	Erasmus M.M.	60	Receives On-Job-Training	2.00%	R 3,864.44
42	Mokatse M.A.	60	Receives On-Job-Training	3.00%	R 3,405.22
98	Bellamy T.	60	Receives On-Job-Training	2.00%	R 2,877.46
37	Snyman D.A.	60	Receives On-Job-Training	3.00%	R 2,784.48
65	Rossouw D.A.	60	Receives On-Job-Training	2.00%	R 2,767.06
71	Malaza S.B.	60	Receives On-Job-Training	4.00%	R 2,698.97
34	Schoeman S.J.	60	Receives On-Job-Training	2.00%	R 2,582.92
51	Badenhorst P.J.	60	Receives On-Job-Training	1.00%	R 2,462.55
59	Radebe F.L.	60	Receives On-Job-Training	2.00%	R 2,395.47
17	Bosman L.	60	Receives On-Job-Training	2.00%	R 2,351.80
104	Pelser A.C.	60	Receives On-Job-Training	2.00%	R 2,209.33
89	Hayward A.	60	Receives On-Job-Training	1.00%	R 2,179.33
103	Sithebe S.A.	60	Receives On-Job-Training	1.00%	R 2,177.80
23	Van Rensburg A.M.	60	Receives On-Job-Training	2.00%	R 2,158.60
19	Els K.	60	Receives On-Job-Training	2.00%	R 2,156.62
53	Smith D.J.	60	Receives On-Job-Training	1.00%	R 2,140.82
69	Du Plooy H.E.	60	Receives On-Job-Training	2.00%	R 2,124.02
7	Roestorff M.	60	Receives On-Job-Training	2.00%	R 2,092.16
70	Kock M.B.	60	Receives On-Job-Training	2.00%	R 1,988.73
30	Goosen R.C.	60	Receives On-Job-Training	2.00%	R 1,777.64
6	Heystek J.M.	60	Receives On-Job-Training	1.00%	R 1,121.98
13	Giatras M.A.	60	Receives On-Job-Training	1.00%	R 1,063.41
18	Maritz L.A.	60	Receives On-Job-Training	1.00%	R 977.89
26	Mogatusi K.J.	60	Receives On-Job-Training	1.00%	R 968.26
106	Bierman S.	60	Receives On-Job-Training	1.00%	R 961.46
64	Hunt Z.D.	60	Receives On-Job-Training	1.00%	R 948.37

20	Du Plessis A.	60	Receives On-Job-Training	1.00%	R 923.16
25	Sithebe R.S.	60	Receives On-Job-Training	1.00%	R 864.24
44	Schwartz I.S.	60	Receives On-Job-Training	1.00%	R 839.24
31	Theron J.M.	60	Receives On-Job-Training	1.00%	R 793.55
16	Esterhuizen M.S.	60	Receives On-Job-Training	0.50%	R 488.92
				69.50%	R 96,580.25
				1265.70%	R 1,702,755.26



ANNEXURE H
PARETO ANALYSIS – IN TERMS OF RAND-VALUE

No.	Activities Description	Core / Support	Cost	% of Total	Cum. %
1	Manage	Support	R 1,878,603.64	12.87%	12.87%
52	Advice	Core	R 776,664.54	5.32%	18.19%
50	Site Visits	Support	R 739,300.80	5.07%	23.26%
19	Management Information / Statistics	Support	R 555,656.68	3.81%	27.06%
11	Remuneration	Core	R 545,428.35	3.74%	30.80%
2	Secretarial Services	Support	R 534,054.08	3.66%	34.46%
21	Administration (Training and Development)	Support	R 527,614.66	3.61%	38.08%
25	Education and Training	Support	R 483,186.60	3.31%	41.39%
22	Competency Based System / Process	Support	R 466,995.45	3.20%	44.59%
13	Payroll Processing	Core	R 455,352.51	3.12%	47.71%
24	Development	Core	R 396,497.62	2.72%	50.42%
40	Participative Structures (Unfolding Vision Agreement)	Core	R 366,817.27	2.51%	52.94%
20	Office Services	Support	R 366,588.27	2.51%	55.45%
26	Career Management	Support	R 350,298.83	2.40%	57.85%
3	Benefits : Exit Planning	Core	R 350,059.70	2.40%	60.25%
15	Staff Movements	Core	R 340,985.42	2.34%	62.58%
60	Receives On-Job-Training	Support	R 275,550.35	1.89%	64.47%
55	Financial Budgeting and Control	Support	R 265,525.98	1.82%	66.29%
51	Ad hoc Activities / Advice	Support	R 242,898.52	1.66%	67.95%
28	Change Management	Core	R 237,831.80	1.63%	69.58%
58	Ad Hoc Projects	Support	R 209,978.16	1.44%	71.02%
54	Research and Development	Support	R 209,336.09	1.43%	72.46%
18	Contracts	Support	R 206,171.55	1.41%	73.87%
56	Recruitment / Staffing	Support	R 199,389.58	1.37%	75.23%
49	Standards and Procedures	Core	R 193,385.92	1.32%	76.56%
53	Presentations	Support	R 190,688.37	1.31%	77.87%
14	Payroll Reconciliations	Support	R 182,902.17	1.25%	79.12%
4	Benefits : Study Schemes	Support	R 177,952.76	1.22%	80.34%
44	Communications Media	Support	R 176,108.24	1.21%	81.54%
5	Benefits : Leave	Core	R 171,428.75	1.17%	82.72%
8	Benefits : Car Schemes (allowances / company cars / business scheme)	Core	R 168,464.15	1.15%	83.87%
41	Industrial Action and Conflict Management	Support	R 160,656.18	1.10%	84.97%
12	Package / Tax Structuring	Support	R 155,485.03	1.07%	86.04%
29	Work Design and Structuring	Core	R 150,005.90	1.03%	87.07%
23	HR Development initiatives / forums	Support	R 144,549.22	0.99%	88.06%
42	Dispute Resolution	Support	R 127,099.08	0.87%	88.93%
59	Conducts On-Job-Training	Support	R 126,789.36	0.87%	89.80%
16	Job Evaluation Secretariat	Support	R 126,507.94	0.87%	90.66%
43	Maintenance of discipline	Support	R 117,498.32	0.81%	91.47%
17	Employee Register (Manplan)	Core	R 111,933.49	0.77%	92.24%
7	Benefits : Medical schemes	Core	R 103,180.76	0.71%	92.94%
45	Communication Strategy	Support	R 97,619.70	0.67%	93.61%
31	Performance management	Support	R 88,446.93	0.61%	94.22%
39	Relationship Building Interventions	Support	R 87,657.36	0.60%	94.82%
46	Communication Initiatives	Support	R 85,360.51	0.58%	95.40%
38	IR Training	Support	R 84,702.47	0.58%	95.98%
27	Awareness Initiatives	Support	R 79,891.17	0.55%	96.53%
30	Manpower planning	Support	R 65,566.60	0.45%	96.98%
6	Benefits : Insurances (Hoskens)	Support	R 63,336.68	0.43%	97.41%
57	Marketing	Support	R 59,351.78	0.41%	97.82%
32	Executive Health Programme	Support	R 57,931.48	0.40%	98.22%
37	Employee Well-being	Support	R 49,431.70	0.34%	98.56%
35	Stress Management	Support	R 44,242.03	0.30%	98.86%
36	Health Education and Training	Support	R 41,508.24	0.28%	99.14%
33	Rehabilitation of Eskom Employees	Support	R 37,858.14	0.26%	99.40%
34	Special Employee and Family Care	Support	R 30,559.42	0.21%	99.61%
47	Public Relations	Support	R 27,767.14	0.19%	99.80%
10	Benefits : Telephone Accounts	Support	R 16,930.13	0.12%	99.92%
48	Press Releases	Support	R 7,636.23	0.05%	99.97%
9	Benefits : Diners Card	Support	R 4,202.46	0.03%	100.00%
		Total	R 14,595,422.24	100.00%	

ANNEXURE I
SUPPLEMENTARY ACTIVITIES

No	Name	Ref	Description	%	Cost
1	Smith A.B.	1	Meetings	65.00%	R 272,608.81
1	Smith A.B.	2	Travelling	11.00%	R 46,133.80
1	Smith A.B.	3	Walking	0.00%	R 0.00
1	Smith A.B.	4	Waiting for work (waiting time)	0.00%	R 0.00
				76.00%	R 318,742.61
2	Shabalala M.E.T.	1	Meetings	5.00%	R 4,024.16
2	Shabalala M.E.T.	2	Travelling	5.00%	R 4,024.16
2	Shabalala M.E.T.	3	Walking	50.00%	R 40,241.58
2	Shabalala M.E.T.	4	Waiting for work (waiting time)	10.00%	R 8,048.32
				70.00%	R 56,338.21
3	Löding P.P.J.	1	Meetings	7.00%	R 19,355.94
3	Löding P.P.J.	2	Travelling	10.00%	R 27,651.35
3	Löding P.P.J.	3	Walking	5.00%	R 13,825.67
3	Löding P.P.J.	4	Waiting for work (waiting time)	2.00%	R 5,530.27
				24.00%	R 66,363.24
4	Moolman M.L.	1	Meetings	2.00%	R 1,460.55
4	Moolman M.L.	2	Travelling	0.00%	R 0.00
4	Moolman M.L.	3	Walking	20.00%	R 14,605.46
4	Moolman M.L.	4	Waiting for work (waiting time)	1.00%	R 730.27
				23.00%	R 16,796.28
5	Bothma I.L.	1	Meetings	15.00%	R 29,733.79
5	Bothma I.L.	2	Travelling	5.00%	R 9,911.26
5	Bothma I.L.	3	Walking	5.00%	R 9,911.26
5	Bothma I.L.	4	Waiting for work (waiting time)	10.00%	R 19,822.52
				35.00%	R 69,378.83
6	Heystek J.M.	1	Meetings	25.00%	R 28,049.61
6	Heystek J.M.	2	Travelling	0.00%	R 0.00
6	Heystek J.M.	3	Walking	10.00%	R 11,219.84
6	Heystek J.M.	4	Waiting for work (waiting time)	10.00%	R 11,219.84
				45.00%	R 50,489.30
7	Roestorff M.	1	Meetings	1.00%	R 1,046.08
7	Roestorff M.	2	Travelling	0.00%	R 0.00
7	Roestorff M.	3	Walking	5.00%	R 5,230.39
7	Roestorff M.	4	Waiting for work (waiting time)	10.00%	R 10,460.78
				16.00%	R 16,737.25
8	Ngubeni S.A.	1	Meetings	10.00%	R 6,776.80
8	Ngubeni S.A.	2	Travelling	0.00%	R 0.00
8	Ngubeni S.A.	3	Walking	10.00%	R 6,776.80
8	Ngubeni S.A.	4	Waiting for work (waiting time)	5.00%	R 3,388.40
				25.00%	R 16,941.99

9	Mogotsi K.S.	1	Meetings	10.00%	R 8,470.07
9	Mogotsi K.S.	2	Travelling	0.00%	R 0.00
9	Mogotsi K.S.	3	Walking	5.00%	R 4,235.03
9	Mogotsi K.S.	4	Waiting for work (waiting time)	5.00%	R 4,235.03
				20.00%	R 16,940.14
10	Meere M.J.P.	1	Meetings	0.00%	R 0.00
10	Meere M.J.P.	2	Travelling	0.00%	R 0.00
10	Meere M.J.P.	3	Walking	20.00%	R 20,201.59
10	Meere M.J.P.	4	Waiting for work (waiting time)	1.00%	R 1,010.08
				21.00%	R 21,211.67
11	Masango T.F.	1	Meetings	2.00%	R 1,958.78
11	Masango T.F.	2	Travelling	0.00%	R 0.00
11	Masango T.F.	3	Walking	2.00%	R 1,958.78
11	Masango T.F.	4	Waiting for work (waiting time)	1.00%	R 979.39
				5.00%	R 4,896.95
12	Van Rensburg D.T.	1	Meetings	2.00%	R 2,478.53
12	Van Rensburg D.T.	2	Travelling	0.00%	R 0.00
12	Van Rensburg D.T.	3	Walking	10.00%	R 12,392.63
12	Van Rensburg D.T.	4	Waiting for work (waiting time)	5.00%	R 6,196.31
				17.00%	R 21,067.47
13	Giatras M.A.	1	Meetings	2.00%	R 2,126.83
13	Giatras M.A.	2	Travelling	0.00%	R 0.00
13	Giatras M.A.	3	Walking	10.00%	R 10,634.14
13	Giatras M.A.	4	Waiting for work (waiting time)	1.00%	R 1,063.41
				13.00%	R 13,824.38
14	Berry A.	1	Meetings	1.00%	R 944.62
14	Berry A.	2	Travelling	0.00%	R 0.00
14	Berry A.	3	Walking	5.00%	R 4,723.12
14	Berry A.	4	Waiting for work (waiting time)	10.00%	R 9,446.23
				16.00%	R 15,113.97
15	Dippenaar P.C.	1	Meetings	10.00%	R 10,893.40
15	Dippenaar P.C.	2	Travelling	0.00%	R 0.00
15	Dippenaar P.C.	3	Walking	5.00%	R 5,446.70
15	Dippenaar P.C.	4	Waiting for work (waiting time)	0.00%	R 0.00
				15.00%	R 16,340.09
16	Esterhuizen M.S.	1	Meetings	1.00%	R 977.84
16	Esterhuizen M.S.	2	Travelling	0.00%	R 0.00
16	Esterhuizen M.S.	3	Walking	5.00%	R 4,889.18
16	Esterhuizen M.S.	4	Waiting for work (waiting time)	5.00%	R 4,889.18
				11.00%	R 10,756.20
17	Bosman L.	1	Meetings	10.00%	R 11,759.00
17	Bosman L.	2	Travelling	0.00%	R 0.00
17	Bosman L.	3	Walking	5.00%	R 5,879.50

17	Bosman L.	4	Waiting for work (waiting time)	5.00%	R 5,879.50
				20.00%	R 23,518.01
18	Maritz L.A.	1	Meetings	20.00%	R 19,557.86
18	Maritz L.A.	2	Travelling	0.00%	R 0.00
18	Maritz L.A.	3	Walking	20.00%	R 19,557.86
18	Maritz L.A.	4	Waiting for work (waiting time)	20.00%	R 19,557.86
				60.00%	R 58,673.59
19	Els K.	1	Meetings	1.00%	R 1,078.31
19	Els K.	2	Travelling	5.00%	R 5,391.55
19	Els K.	3	Walking	10.00%	R 10,783.10
19	Els K.	4	Waiting for work (waiting time)	10.00%	R 10,783.10
				26.00%	R 28,036.07
20	Du Plessis A.	1	Meetings	5.00%	R 4,615.78
20	Du Plessis A.	2	Travelling	0.00%	R 0.00
20	Du Plessis A.	3	Walking	15.00%	R 13,847.33
20	Du Plessis A.	4	Waiting for work (waiting time)	75.00%	R 69,236.64
				95.00%	R 87,699.74
21	Vacant 0	1	Meetings	20.00%	R 42,023.42
21	Vacant 0	2	Travelling	5.00%	R 10,505.86
21	Vacant 0	3	Walking	10.00%	R 21,011.71
21	Vacant 0	4	Waiting for work (waiting time)	35.00%	R 73,540.99
				70.00%	R 147,081.98
22	Nieman J.C.	1	Meetings	10.00%	R 12,776.33
22	Nieman J.C.	2	Travelling	2.00%	R 2,555.27
22	Nieman J.C.	3	Walking	10.00%	R 12,776.33
22	Nieman J.C.	4	Waiting for work (waiting time)	0.00%	R 0.00
				22.00%	R 28,107.92
23	Van Rensburg A.M.	1	Meetings	1.00%	R 1,079.30
23	Van Rensburg A.M.	2	Travelling	5.00%	R 5,396.51
23	Van Rensburg A.M.	3	Walking	10.00%	R 10,793.02
23	Van Rensburg A.M.	4	Waiting for work (waiting time)	0.00%	R 0.00
				16.00%	R 17,268.83
24	Rapea M.	1	Meetings	5.00%	R 3,636.25
24	Rapea M.	2	Travelling	5.00%	R 3,636.25
24	Rapea M.	3	Walking	80.00%	R 58,179.94
24	Rapea M.	4	Waiting for work (waiting time)	0.00%	R 0.00
				90.00%	R 65,452.43
25	Sithebe R.S.	1	Meetings	5.00%	R 4,321.20
25	Sithebe R.S.	2	Travelling	0.00%	R 0.00
25	Sithebe R.S.	3	Walking	30.00%	R 25,927.20
25	Sithebe R.S.	4	Waiting for work (waiting time)	1.00%	R 864.24
				36.00%	R 31,112.64
26	Mogatusi K.J.	1	Meetings	5.00%	R 4,841.32

26	Mogatusi K.J.	2	Travelling	0.00%	R 0.00
26	Mogatusi K.J.	3	Walking	55.00%	R 53,254.48
26	Mogatusi K.J.	4	Waiting for work (waiting time)	40.00%	R 38,730.53
				100.00%	R 96,826.32
27	Myer S.A.	1	Meetings	2.00%	R 1,968.75
27	Myer S.A.	2	Travelling	1.00%	R 984.37
27	Myer S.A.	3	Walking	35.00%	R 34,453.10
27	Myer S.A.	4	Waiting for work (waiting time)	38.00%	R 37,406.23
				76.00%	R 74,812.45
28	Mahlangu I.S.	1	Meetings	5.00%	R 5,664.07
28	Mahlangu I.S.	2	Travelling	5.00%	R 5,664.07
28	Mahlangu I.S.	3	Walking	2.00%	R 2,265.63
28	Mahlangu I.S.	4	Waiting for work (waiting time)	2.00%	R 2,265.63
				14.00%	R 15,859.40
29	Nkambule L.E.	1	Meetings	1.00%	R 559.32
29	Nkambule L.E.	2	Travelling	0.00%	R 0.00
29	Nkambule L.E.	3	Walking	12.00%	R 6,711.88
29	Nkambule L.E.	4	Waiting for work (waiting time)	5.00%	R 2,796.62
				18.00%	R 10,067.82
30	Goosen R.C.	1	Meetings	2.00%	R 1,777.64
30	Goosen R.C.	2	Travelling	2.00%	R 1,777.64
30	Goosen R.C.	3	Walking	2.00%	R 1,777.64
30	Goosen R.C.	4	Waiting for work (waiting time)	5.00%	R 4,444.09
				11.00%	R 9,777.00
31	Theron J.M.	1	Meetings	2.00%	R 1,587.09
31	Theron J.M.	2	Travelling	2.00%	R 1,587.09
31	Theron J.M.	3	Walking	2.00%	R 1,587.09
31	Theron J.M.	4	Waiting for work (waiting time)	5.00%	R 3,967.73
				11.00%	R 8,729.00
32	Motsepe N.D.	1	Meetings	1.00%	R 728.93
32	Motsepe N.D.	2	Travelling	2.00%	R 1,457.85
32	Motsepe N.D.	3	Walking	12.00%	R 8,747.12
32	Motsepe N.D.	4	Waiting for work (waiting time)	2.00%	R 1,457.85
				17.00%	R 12,391.76
33	Vacant 0	1	Meetings	20.00%	R 42,023.42
33	Vacant 0	2	Travelling	5.00%	R 10,505.86
33	Vacant 0	3	Walking	10.00%	R 21,011.71
33	Vacant 0	4	Waiting for work (waiting time)	35.00%	R 73,540.99
				70.00%	R 147,081.98
34	Schoeman S.J.	1	Meetings	20.00%	R 25,829.18
34	Schoeman S.J.	2	Travelling	10.00%	R 12,914.59
34	Schoeman S.J.	3	Walking	8.00%	R 10,331.67
34	Schoeman S.J.	4	Waiting for work (waiting time)	0.00%	R 0.00
				38.00%	R 49,075.45

35	Wilson S.L.V.	1	Meetings	2.00%	R 1,707.16
35	Wilson S.L.V.	2	Travelling	0.00%	R 0.00
35	Wilson S.L.V.	3	Walking	2.00%	R 1,707.16
35	Wilson S.L.V.	4	Waiting for work (waiting time)	0.00%	R 0.00
				4.00%	R 3,414.32
36	Moshidi A.L.	1	Meetings	10.00%	R 7,880.98
36	Moshidi A.L.	2	Travelling	5.00%	R 3,940.49
36	Moshidi A.L.	3	Walking	5.00%	R 3,940.49
36	Moshidi A.L.	4	Waiting for work (waiting time)	10.00%	R 7,880.98
				30.00%	R 23,642.93
37	Snyman D.A.	1	Meetings	10.00%	R 9,281.60
37	Snyman D.A.	2	Travelling	5.00%	R 4,640.80
37	Snyman D.A.	3	Walking	5.00%	R 4,640.80
37	Snyman D.A.	4	Waiting for work (waiting time)	0.00%	R 0.00
				20.00%	R 18,563.21
38	Mohale L.	1	Meetings	20.00%	R 19,152.65
38	Mohale L.	2	Travelling	20.00%	R 19,152.65
38	Mohale L.	3	Walking	20.00%	R 19,152.65
38	Mohale L.	4	Waiting for work (waiting time)	40.00%	R 38,305.30
				100.00%	R 95,763.24
39	Radebe N.P.	1	Meetings	2.00%	R 2,476.41
39	Radebe N.P.	2	Travelling	25.00%	R 30,955.11
39	Radebe N.P.	3	Walking	2.00%	R 2,476.41
39	Radebe N.P.	4	Waiting for work (waiting time)	1.00%	R 1,238.20
				30.00%	R 37,146.13
40	Semela M.N.	1	Meetings	5.00%	R 6,783.13
40	Semela M.N.	2	Travelling	60.00%	R 81,397.58
40	Semela M.N.	3	Walking	5.00%	R 6,783.13
40	Semela M.N.	4	Waiting for work (waiting time)	2.00%	R 2,713.25
				72.00%	R 97,677.10
41	Mthunzi M.E.	1	Meetings	2.00%	R 2,837.21
41	Mthunzi M.E.	2	Travelling	20.00%	R 28,372.13
41	Mthunzi M.E.	3	Walking	2.00%	R 2,837.21
41	Mthunzi M.E.	4	Waiting for work (waiting time)	1.00%	R 1,418.61
				25.00%	R 35,465.16
42	Mokatse M.A.	1	Meetings	50.00%	R 56,753.64
42	Mokatse M.A.	2	Travelling	40.00%	R 45,402.91
42	Mokatse M.A.	3	Walking	2.00%	R 2,270.15
42	Mokatse M.A.	4	Waiting for work (waiting time)	1.00%	R 1,135.07
				93.00%	R 105,561.77
43	Bothma J.P.A.	1	Meetings	5.00%	R 9,250.26
43	Bothma J.P.A.	2	Travelling	2.00%	R 3,700.10
43	Bothma J.P.A.	3	Walking	2.00%	R 3,700.10

43	Bothma J.P.A.	4	Waiting for work (waiting time)	9.00%	R 16,650.47
				18.00%	R 33,300.94
44	Schwartz I.S.	1	Meetings	1.00%	R 839.24
44	Schwartz I.S.	2	Travelling	0.00%	R 0.00
44	Schwartz I.S.	3	Walking	2.00%	R 1,678.47
44	Schwartz I.S.	4	Waiting for work (waiting time)	20.00%	R 16,784.71
				23.00%	R 19,302.42
45	Van Tonder M.M.	1	Meetings	1.00%	R 793.89
45	Van Tonder M.M.	2	Travelling	0.00%	R 0.00
45	Van Tonder M.M.	3	Walking	2.00%	R 1,587.78
45	Van Tonder M.M.	4	Waiting for work (waiting time)	3.00%	R 2,381.68
				6.00%	R 4,763.35
46	Chuene L.D.	1	Meetings	3.00%	R 1,807.27
46	Chuene L.D.	2	Travelling	0.00%	R 0.00
46	Chuene L.D.	3	Walking	50.00%	R 30,121.20
46	Chuene L.D.	4	Waiting for work (waiting time)	0.00%	R 0.00
				53.00%	R 31,928.47
47	Sibanyoni J.P.	1	Meetings	3.00%	R 2,303.17
47	Sibanyoni J.P.	2	Travelling	0.00%	R 0.00
47	Sibanyoni J.P.	3	Walking	2.00%	R 1,535.45
47	Sibanyoni J.P.	4	Waiting for work (waiting time)	6.00%	R 4,606.34
				11.00%	R 8,444.96
48	Mailula E.	1	Meetings	3.00%	R 1,557.98
48	Mailula E.	2	Travelling	0.00%	R 0.00
48	Mailula E.	3	Walking	50.00%	R 25,966.32
48	Mailula E.	4	Waiting for work (waiting time)	0.00%	R 0.00
				53.00%	R 27,524.30
49	Phukubye M.E.	1	Meetings	3.00%	R 1,774.62
49	Phukubye M.E.	2	Travelling	0.00%	R 0.00
49	Phukubye M.E.	3	Walking	50.00%	R 29,577.00
49	Phukubye M.E.	4	Waiting for work (waiting time)	0.00%	R 0.00
				53.00%	R 31,351.62
50	Maluleke E.T.	1	Meetings	0.00%	R 0.00
50	Maluleke E.T.	2	Travelling	0.00%	R 0.00
50	Maluleke E.T.	3	Walking	0.00%	R 0.00
50	Maluleke E.T.	4	Waiting for work (waiting time)	0.00%	R 0.00
				0.00%	R 0.00
51	Badenhorst P.J.	1	Meetings	5.00%	R 12,312.76
51	Badenhorst P.J.	2	Travelling	0.00%	R 0.00
51	Badenhorst P.J.	3	Walking	2.00%	R 4,925.10
51	Badenhorst P.J.	4	Waiting for work (waiting time)	60.00%	R 147,753.14
				67.00%	R 164,991.01
52	Grierson L.V.	1	Meetings	5.00%	R 5,529.68

52	Grierson L.V.	2	Travelling	0.00%	R 0.00
52	Grierson L.V.	3	Walking	20.00%	R 22,118.71
52	Grierson L.V.	4	Waiting for work (waiting time)	5.00%	R 5,529.68
				30.00%	R 33,178.07
53	Smith D.J.	1	Meetings	10.00%	R 21,408.20
53	Smith D.J.	2	Travelling	1.00%	R 2,140.82
53	Smith D.J.	3	Walking	2.00%	R 4,281.64
53	Smith D.J.	4	Waiting for work (waiting time)	14.00%	R 29,971.49
				27.00%	R 57,802.15
54	Makena M.O.	1	Meetings	3.00%	R 2,771.21
54	Makena M.O.	2	Travelling	1.00%	R 923.74
54	Makena M.O.	3	Walking	2.00%	R 1,847.47
54	Makena M.O.	4	Waiting for work (waiting time)	1.00%	R 923.74
				7.00%	R 6,466.15
55	Tselane I.	1	Meetings	60.00%	R 147,012.26
55	Tselane I.	2	Travelling	20.00%	R 49,004.09
55	Tselane I.	3	Walking	5.00%	R 12,251.02
55	Tselane I.	4	Waiting for work (waiting time)	0.00%	R 0.00
				85.00%	R 208,267.37
56	Vacant (Temp) 0	1	Meetings	10.00%	R 6,711.76
56	Vacant (Temp) 0	2	Travelling	0.00%	R 0.00
56	Vacant (Temp) 0	3	Walking	50.00%	R 33,558.78
56	Vacant (Temp) 0	4	Waiting for work (waiting time)	10.00%	R 6,711.76
				70.00%	R 46,982.29
57	Minnaar W.E.	1	Meetings	8.00%	R 11,992.39
57	Minnaar W.E.	2	Travelling	4.00%	R 5,996.19
57	Minnaar W.E.	3	Walking	3.00%	R 4,497.15
57	Minnaar W.E.	4	Waiting for work (waiting time)	1.00%	R 1,499.05
				16.00%	R 23,984.77
58	Levuno K.J.	1	Meetings	10.00%	R 12,937.06
58	Levuno K.J.	2	Travelling	35.00%	R 45,279.70
58	Levuno K.J.	3	Walking	0.00%	R 0.00
58	Levuno K.J.	4	Waiting for work (waiting time)	2.00%	R 2,587.41
				47.00%	R 60,804.16
59	Radebe F.L.	1	Meetings	25.00%	R 29,943.36
59	Radebe F.L.	2	Travelling	30.00%	R 35,932.03
59	Radebe F.L.	3	Walking	10.00%	R 11,977.34
59	Radebe F.L.	4	Waiting for work (waiting time)	5.00%	R 5,988.67
				70.00%	R 83,841.41
60	Nkwe M.I.	1	Meetings	20.00%	R 19,934.57
60	Nkwe M.I.	2	Travelling	60.00%	R 59,803.70
60	Nkwe M.I.	3	Walking	10.00%	R 9,967.28
60	Nkwe M.I.	4	Waiting for work (waiting time)	0.00%	R 0.00
				90.00%	R 89,705.56

61	Sambo M.P.	1	Meetings	5.00%	R 3,656.61
61	Sambo M.P.	2	Travelling	5.00%	R 3,656.61
61	Sambo M.P.	3	Walking	2.00%	R 1,462.64
61	Sambo M.P.	4	Waiting for work (waiting time)	0.00%	R 0.00
				12.00%	R 8,775.86
62	Ngwenya I.S.	1	Meetings	10.00%	R 9,004.09
62	Ngwenya I.S.	2	Travelling	10.00%	R 9,004.09
62	Ngwenya I.S.	3	Walking	5.00%	R 4,502.05
62	Ngwenya I.S.	4	Waiting for work (waiting time)	3.00%	R 2,701.23
				28.00%	R 25,211.46
63	Sebueng L.F.	1	Meetings	35.00%	R 79,716.92
63	Sebueng L.F.	2	Travelling	15.00%	R 34,164.40
63	Sebueng L.F.	3	Walking	5.00%	R 11,388.13
63	Sebueng L.F.	4	Waiting for work (waiting time)	1.00%	R 2,277.63
				56.00%	R 127,547.08
64	Hunt Z.D.	1	Meetings	5.00%	R 4,741.87
64	Hunt Z.D.	2	Travelling	0.00%	R 0.00
64	Hunt Z.D.	3	Walking	15.00%	R 14,225.60
64	Hunt Z.D.	4	Waiting for work (waiting time)	50.00%	R 47,418.66
				70.00%	R 66,386.12
65	Rossouw D.A.	1	Meetings	50.00%	R 69,176.52
65	Rossouw D.A.	2	Travelling	45.00%	R 62,258.87
65	Rossouw D.A.	3	Walking	0.00%	R 0.00
65	Rossouw D.A.	4	Waiting for work (waiting time)	1.00%	R 1,383.53
				96.00%	R 132,818.92
66	Khoza B.P.	1	Meetings	30.00%	R 67,023.68
66	Khoza B.P.	2	Travelling	45.00%	R 100,535.53
66	Khoza B.P.	3	Walking	5.00%	R 11,170.61
66	Khoza B.P.	4	Waiting for work (waiting time)	2.00%	R 4,468.25
				82.00%	R 183,198.07
67	Mthethwa N.E.	1	Meetings	60.00%	R 67,939.27
67	Mthethwa N.E.	2	Travelling	5.00%	R 5,661.61
67	Mthethwa N.E.	3	Walking	0.00%	R 0.00
67	Mthethwa N.E.	4	Waiting for work (waiting time)	0.00%	R 0.00
				65.00%	R 73,600.88
68	Erasmus M.M.	1	Meetings	25.00%	R 48,305.49
68	Erasmus M.M.	2	Travelling	1.00%	R 1,932.22
68	Erasmus M.M.	3	Walking	2.00%	R 3,864.44
68	Erasmus M.M.	4	Waiting for work (waiting time)	10.00%	R 19,322.20
				38.00%	R 73,424.34
69	Du Plooy H.E.	1	Meetings	2.00%	R 2,124.02
69	Du Plooy H.E.	2	Travelling	1.00%	R 1,062.01
69	Du Plooy H.E.	3	Walking	15.00%	R 15,930.18

69	Du Plooy H.E.	4	Waiting for work (waiting time)	1.00%	R 1,062.01
				19.00%	R 20,178.23
70	Kock M.B.	1	Meetings	5.00%	R 4,971.82
70	Kock M.B.	2	Travelling	0.00%	R 0.00
70	Kock M.B.	3	Walking	15.00%	R 14,915.47
70	Kock M.B.	4	Waiting for work (waiting time)	5.00%	R 4,971.82
				25.00%	R 24,859.11
71	Malaza S.B.	1	Meetings	2.00%	R 1,349.49
71	Malaza S.B.	2	Travelling	0.00%	R 0.00
71	Malaza S.B.	3	Walking	10.00%	R 6,747.43
71	Malaza S.B.	4	Waiting for work (waiting time)	2.00%	R 1,349.49
				14.00%	R 9,446.40
72	Botha M.M.	1	Meetings	7.50%	R 6,777.93
72	Botha M.M.	2	Travelling	0.00%	R 0.00
72	Botha M.M.	3	Walking	10.00%	R 9,037.24
72	Botha M.M.	4	Waiting for work (waiting time)	2.00%	R 1,807.45
				19.50%	R 17,622.61
73	Visser W.P.	1	Meetings	20.00%	R 45,960.41
73	Visser W.P.	2	Travelling	2.00%	R 4,596.04
73	Visser W.P.	3	Walking	3.00%	R 6,894.06
73	Visser W.P.	4	Waiting for work (waiting time)	1.00%	R 2,298.02
				26.00%	R 59,748.53
74	Cloete A.S.	1	Meetings	5.00%	R 9,877.27
74	Cloete A.S.	2	Travelling	6.00%	R 11,852.73
74	Cloete A.S.	3	Walking	3.00%	R 5,926.36
74	Cloete A.S.	4	Waiting for work (waiting time)	1.00%	R 1,975.45
				15.00%	R 29,631.82
75	Mbuli S.C.A.	1	Meetings	30.00%	R 58,532.51
75	Mbuli S.C.A.	2	Travelling	25.00%	R 48,777.09
75	Mbuli S.C.A.	3	Walking	15.00%	R 29,266.25
75	Mbuli S.C.A.	4	Waiting for work (waiting time)	5.00%	R 9,755.42
				75.00%	R 146,331.27
76	Maenetja J.	1	Meetings	3.00%	R 2,674.47
76	Maenetja J.	2	Travelling	1.00%	R 891.49
76	Maenetja J.	3	Walking	2.00%	R 1,782.98
76	Maenetja J.	4	Waiting for work (waiting time)	0.00%	R 0.00
				6.00%	R 5,348.93
77	Mc Intyre L.M.	1	Meetings	0.00%	R 0.00
77	Mc Intyre L.M.	2	Travelling	10.00%	R 15,279.71
77	Mc Intyre L.M.	3	Walking	0.00%	R 0.00
77	Mc Intyre L.M.	4	Waiting for work (waiting time)	5.00%	R 7,639.85
				15.00%	R 22,919.56
78	Schumann L.S.	1	Meetings	0.00%	R 0.00

78	Schumann L.S.	2	Travelling	0.00%	R 0.00
78	Schumann L.S.	3	Walking	5.00%	R 5,474.41
78	Schumann L.S.	4	Waiting for work (waiting time)	10.00%	R 10,948.82
				15.00%	R 16,423.24
79	Simon J.E.	1	Meetings	20.00%	R 22,231.78
79	Simon J.E.	2	Travelling	5.00%	R 5,557.94
79	Simon J.E.	3	Walking	2.00%	R 2,223.18
79	Simon J.E.	4	Waiting for work (waiting time)	0.00%	R 0.00
				27.00%	R 30,012.90
80	Mbonani E.	1	Meetings	2.00%	R 1,178.97
80	Mbonani E.	2	Travelling	0.00%	R 0.00
80	Mbonani E.	3	Walking	20.00%	R 11,789.72
80	Mbonani E.	4	Waiting for work (waiting time)	1.00%	R 589.49
				23.00%	R 13,558.17
81	Pillay K.	1	Meetings	30.00%	R 57,452.58
81	Pillay K.	2	Travelling	20.00%	R 38,301.72
81	Pillay K.	3	Walking	0.00%	R 0.00
81	Pillay K.	4	Waiting for work (waiting time)	0.00%	R 0.00
				50.00%	R 95,754.30
82	Mandita V.	1	Meetings	5.00%	R 3,984.31
82	Mandita V.	2	Travelling	0.00%	R 0.00
82	Mandita V.	3	Walking	5.00%	R 3,984.31
82	Mandita V.	4	Waiting for work (waiting time)	0.00%	R 0.00
				10.00%	R 7,968.62
83	Baird C.L.	1	Meetings	5.00%	R 9,341.85
83	Baird C.L.	2	Travelling	1.00%	R 1,868.37
83	Baird C.L.	3	Walking	0.00%	R 0.00
83	Baird C.L.	4	Waiting for work (waiting time)	0.00%	R 0.00
				6.00%	R 11,210.22
84	Hooper A.R.	1	Meetings	5.00%	R 9,601.69
84	Hooper A.R.	2	Travelling	5.00%	R 9,601.69
84	Hooper A.R.	3	Walking	0.00%	R 0.00
84	Hooper A.R.	4	Waiting for work (waiting time)	0.00%	R 0.00
				10.00%	R 19,203.38
85	Hartzer J.A.	1	Meetings	0.00%	R 0.00
85	Hartzer J.A.	2	Travelling	0.00%	R 0.00
85	Hartzer J.A.	3	Walking	0.00%	R 0.00
85	Hartzer J.A.	4	Waiting for work (waiting time)	0.00%	R 0.00
				0.00%	R 0.00
86	Mc Currach M.	1	Meetings	5.00%	R 6,782.30
86	Mc Currach M.	2	Travelling	1.00%	R 1,356.46
86	Mc Currach M.	3	Walking	1.00%	R 1,356.46
86	Mc Currach M.	4	Waiting for work (waiting time)	0.00%	R 0.00
				7.00%	R 9,495.22

87	Nzwanzwa H.B.	1	Meetings	0.00%	R 0.00
87	Nzwanzwa H.B.	2	Travelling	0.00%	R 0.00
87	Nzwanzwa H.B.	3	Walking	0.00%	R 0.00
87	Nzwanzwa H.B.	4	Waiting for work (waiting time)	0.00%	R 0.00
				0.00%	R 0.00
88	Hanekom A.W.B.	1	Meetings	2.00%	R 1,934.61
88	Hanekom A.W.B.	2	Travelling	0.00%	R 0.00
88	Hanekom A.W.B.	3	Walking	3.00%	R 2,901.92
88	Hanekom A.W.B.	4	Waiting for work (waiting time)	0.00%	R 0.00
				5.00%	R 4,836.53
89	Hayward A.	1	Meetings	20.00%	R 43,586.64
89	Hayward A.	2	Travelling	5.00%	R 10,896.66
89	Hayward A.	3	Walking	2.00%	R 4,358.66
89	Hayward A.	4	Waiting for work (waiting time)	0.00%	R 0.00
				27.00%	R 58,841.96
90	Mathebula E.M.	1	Meetings	10.00%	R 21,011.71
90	Mathebula E.M.	2	Travelling	5.00%	R 10,505.86
90	Mathebula E.M.	3	Walking	0.00%	R 0.00
90	Mathebula E.M.	4	Waiting for work (waiting time)	0.00%	R 0.00
				15.00%	R 31,517.57
91	Huck W.	1	Meetings	2.00%	R 3,009.81
91	Huck W.	2	Travelling	40.00%	R 60,196.23
91	Huck W.	3	Walking	0.00%	R 0.00
91	Huck W.	4	Waiting for work (waiting time)	0.00%	R 0.00
				42.00%	R 63,206.04
92	Modern G.	1	Meetings	20.00%	R 41,216.30
92	Modern G.	2	Travelling	10.00%	R 20,608.15
92	Modern G.	3	Walking	5.00%	R 10,304.08
92	Modern G.	4	Waiting for work (waiting time)	5.00%	R 10,304.08
				40.00%	R 82,432.60
93	Schmidt M.A.	1	Meetings	5.00%	R 4,210.06
93	Schmidt M.A.	2	Travelling	0.00%	R 0.00
93	Schmidt M.A.	3	Walking	10.00%	R 8,420.11
93	Schmidt M.A.	4	Waiting for work (waiting time)	0.00%	R 0.00
				15.00%	R 12,630.17
94	Mthimunye S.	1	Meetings	5.00%	R 6,920.03
94	Mthimunye S.	2	Travelling	20.00%	R 27,680.10
94	Mthimunye S.	3	Walking	5.00%	R 6,920.03
94	Mthimunye S.	4	Waiting for work (waiting time)	5.00%	R 6,920.03
				35.00%	R 48,440.18
95	Rhadebe M.	1	Meetings	5.00%	R 6,546.75
95	Rhadebe M.	2	Travelling	15.00%	R 19,640.25
95	Rhadebe M.	3	Walking	5.00%	R 6,546.75

95	Rhadebe M.	4	Waiting for work (waiting time)	5.00%	R 6,546.75
				30.00%	R 39,280.50
96	Levy L.	1	Meetings	4.00%	R 7,821.67
96	Levy L.	2	Travelling	2.00%	R 3,910.84
96	Levy L.	3	Walking	1.00%	R 1,955.42
96	Levy L.	4	Waiting for work (waiting time)	1.00%	R 1,955.42
				8.00%	R 15,643.34
97	Phillips P.	1	Meetings	3.00%	R 7,189.74
97	Phillips P.	2	Travelling	1.00%	R 2,396.58
97	Phillips P.	3	Walking	2.00%	R 4,793.16
97	Phillips P.	4	Waiting for work (waiting time)	2.00%	R 4,793.16
				8.00%	R 19,172.65
98	Bellamy T.	1	Meetings	1.00%	R 1,438.73
98	Bellamy T.	2	Travelling	0.00%	R 0.00
98	Bellamy T.	3	Walking	2.00%	R 2,877.46
98	Bellamy T.	4	Waiting for work (waiting time)	0.00%	R 0.00
				3.00%	R 4,316.19
99	Mthembu S.S.P.	1	Meetings	15.00%	R 28,819.91
99	Mthembu S.S.P.	2	Travelling	10.00%	R 19,213.27
99	Mthembu S.S.P.	3	Walking	5.00%	R 9,606.64
99	Mthembu S.S.P.	4	Waiting for work (waiting time)	0.00%	R 0.00
				30.00%	R 57,639.82
100	Viljoen C.J.	1	Meetings	5.00%	R 11,396.72
100	Viljoen C.J.	2	Travelling	5.00%	R 11,396.72
100	Viljoen C.J.	3	Walking	1.00%	R 2,279.34
100	Viljoen C.J.	4	Waiting for work (waiting time)	0.00%	R 0.00
				11.00%	R 25,072.78
101	De Lange W.J.D.	1	Meetings	0.00%	R 0.00
101	De Lange W.J.D.	2	Travelling	0.00%	R 0.00
101	De Lange W.J.D.	3	Walking	5.00%	R 4,343.61
101	De Lange W.J.D.	4	Waiting for work (waiting time)	0.00%	R 0.00
				5.00%	R 4,343.61
102	Sweetman J.P.	1	Meetings	0.00%	R 0.00
102	Sweetman J.P.	2	Travelling	0.00%	R 0.00
102	Sweetman J.P.	3	Walking	5.00%	R 3,821.42
102	Sweetman J.P.	4	Waiting for work (waiting time)	0.00%	R 0.00
				5.00%	R 3,821.42
103	Sithebe S.A.	1	Meetings	30.00%	R 65,333.95
103	Sithebe S.A.	2	Travelling	20.00%	R 43,555.97
103	Sithebe S.A.	3	Walking	30.00%	R 65,333.95
103	Sithebe S.A.	4	Waiting for work (waiting time)	0.00%	R 0.00
				80.00%	R 174,223.87
104	Pelser A.C.	1	Meetings	30.00%	R 33,140.02

104	Pelser A.C.	2	Travelling	60.00%	R 66,280.03
104	Pelser A.C.	3	Walking	0.00%	R 0.00
104	Pelser A.C.	4	Waiting for work (waiting time)	0.00%	R 0.00
				90.00%	R 99,420.05
105	Wandlala M.S.	1	Meetings	10.00%	R 6,711.76
105	Wandlala M.S.	2	Travelling	20.00%	R 13,423.51
105	Wandlala M.S.	3	Walking	0.00%	R 0.00
105	Wandlala M.S.	4	Waiting for work (waiting time)	0.00%	R 0.00
				30.00%	R 20,135.27
106	Bierman S.	1	Meetings	30.00%	R 28,843.85
106	Bierman S.	2	Travelling	60.00%	R 57,687.70
106	Bierman S.	3	Walking	0.00%	R 0.00
106	Bierman S.	4	Waiting for work (waiting time)	0.00%	R 0.00
				90.00%	R 86,531.54
107	Tsolo M.S.	1	Meetings	40.00%	R 105,758.45
107	Tsolo M.S.	2	Travelling	25.00%	R 66,099.03
107	Tsolo M.S.	3	Walking	10.00%	R 26,439.61
107	Tsolo M.S.	4	Waiting for work (waiting time)	0.00%	R 0.00
				75.00%	R 198,297.09
108	Nkomo E.	1	Meetings	0.00%	R 0.00
108	Nkomo E.	2	Travelling	0.00%	R 0.00
108	Nkomo E.	3	Walking	1.00%	R 634.46
108	Nkomo E.	4	Waiting for work (waiting time)	60.00%	R 38,067.77
				61.00%	R 38,702.23
109	Lamprecht C.L.	1	Meetings	20.00%	R 30,732.77
109	Lamprecht C.L.	2	Travelling	30.00%	R 46,099.15
109	Lamprecht C.L.	3	Walking	5.00%	R 7,683.19
109	Lamprecht C.L.	4	Waiting for work (waiting time)	0.00%	R 0.00
				55.00%	R 84,515.11
110	De Sousa Tomaz C.	1	Meetings	15.00%	R 20,491.88
110	De Sousa Tomaz C.	2	Travelling	25.00%	R 34,153.14
110	De Sousa Tomaz C.	3	Walking	0.00%	R 0.00
110	De Sousa Tomaz C.	4	Waiting for work (waiting time)	0.00%	R 0.00
				40.00%	R 54,645.02
111	Marais E.	1	Meetings	10.00%	R 14,089.02
111	Marais E.	2	Travelling	35.00%	R 49,311.57
111	Marais E.	3	Walking	0.00%	R 0.00
111	Marais E.	4	Waiting for work (waiting time)	5.00%	R 7,044.51
				50.00%	R 70,445.10
112	Van Tonder O.C.	1	Meetings	25.00%	R 38,776.35
112	Van Tonder O.C.	2	Travelling	20.00%	R 31,021.08
112	Van Tonder O.C.	3	Walking	0.00%	R 0.00
112	Van Tonder O.C.	4	Waiting for work (waiting time)	0.00%	R 0.00
				45.00%	R 69,797.43

127	Mathane H.T.M.	1	Meetings	5.00%	R 4,066.02
127	Mathane H.T.M.	2	Travelling	0.00%	R 0.00
127	Mathane H.T.M.	3	Walking	40.00%	R 32,528.16
127	Mathane H.T.M.	4	Waiting for work (waiting time)	0.00%	R 0.00
				45.00%	R 36,594.18



ANNEXURE J
SURPLUS MANPOWER NUMBERS

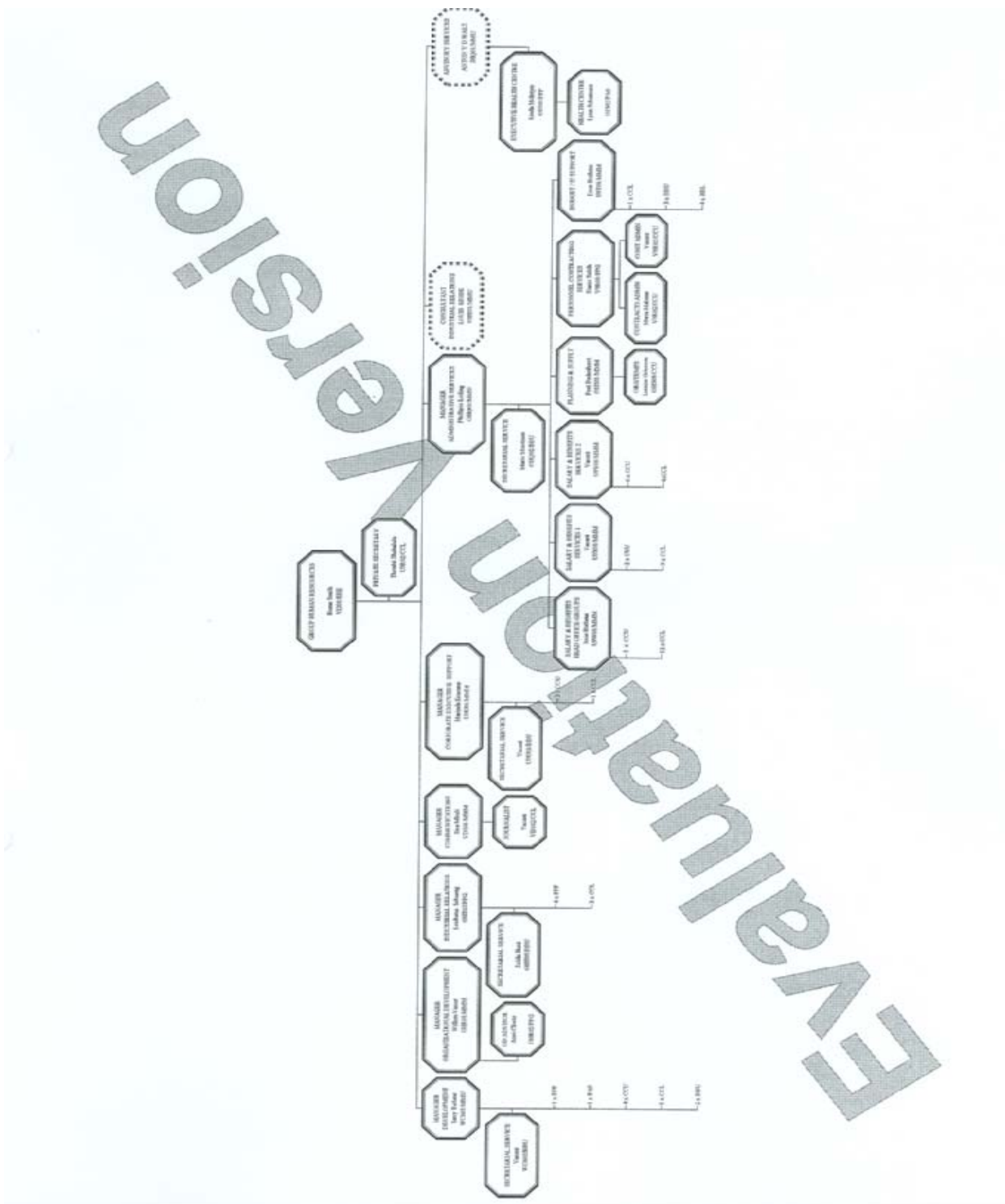
Ref	Activity	Percentage	Cost	Actual Required People			
				People	Basic	Op. 1	Op. 2
1	Manage	889.00%	R 1,878,603.64	26	6	0.22	0.22
2	Secretarial Services	691.00%	R 534,054.08	13	5	-0.16	0.00
3	Benefits : Exit Planning	357.00%	R 350,059.70	46	2	0.50	0.50
4	Benefits : Study Schemes	174.10%	R 177,952.76	47	1	0.22	0.22
5	Benefits : Leave	211.10%	R 171,428.75	32	1	0.48	0.48
6	Benefits : Insurances (Hoskens)	70.00%	R 63,336.68	33	0	0.49	0.49
7	Benefits : Medical schemes	113.70%	R 103,180.76	42	1	-0.20	0.00
8	Benefits : Car Schemes (allowances / company cars / business scheme)	180.70%	R 168,464.15	43	1	0.26	0.26
9	Benefits : Diners Card	5.00%	R 4,202.46	3	0	0.04	0.04
10	Benefits : Telephone Accounts	18.00%	R 16,930.13	14	0	0.13	0.13
11	Remuneration	541.20%	R 545,428.35	46	4	-0.21	0.00
12	Package / Tax Structuring	153.60%	R 155,485.03	40	1	0.08	0.08
13	Payroll Processing	493.00%	R 455,352.51	48	3	0.45	0.45
14	Payroll Reconciliations	204.00%	R 182,902.17	39	1	0.43	0.43
15	Staff Movements	328.00%	R 340,985.42	47	2	0.30	0.30
16	Job Evaluation Secretariat	48.00%	R 126,507.94	6	0	0.34	0.34
17	Employee Register (Manplan)	102.00%	R 111,933.49	26	1	-0.29	0.00
18	Contracts	138.00%	R 206,171.55	15	1	-0.03	0.00
19	Management Information / Statistics	377.50%	R 555,656.68	60	3	-0.36	0.00
20	Office Services	485.50%	R 366,588.27	38	3	0.40	0.40
21	Administration (Training and Development)	516.50%	R 527,614.66	28	4	-0.38	0.00
22	Competency Based System / Process	284.50%	R 466,995.45	22	2	-0.01	0.00
23	HR Development initiatives / forums	82.00%	R 144,549.22	14	1	-0.43	0.00
24	Development	243.00%	R 396,497.62	20	2	-0.30	0.00
25	Education and Training	341.00%	R 483,186.60	23	2	0.39	0.39
26	Career Management	214.00%	R 350,298.83	28	1	0.50	0.50
27	Awareness Initiatives	46.00%	R 79,891.17	12	0	0.32	0.32
28	Change Management	121.80%	R 237,831.80	14	1	-0.15	0.00
29	Work Design and Structuring	90.60%	R 150,005.90	18	1	-0.37	0.00
30	Manpower planning	37.00%	R 65,566.60	13	0	0.26	0.26
31	Performance management	48.60%	R 88,446.93	18	0	0.34	0.34
32	Executive Health Programme	45.00%	R 57,931.48	2	0	0.32	0.32
33	Rehabilitation of Eskom Employees	34.00%	R 37,858.14	5	0	0.24	0.24
34	Special Employee and Family Care	20.00%	R 30,559.42	1	0	0.14	0.14
35	Stress Management	28.00%	R 44,242.03	5	0	0.20	0.20
36	Health Education and Training	30.00%	R 41,508.24	2	0	0.21	0.21
37	Employee Well-being	40.50%	R 49,431.70	18	0	0.28	0.28
38	IR Training	53.00%	R 84,702.47	9	0	0.37	0.37
39	Relationship Building Interventions	54.50%	R 87,657.36	15	0	0.38	0.38
40	Participative Structures (Unfolding Vision Agreement)	209.00%	R 366,817.27	22	1	0.46	0.46
41	Industrial Action and Conflict Management	96.00%	R 160,656.18	19	1	-0.33	0.00
42	Dispute Resolution	70.00%	R 127,099.08	8	0	0.49	0.49
43	Maintenance of discipline	80.00%	R 117,498.32	13	1	-0.44	0.00
44	Communications Media	140.00%	R 176,108.24	15	1	-0.02	0.00
45	Communication Strategy	69.00%	R 97,619.70	3	0	0.48	0.48
46	Communication Initiatives	64.00%	R 85,360.51	9	0	0.45	0.45
47	Public Relations	26.00%	R 27,767.14	3	0	0.18	0.18
48	Press Releases	5.00%	R 7,636.23	2	0	0.04	0.04
49	Standards and Procedures	140.00%	R 193,385.92	33	1	-0.02	0.00
50	Site Visits	543.00%	R 739,300.80	61	4	-0.20	0.00
51	Ad hoc Activities / Advice	187.00%	R 242,898.52	66	1	0.31	0.31
52	Advice	583.50%	R 776,664.54	73	4	0.08	0.08
53	Presentations	136.00%	R 190,688.37	40	1	-0.05	0.00
54	Research and Development	128.00%	R 209,336.09	24	1	-0.10	0.00
55	Financial Budgeting and Control	158.10%	R 265,525.98	25	1	0.11	0.11
56	Recruitment / Staffing	136.50%	R 199,389.58	23	1	-0.04	0.00
57	Marketing	33.50%	R 59,351.78	13	0	0.23	0.23
58	Ad Hoc Projects	130.00%	R 209,978.16	34	1	-0.09	0.00
59	Conducts On-Job-Training	98.50%	R 126,789.36	14	1	-0.31	0.00
60	Receives On-Job-Training	270.50%	R 275,550.35	62	2	-0.11	0.00
		11214.00%	R 14,595,422.24	1493	72	6	11
						78	83

ANNEXURE K

SCATTERGRAM OF RANKING RESULTS

No.	ACTIVITY Description	Core / Support	Cost	As Is Ranking	Should Be Ranking	Sequential Numbering
52	Advice	Core	R 776,664.54	2	1	1
11	Remuneration	Core	R 545,428.35	5	1	2
25	Education and Training	Support	R 483,186.60	8	1	3
24	Development	Core	R 396,497.62	11	1	4
3	Benefits : Exit Planning	Core	R 350,059.70	15	1	5
54	Research and Development	Support	R 209,336.09	22	1	6
19	Management Information / Statistics	Support	R 555,656.68	4	2	7
22	Competency Based System / Process	Support	R 466,995.45	9	2	8
13	Payroll Processing	Core	R 455,352.51	10	2	9
26	Career Management	Support	R 350,298.83	14	2	10
15	Staff Movements	Core	R 340,985.42	16	2	11
28	Change Management	Core	R 237,831.80	20	2	12
8	Benefits : Car Schemes (allowances / company cars / business scheme)	Core	R 168,464.15	31	2	13
12	Package / Tax Structuring	Support	R 155,485.03	33	2	14
29	Work Design and Structuring	Core	R 150,005.90	34	2	15
59	Conducts On-Job-Training	Support	R 126,789.36	37	2	16
38	IR Training	Support	R 84,702.47	46	2	17
1	Manage	Support	R 1,878,603.64	1	3	18
50	Site Visits	Support	R 739,300.80	3	3	19
44	Communications Media	Support	R 176,108.24	29	3	20
43	Maintenance of discipline	Support	R 117,498.32	39	3	21
45	Communication Strategy	Support	R 97,619.70	42	3	22
31	Performance management	Support	R 88,446.93	43	3	23
39	Relationship Building Interventions	Support	R 87,657.36	44	3	24
57	Marketing	Support	R 59,351.78	50	3	25
2	Secretarial Services	Support	R 534,054.08	6	4	26
21	Administration (Training and Development)	Support	R 527,614.66	7	4	27
40	Participative Structures (Unfolding Vision Agreement)	Core	R 366,817.27	12	4	28
20	Office Services	Support	R 366,588.27	13	4	29
60	Receives On-Job-Training	Support	R 275,550.35	17	4	30
55	Financial Budgeting and Control	Support	R 265,525.98	18	4	31
51	Ad hoc Activities / Advice	Support	R 242,898.52	19	4	32
58	Ad Hoc Projects	Support	R 209,978.16	21	4	33
18	Contracts	Support	R 206,171.55	23	4	34
56	Recruitment / Staffing	Support	R 199,389.58	24	4	35
49	Standards and Procedures	Core	R 193,385.92	25	4	36
53	Presentations	Support	R 190,688.37	26	4	37
14	Payroll Reconciliations	Support	R 182,902.17	27	4	38
4	Benefits : Study Schemes	Support	R 177,952.76	28	4	39
5	Benefits : Leave	Core	R 171,428.75	30	4	40
41	Industrial Action and Conflict Management	Support	R 160,656.18	32	4	41
23	HR Development initiatives / forums	Support	R 144,549.22	35	4	42
42	Dispute Resolution	Support	R 127,099.08	36	4	43
16	Job Evaluation Secretariat	Support	R 126,507.94	38	4	44
17	Employee Register (Manplan)	Core	R 111,933.49	40	4	45
7	Benefits : Medical schemes	Core	R 103,180.76	41	4	46
46	Communication Initiatives	Support	R 85,360.51	45	4	47
27	Awareness Initiatives	Support	R 79,891.17	47	4	48
30	Manpower planning	Support	R 65,566.60	48	4	49
6	Benefits : Insurances (Hoskens)	Support	R 63,336.68	49	4	50
32	Executive Health Programme	Support	R 57,931.48	51	4	51
37	Employee Well-being	Support	R 49,431.70	52	4	52
35	Stress Management	Support	R 44,242.03	53	4	53
36	Health Education and Training	Support	R 41,508.24	54	4	54
33	Rehabilitation of Eskom Employees	Support	R 37,858.14	55	4	55
34	Special Employee and Family Care	Support	R 30,559.42	56	4	56
47	Public Relations	Support	R 27,767.14	57	4	57
10	Benefits : Telephone Accounts	Support	R 16,930.13	58	4	58
48	Press Releases	Support	R 7,636.23	59	4	59
9	Benefits : Diners Card	Support	R 4,202.46	60	4	60
Total			R 14,595,422.24			

ANNEXURE L
CURRENT ORGANISATION STRUCTURE



ANNEXURE M

GROUPING ACCORDING TO PROPOSED ORGANISATION STRUCTURE

Performance Measurement, Remuneration and Benefits (including Executive)

A:		
C:	ADMINISTRATION	3 Benefits : Exit Planning
C:	ADMINISTRATION	4 Benefits : Study Schemes
C:	ADMINISTRATION	5 Benefits : Leave
C:	ADMINISTRATION	6 Benefits : Insurances (Hoskens)
C:	ADMINISTRATION	7 Benefits : Medical schemes
C:	ADMINISTRATION	Benefits : Car Schemes (allowances / company cars / business scheme)
C:	ADMINISTRATION	8
C:	ADMINISTRATION	9 Benefits : Diners Card
C:	ADMINISTRATION	10 Benefits : Telephone Accounts
C:	ADMINISTRATION	11 Remuneration
C:	ADMINISTRATION	12 Package / Tax Structuring
C:	ADMINISTRATION	13 Payroll Processing
C:	ADMINISTRATION	14 Payroll Reconciliations
C:	ADMINISTRATION	15 Staff Movements
	ORGANISATION	
E :	DEVELOPMENT	31 Performance management (or "C" ?)

New

Salary surveys

New

Competency Based Remuneration administration

B: People Development

D:	TRAINING AND DEVELOPMENT	22 Competency Based System / Process
D:	TRAINING AND DEVELOPMENT	23 HR Development initiatives / forums
D:	TRAINING AND DEVELOPMENT	24 Development
D:	TRAINING AND DEVELOPMENT	25 Education and Training
D:	TRAINING AND DEVELOPMENT	26 Career Management

C: Organisation Behaviour (or Organiasation Development and Transformation)

	ORGANISATION	
E :	DEVELOPMENT	28 Change Management
	ORGANISATION	
E :	DEVELOPMENT	29 Work Design and Structuring
	ORGANISATION	
E :	DEVELOPMENT	30 Manpower planning
C:	ADMINISTRATION	16 Job Evaluation Secretariat
C:	ADMINISTRATION	17 Employee Register (Manplan)

D: Relations & Marketing (or Communication and Marketing)

	ORGANISATION	
E :	DEVELOPMENT	27 Awareness Initiatives
G:	INDUSTRIAL RELATIONS	38 IR Training
G:	INDUSTRIAL RELATIONS	39 Relationship Building Interventions

G:	INDUSTRIAL RELATIONS	40	Participative Structures (Unfolding Vision Agreement)
G:	INDUSTRIAL RELATIONS	41	Industrial Action and Conflict Management
G:	INDUSTRIAL RELATIONS	42	Dispute Resolution
G:	INDUSTRIAL RELATIONS	43	Maintenance of discipline
H:	COMMUNICATION	44	Communications Media
H:	COMMUNICATION	45	Communication Strategy
H:	COMMUNICATION	46	Communication Initiatives
H:	COMMUNICATION	47	Public Relations
H:	COMMUNICATION	48	Press Releases
I:	GENERAL	57	Marketing
F:	HEALTH AND WELL-BEING	37	Employee Well-being

New

Employee Relations Officer

New

Customer Relations Custodians

New

Customer- / Helpdesk

E: HR Maintenance (or Central Processing Unit)

C:	ADMINISTRATION	18	Contracts
C:	ADMINISTRATION	19	Management Information / Statistics
C:	ADMINISTRATION	20	Office Services
D:	TRAINING AND DEVELOPMENT	21	Administration (Training and Development)
I:	GENERAL	49	Standards and Procedures
I:	GENERAL	55	Financial Budgeting and Control
I:	GENERAL	56	Recruitment / Staffing

General (inherent in all)

I:	GENERAL	50	Site Visits
I:	GENERAL	51	Ad hoc Activities / Advice
I:	GENERAL	52	Advice
I:	GENERAL	53	Presentations
I:	GENERAL	54	Research and Development
I:	GENERAL	58	Ad Hoc Projects
I:	GENERAL	59	Conducts On-Job-Training
I:	GENERAL	60	Receives On-Job-Training

To Be Decided (possibly belongs under E)

F:	HEALTH AND WELL-BEING	32	Executive Health Programme
F:	HEALTH AND WELL-BEING	33	Rehabilitation of Eskom Employees
F:	HEALTH AND WELL-BEING	34	Special Employee and Family Care
F:	HEALTH AND WELL-BEING	35	Stress Management
F:	HEALTH AND WELL-BEING	36	Health Education and Training