



Industrial Action Contingency Plan

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1. PREAMBLE

The right to strike is a fundamental right and is entrenched in section 23(2)(c) of the Constitution of the Republic of South Africa (Act 108 of 1996). This right is given effect in Chapter IV of the Labour Relations Act (Act 66 of 1995).

In order to manage the implications of the right to strike within the public education sector, a Strike Management Plan was developed for all provinces by the Department of Basic Education. Furthermore, a Generic Contingency Plan was developed by the Western Cape Government to ensure that this right to strike has minimal impact on all provincial departments. The said Contingency Plan aims to uphold prescribed obligations and consistency.

While recognising the right to strike and its place within the negotiation arena, the Western Cape Education Department has a duty to uphold section 28(2) of the Constitution, read together with section 29(1) (a), which holds that the best interest of the child, including the right to basic education, is paramount in any matter concerning the child.

It is, therefore, within the context of protecting the best interests of the learners whilst still respecting the right of our employees to strike, that this Industrial Action Contingency Plan has been developed, within the framework of national and provincial policies. The plan was informed by a threat risk assessment (Attached as Annexure A) conducted by the appointed security committee.

The Department of Labour holds the key to consultations and negotiations with employee parties in order to minimize the risk of a strike. Should a deadlock occur and the conciliation plan fail, departments must be prepared to manage a strike.

2. PURPOSE

The purpose of the Industrial Action Contingency Plan is to ensure that the Western Cape Education Department (WCED) co-ordinates and synchronizes activities, including those related to emergencies, during industrial action.

The WCED must ensure that the Industrial Action Plan is reviewed on a regular basis and that the Head of D approves the plan.

The Industrial Action Contingency Plan outlines the roles and procedures that managers must follow to ensure that schools operate optimally under the circumstances that the absence of striking officials is accurately recorded and that unpaid leave is administered.

The plan covers a geographical area that includes 8 education district offices, each managed by a director, and directorates at Head Office situated in Cape Town. It aims to incorporate all previous plans into one document that will assist managers with the difficulties of managing and reporting during a strike or industrial action period and post-strike action period.

3. DEFINITIONS

“Protest action”: means the partial or complete concerted refusal to work, or the retardation or obstruction of work, for the purpose of promoting or defending the socio-economic interests of workers, but not for a purpose referred to in the definition of strike.

“Strike”: means the partial or complete concerted refusal to work, or the retardation or obstruction of work, by persons who are or have been employed by the same employer or by different employers, for the purpose of remedying a grievance or resolving a dispute in respect of any matter of mutual interest between employer and employee, and every reference to “work” in this definition includes overtime work, whether it is voluntary or compulsory.

For the purpose of this document, the term “industrial action” shall include “strike” as well as “protest action”.

4. PRESCRIPTIONS

Although various forms of industrial action are regarded or classified as protected, in terms of the [Labour Relations Act, 1995](#), the principle of “No work, no pay” will always be applicable and must be communicated to all employees.

The “time-off for union activities” provision may not be used by any individual for the purpose of participating in any form of industrial action.

Leave may not be granted for strike purposes.

There might be instances where striking personnel intentionally or unintentionally sow confusion by providing incorrect information to managers or principals. Queries with regard to procedure or any other issues relating to industrial action must be directed to IMG managers or the Directorate: Labour Relations. Under no circumstances may managers or principals accept advice from union officials on this matter.

It is imperative that all information submitted to the education district office is verified and certified by the relevant manager or principal. District offices are not to send any information to the Directorate: Labour Relations without this certification.

5. PROVINCIAL PICKETING AGREEMENT

Picketing occurs when employees who are present at or near the employer's premises, advertise their dispute or demands to other employees, potential employees, clients of the employer or public in general with the aim of getting their support.

In order to manage this process, the Western Cape Government (formerly the Provincial Administration of the Western Cape) has concluded a picketing agreement with organized labour.

The following should be noted about picketing

- Picketing may be in any place to which the public has access but if it is on the employer's premises, permission must be sought from the employer;
- The employer must be given 7 days' notice of the intention to picket;
- Picketing must be carried out in a lawful manner;
- Picketers will not resort to vulgar, abusive or offensive language;
- Picketers must be identified by visible markings of the union(s) taking part in the picketing;
- Only peaceful and lawful picketing is permissible;
- There must be a picket organizer or senior marshal at every picket site;
- Any infringement of the agreement may result in immediate withdrawal of the right to picket;
- No disciplinary action may be taken against employees for participating in a picket;
- Such protection against disciplinary action does not apply to employees who make themselves guilty of misconduct during the course of the picket.

NB! This agreement applies to educators as well as to non-teaching staff at Head Office, education district offices and institutions.

6. LEGISLATIVE & POLICY FRAMEWORK

The Constitution of the Republic of South Africa	(Act 108 Of 1996)
The Labour Relations Act, 1995	(Act 66 of 1995)
The Employment of Educators Act, 1998	(Act 76 of 1998)
The Public Service Act, 1994	(Act 103 of 1994)

7 CONTINGENCY PLANNING BEFORE INDUSTRIAL ACTION

7.1 APPOINTMENT AND FUNCTIONS OF COMMITTEES

The Head of Education for the Western Cape Education Department must formally appoint a Security Committee to manage the security functions of the WCED. The Security Committee consists of members that are knowledgeable about policies, and able to provide subject matter expertise and provide accountability in their fields of responsibility. The members of the Security Committee should be aware of the role that other departments and role-players have to play when to managing industrial action.

The functions of the Industrial Action Contingency Plan are placed in the Branch Institutional Development and Co-ordination. The responsibility level is placed with Education Safety Management, within the Directorate Institutional Management and Governance.

The following committees must be appointed in writing as part of the Industrial Action Contingency Plan.

7.2 WCED INDUSTRIAL ACTION MANAGEMENT COMMITTEE

The Head of Education must appoint a WCED Industrial Action Management Committee consisting of the following officials:

Head of Education (chairperson)

DDG: Education Planning

DDG: Curriculum and Assessment Management

DDG: Institutional Development and Co-ordination

DDG: Finance

CD: Human Resource

CD: Districts

D: Communication

D: Labour Relation

D: Institutional Management and Governance Planning (representing Education Safety Management)

FUNCTIONS

The primary functions of this committee are to take strategic decisions after being appraised of a strike situation.

7.3 SECURITY COMMITTEE

The committee will consist of representatives from the following sections:

D: IMGP: Chairperson of Security Committee

D: IMGP: Education Safety Management

HR: Human Resource Administration

HR: Human Resource Management

CD: Further Education and Training

CD: Curriculum Development

CD: Districts

D: Management Accounting

DKM: Information and Communication Technology

DKM: IMS, Registry and Records Management

D: Policy Co-ordination

D: Examination Administration

D: Procurement: Asset Management

D: Labour Relations

D: Communications

FUNCTIONS

- To perform a comprehensive integrated risk assessment of all operational areas to inform the Industrial Action Contingency Plan.
- To review and revise the contingency plans and to obtain approval from the Head of Department
- To convene regularly during a strike
- To report and monitor threats to and risks for the WCED and to report to the Industrial Action Management Committee
- To play an overseeing role before and after a strike
- To consider different courses of action
- To assist with the implementation of the Industrial Action Contingency Plan
- The Security Manager serves on the Provincial Joint Operation Centre and reports on matters of violent protest.

7.4 DISTRICT CO-ORDINATION COMMITTEES

The district directors must ensure that each district has a District Industrial Action Co-ordination Committee that must be chaired by the district director. The District Industrial Action Co-ordination Committee must consist of the following role-players.

District Director: (Chairperson)
Circuit Team Managers
Head: IMG Co-ordination & Advice
SLES
Curriculum Head
Safe Schools Co-ordinator

FUNCTION

The function of each district committee is as follows:

- Inform the Security Committee of all matters that might affect or cause harm to education during a strike so that the Security Committee can investigate and take appropriate action.
- To report violent protest during a strike to the Safe Schools Call Centre at telephone no. 0800 45 46 47
- To ensure that the section on strikes in the Contingency Plan (Minute 6 of 2011) of every school is completed and includes the appointment of parents strike action committees.

7.5 PARENTS STRIKE ACTION COMMITTEES (responsibility of schools)

- Each school must include in its contingency plan the measures the school would put in place should educators and/ or support staff withhold their labour
- Each principal of a school must appoint a parental strike action committee as part of the school's contingency plans
- The function of the parent strike action committee is to ensure that learner safety during a strike by arranging appropriate supervision of the learners
- The parents strike action committee may use ex-teachers, alumni or unemployed parents to supervise learners whilst employees are engaged in a legal strike.

8. DURING INDUSTRIAL ACTION MANAGEMENT AND OPERATIONAL PLAN

8.1 COMMUNICATION

The Directorate Communications must keep officials informed about the strike. The Director: Communication must issue internal memos to directorates to communicate expectations during the strike. All media related matters will be managed by the Director: Communication.

The Directorate: Labour Relations must inform all employees of their right to strike and the right of the employer to apply "the No work, no pay" policy. The directorate Labour Relations must monitor all labour activities during the strike and implement misconduct procedures should they be necessary.

PROCEDURES

Directors will be requested to disseminate the information contained in this document to all management staff, who must in turn disseminate it to all sections and schools. All levels of school management must be informed accordingly.

The Directorate Labour: Relations shall inform employees through information sessions, circulars and or minutes of their rights and of the duties of the employer.

8.2 TEACHING

Schools must continue teaching with staff who are present. Curriculum advisers could prepare activity sheets for learners who will be supervised by the parental strike action committees, depending on the duration of the strike, the grade and the time of year.

Workbooks may also be used during a strike.

PROCEDURE

Curriculum planners and or subject advisors must plan lessons for matriculants that can be broadcast on television, radio and other networks. Schools must make provision to combine classes to view or hear such programmes if they are scheduled during school hours. Curriculum planners could place additional study aids in newspapers so that matriculants can engage in self-study programmes.

School could also arrange to combine with schools that are not affected by the strike in order for extra lessons to take place.

8.3 EXAM DISRUPTION

External exams must as far as is reasonably practicable be protected.

PROCEDURES

Examination facilities and twinning venues must be identified. Twinning venues must be classified and declassified only during strike action in order to communicate information to matrics.

Printing facilities must be safeguarded with the necessary security mechanisms, fire detection and physical security personnel.

Police visibility must be strengthened at examination venues during a strike. A contingency budget must be made available to employ private sector security personnel at exam facilities during strike action.

Access control policies together with the physical security plan will be strictly adhered to during strike action.

8.4 LACK OF KEY PERSONNEL

All directorates must monitor the attendance of staff during strike action and report to the Directorate Labour Relations. Directors must ensure that they have a delegation plan in place should key personnel exercise their right to strike. All staff in the directorate should be aware of the delegation plan. The Department may also consider appointing key personnel on a contract basis to ensure that business is not disrupted.

PROCEDURE

Directors should, if possible, ascertain the number of employees who are absent on a given day, in order for the employer to make alternative arrangements for services to continue.

The employer will ensure that key functions are delegated as per the delegation plan of the directorate.

8.5 INTIMIDATION OF ACTS OF VIOLENCE AGAINST EMPLOYEES

All non-striking or non-protesting employees are expected to be at their place of work and to continue the services they are responsible for. The lock-out clause may only be applied as contained in the Labour Relations Act.

Should employees be unable to remain at their place of work they should inform their directors or supervisors.

The directors or supervisors must make provision for alternative venues where employees can report if they face intimidation. These venues should be part of the contingency planning and should only be communicated to non-striking staff only if they are in need of an alternative venue.

Non-striking and non-protesting members have the right to lay a civil or criminal charge against those who intimidate or perform acts of violence against them. The districts must report intimidation to the Safe Schools Call Centre in order for appropriate management of the incident.

Whilst the employer upholds the right to protest and strike action of its employees, intimidation of staff members will not be tolerated and the department has the right to take disciplinary steps against those employees who intimidate or harm others.

The Safe Schools Call Centre will facilitate stabilization of the areas affected by intimidation through the networking of relevant role-players.

Education Safety Management will provide short term security services to assist in normalization and stabilizing of the situation.

PROCEDURE

- The school informs district officials of intimidation or acts of violence.
- If support is needed to stabilize the situation, the district informs the Safe Schools Call Centre and the Directorate Labour Relations if disciplinary procedures need to be followed.
- Educators may lay a criminal or civil charge against perpetrators at the police station.
- The Security manager must be informed by the Safe Schools Call Centre and will in turn inform the Provincial Joint Operation Centre (Prov JOC)

9. ROLES AND FUNCTIONS OF MANAGERS

The following functions are assigned to managers:

9.1 MINISTER FOR EDUCATION AND HEAD: EDUCATION

It will remain the sole discretion of either the Minister for Education or the Head: Education to define the final number of employees that have taken part in any industrial action, and the number of employees to whom the “No work, no pay” principle will apply.

The Minister or Head: Education will have sole discretion (subject to any applicable collective agreement) to determine the period over which deductions are to be made to recover monies from employees who have participated in industrial action in line with the “No work, no pay” principle.

9.2 ROLE OF SENIOR MANAGERS

Call meeting with the district strike co-ordination committee (District Directors). Advise IMG managers, line managers and supervisors.

Keep the Directorate: Labour Relations informed of the extent of the industrial action in their directorates and districts.

Collect, collate and certify information received from IMG managers, line managers and supervisors.

Co-ordinate the compilation of reports and submission of information to the Directorate: Labour Relations at Head Office.

Ensure that, on each day of the strike, the Directorate: Labour Relations is provided with a summary of the strike situation before 10:00 and a detailed report before 14:00.

Report incidents of vandalism, arson, intimidation or acts of violence the Safe Schools Call Center at Head Office.

9.3 ROLE OF IMG AND LINE MANAGERS

Ensure that all principals, managers, parents and supervisors are informed of the industrial action arrangements.

Determine beforehand, if possible, which principals and supervisors in their districts will be embarking on the strike. [Note: principals', managers' and supervisors' right to strike must be respected.]

Provide advice to principals and supervisors with regard to the implementation of contingency plans.

Ensure that SGB members are reminded of the need to supervise classes, if the majority of staff members participate in strike action,

Gather all information and summarise challenges related to the situation and inform their relevant director of the impact of the industrial action.

Collect the names of all participants in the industrial action, per school or sub-directorate and submit them to the relevant director.

Keep a record of all incidents of misconduct and acts of intimidation.

9.4 ROLE OF PRINCIPALS AND SUPERVISORS

Inform parents and SGB of the strike.

Establish the extent of the strike by determining the number of staff members absent or potentially absent.

Monitor the extent and impact of the strike.

Group classes under the control of teachers who are not striking.

Where necessary, request parents to supervise classes.

If necessary, request permission from the relevant IMG manager to close the school and ensure parents that their children are safe, etc.

Report incidents of intimidation of non-strikers and/or damage to facilities or property to the IMG or line manager and Safe Schools Call Center.

Record staff absences and submit the information to the IMG or line manager.

On each day of the strike, provide the IMG or line manager with a summary of the situation *before 10:00 and 14:00*.

(Note: Where teachers or officials are not participating fully in the strike action, but are on a “go-slow”, such action is also regarded as industrial action and must be reported.)

10. MANAGEMENT OF EMPLOYEES DURING STRIKE ACTION

STEP 1 (ON EACH DAY OF THE INDUSTRIAL ACTION)

Directors shall be requested to inform the Directorate: Labour Relations of the following before 10:00 and then again before 14:00 on the day of the industrial action by completing the relevant attached forms:

- Which directorates or areas are most affected;
- The number of schools or directorates affected;
- An estimate of the number of teachers or public servants who have not reported for duty;
- Whether there have been any work or teaching disruptions at the office or schools;
- The number of school principals or line managers participating in the strike;
- Whether these principals or managers have informed their supervisors of their intention to participate in the strike; and
- The number of schools closed, if any.

The information must be sent per directorate or district to the strike Co-Coordinator at fax number **021 425 8612**.

The Director: Labour Relations, at head office, will use the information to monitor the impact of the industrial action and to advise the Minister and Head of Department on the effect of the strike.

STEP 2

The procedure described under Step 1 will be strictly enforced, particularly the keeping of records of employees who participate in the strike. The relevant forms must be completed by every directorate and institution. Information requested about striking staff will include relevant dates, times and names of individuals who participated in the strike, or who withdrew their labour for the day or part thereof.

Principals and managers will be responsible for the completion of the relevant forms. In cases where the principal or manager is on strike, the deputy principal or deputy manager will be responsible for the completion of the forms. If the deputy principal or deputy manager is also on strike, the IMG manager or director will be responsible.

Directors take overall responsibility for the process in their respective directorates and districts. The director will ensure that all completed forms (of individuals that were on strike) reach the Directorate: Labour Relations for attention: Strike Co-ordinator, 17th Floor, Golden Acre Building, within 3 days of the date on which the industrial action took place. It is of vital importance that the information is collated, certified and submitted by the relevant director to the Directorate: Labour Relations.

The Directorate: Labour Relations will be responsible for the consolidation of all information and will assist wherever possible.

STEP 3

It is of paramount importance that all districts and schools ensure that no learner is without supervision at any school. If the school is aware that teachers will be going on strike, the school must arrange beforehand for supervision of learners, which may involve parents and departmental officials.

Principals must note that no school may close without giving notice and receiving permission, via the IMG manager, from the District Director.

STEP 4

All supporting documents for reported figures to be verified by school principals, district directors and submitted to the Directorate: Labour Relations not later than 3 working days after each day of the industrial action.

STEP 5

Annexures C, D, E and Addendum II must be completed by all institutions and submitted to the relevant district office on every day of the strike. Annexure B and Addendum III must only be completed and submitted to the district office when applicable.

District offices are to submit addendum I to the Directorate: Labour Relations on each day of the industrial action before 10:00 and again before 14:00. All other annexures and addendums are to be submitted to the Directorate: Labour Relations no later than three days after each day of the strike.

11. DISASTER RISK PREVENTION, RESPONSE AND RISK REDUCTION ACTIVITIES DURING A STRIKE

DISASTER RISK PREVENTION, RESPONSE AND RISK REDUCTION ACTIVITIES			
	Disaster-Risk	Lead Department(s) and supporting Departments	Disaster Risk reduction activities
1	Bomb Threats/ Explosion	SAPS WCED: Safe Schools Traffic	<ul style="list-style-type: none"> • Follow the action steps as stipulated in the Contingency Plan (Minute 006/2011) • Notification of incident to: <ul style="list-style-type: none"> ○ SAPS ○ Safe Schools Call Centre ○ Metro Police Department ○ Traffic ○ Building occupiers ○ Building owner(s) • Security Manager takes charge • Activation of OHSA team • Activate on-site JOC • Follow evacuation procedure(s) • Incorporation of relevant fire control systems, emergency signage and evacuation routes • Training and exercising undertaken • Monitor any hazards that result
2	Fire	CoCT: Fire & Rescue SAPS Safe Schools Call Centre 0800 45 46 47 PG:WC EMS 107 [<i>toll free from landline</i>] 112 [<i>toll free from mobile</i>] 021 480 7700 [<i>normal Telkom rates apply</i>] 10 111 10 177	<ul style="list-style-type: none"> • Follow the action steps as stipulated in the Contingency Plan • Notification of incident to: <ul style="list-style-type: none"> ○ Building Occupiers ○ Fire and Rescue ○ SAPS ○ Safe Schools Call Centre ○ Building owners • Security Manager takes charge • Activation of OHSA team • Activate on-site JOC • Follow evacuation procedure(s) • Incorporation of relevant fire control

			<p>systems, emergency signage and evacuation routes</p> <ul style="list-style-type: none"> • Provision of adequate fire and rescue equipment • Adequately trained and equipped personnel [OHS team] • Training and exercising undertaken • Monitor any possible consequential hazards that may result
3	Disruption of electricity	<p>CoCT electricity - 080 022 0440 ESKOM: 086 003 7566</p>	<ul style="list-style-type: none"> • Notify all relevant role-players <ul style="list-style-type: none"> ○ CoCT electricity ○ Eskom • Notify Safe Schools Call Centre • Make arrangements for repairs or alternative power supplies • Security Manager takes charge • Activation of OHS team • Activate on-site JOC • Inform the building occupiers iro estimated duration of outage or alternative arrangements • Back-up generators in place • Monitor any consequential hazards that result
4	Disruption of Telecommunications and IT Services	<p>Telkom: 10 212</p>	<ul style="list-style-type: none"> • Notify relevant role-players <ul style="list-style-type: none"> ○ Telkom ○ Cellular Networks ○ CEI ○ DKM ○ DotP • Inform the building occupiers iro estimated duration of outage or alternative arrangements • Activate the relevant team as required by the situation • Arrangements for repairs or alternative telecommunication and/or ICT services • Monitor any possible consequential hazards that may result • Back-up equipment and resources • Back-up public address or communications systems in place

12. DISTRICT CONTINGENCY PLANS

Each district must develop their own contingency plan based on their unique operational requirements and needs. The following must be included in such contingency plan:

- District Strike Co-ordination Committee
- The procedures to be followed by institutions during the strike/industrial action;
- Procedures to be followed by district officials during the strike/industrial action;
- Submission of information and reports

13. SCHOOL CONTINGENCY PLAN

Schools must ensure that their contingency plans include the following:

- Parental Strike Action Committee
- Procedures to be followed by the school during strike action
- Procedures to be followed by employees during strike action
- Submission of information and reports to district co-ordination committee

Districts' Contingency Plans update must be submitted to the Directorate: Labour Relations at least three days before the planned industrial action ensues.

14. RECOVERIES

- District directors must reconcile data between original reported figures and confirmed figures. The district directors must provide written explanations for the difference in reporting figures. The Chief Director Districts must collate this information and submit to the Directorate Labour Relations to process.

The Directorate Labour Relations is responsible for;

- ensuring that all outstanding days are accounted for,
- comparing information from districts with the information captured on HC-LMS and following up on differences to ensure reliability of information,
- determining the controlling total based on information from districts
- recording any movements which might increase or reduce the controlling total
- comparing the actual deductions from the PERSAL report against the controlling total and recorded movements

- providing monitoring reports on a quarterly basis to EXCO to ensure that differences are appropriately addressed
- utilising the HC-LMS system

15. REFLECTION AND REPORTING

Once the industrial action has ended, a report will be submitted to the Head: Education, by the Director: Labour Relations, which will include the following:

- Analysis of activities of all committees;
- Statistical analysis (reconciling actual recoveries with reported attendance totals);
- Impact of the industrial action;
- Recovery plan;
- Challenges (including identification of areas for improvement);
- Remedial action (including training where necessary); and
- Extent of compliance with original instruction.
- Final strike action report

The Directorate: Labour Relations will provide the Committee with monthly reports regarding the deductions of monies of employees who participated in the industrial action.

APPROVED:

HEAD: EDUCATION

DATE:

ENQUIRIES

Should the industrial action take place, the following officials from the Directorate: Labour Relations will be on duty to provide advice and assistance during the period concerned:

- A Jacobs – 021 467 2848 – Ayesha.Jacobs@pgwc.gov.za
- J Fry – 021 467 2866 – Jason.Fry@pgwc.gov.za
- H Erasmus - 021 467 2399 – Henrietta.Erasmus@pgwc.gov.za
- C Muller – 021 467 2857 – Christo.Muller@pgwc.gov.za
- MJ Knoetze - 021 467 2372 – Marna.Knoetze@pgwc.gov.za
- M Mapumulo - 021 467 2416 – Malusi.Mapumulo@pgwc.gov.za
- A Allie - 021 467 9233 – Anwar.Allie@pgwc.gov.za
- L Bathgate - 021 467 2863 – Lee-Ann.Bathgate@pgwc.gov.za
- F Scholtz - 021 467 2865 – Frederick.Scholtz@pgwc.gov.za

For all Safety and Security matters please call the Safe Schools Call Centre at 0800 45 46 47 or e-mail

- N Khan [ctf Nariman.Khan@pgwc.gov.za](mailto:Nariman.Khan@pgwc.gov.za)
- O. Apollis [ctf Oscar.Apollis@pgwc.gov.za](mailto:Oscar.Apollis@pgwc.gov.za)
- A. Jeftha [ctf Alethea.Jeftha@pgwc.gov.za](mailto:Alethea.Jeftha@pgwc.gov.za)
- B. Petersen [ctf Beulah.Petersen@pgwc.gov.za](mailto:Beulah.Petersen@pgwc.gov.za)

ANNEXURE B

Contingency planning is of paramount importance if WCED is to manage labour unrest efficiently and effectively. The Security Committee has identified the following risk priorities in relation to strikes.

Risk Priority	Risk rating	Recommended mitigation	Risk owner	Action to be taken
PERSONNEL AND PHYSICAL SECURITY				
1. Supervisors, managers, officials, educators and support staff withdraw their labour.	High	<ul style="list-style-type: none"> ○ Consultation ○ Negotiation with employee parties ○ Deadlock ○ Conciliation 	HR - DLR	<ul style="list-style-type: none"> ● Labour must have a conciliation plan ● Hiring of temporary staff ● Parental strike committees to organize supervision for learner safety ● Principals or delegated official to have a substitute plan of unemployed parents, ex-teachers, alumni ● Accurate record of employee absenteeism must be recorded.
2. Lack of attendance by key personnel.	High	<ul style="list-style-type: none"> ○ Directorates plan the delegation of responsibilities to existing personnel 	Directorates	<ul style="list-style-type: none"> ● Include strike action plan within the contingency plan ● Delegation plan in place
3. Intimidation of employees	High	<ul style="list-style-type: none"> ○ Procedures in place to manage intimidation ○ Counseling and support ○ Increase physical security 	ESM SAPS METRO-POLICE EMERGENCY SERVICES SCHOOLS – SSC,SMT,SGB	<ul style="list-style-type: none"> ● Procedure for reporting of intimidation(Safe Schools Call Centre) ● Referral system ● Disciplinary process ● Civil process
4. Acts of violence	High	<ul style="list-style-type: none"> ○ Access control policies ○ Appoint physical security ○ Active safety and security committees 	ESM SAPS SCHOOL-SGB,SSC,SMT METRO-POLICE EMERGENCY SERVICES	<ul style="list-style-type: none"> ● Disciplinary process ● Civil Process ● Access control policies ● Physical security ● Access to emergency services ● Counseling and debriefing

5. Synchronization and coordination of emergency events	High	<ul style="list-style-type: none"> ○ Selection and appointment of a strike committee ○ Sign-off of terms of reference of the strike committee and strike contingency plan ○ Training workshops and awareness in relation to plans 	ESM SGB SMT SAPS METRO-POLICE EMERGENCY SERVICES PDRM	<ul style="list-style-type: none"> ● Review contingency plan and include planning for strike related unrest ● Facilitate terms of reference sign-off of strike committee and strike contingency plan ● Arrange workshops to train the committees in relation to their roles and responsibilities during strike action. ● Facilitate awareness programmes at all levels
6. Unfair labour practice	Medium	<ul style="list-style-type: none"> ○ Inform employees of their rights ○ Monitor labour practices 	HR - DLR	<ul style="list-style-type: none"> ● Information sessions with directorates and districts offices ● Disciplinary process
7. Teaching	High	<ul style="list-style-type: none"> ○ Catch-up lesson plans for matrics via media: TV, radio, newspaper, social networks ○ Winter school programmes 	Curriculum CTM IMG District Directors	<ul style="list-style-type: none"> ● Alternative curriculum plan
8. Communication	High	<ul style="list-style-type: none"> ○ The communications directorate must keep officials informed about the strike ○ Issue internal memo's to district offices to communicate expectations during the strike 	Communications	<ul style="list-style-type: none"> ● Circulars ● Memos ● Media briefings
9. Exam disruption	High	<ul style="list-style-type: none"> ○ Sharing of matric exam venues ○ Strengthen physical security for examination facilities ○ Safeguard printing facilities 	ESM EXAMS Curriculum CTM IMG District Directors	<ul style="list-style-type: none"> ● Security policies ● Physical security Plan ● Identification of examination venues and shared venues ● Classification of twinning venues ● Contingency budget for private security in the event of strike

		<p>with security mechanism, fire detection, additional physical security</p> <ul style="list-style-type: none"> ○ Strengthen police visibility at examination venues ○ Exercise strict access control policies at the examination venues 		<p>action</p> <ul style="list-style-type: none"> ● Assessment of the venues ● Security sweeping of the venues ● Access control policies
10. Recoveries	High	<ul style="list-style-type: none"> ○ Accurate records of attendance during strike action ○ Recoveries according to days absent 	HR	<ul style="list-style-type: none"> ● Utilisation of HC-LMS to automate the submission of attendance information subsequent to the strike ● Verification mechanisms developed ● Deductions strictly according to days lost
11. ICT security threat	High	<ul style="list-style-type: none"> ○ Systems in place to ensure the confidentiality, integrity and availability of information ○ Anti-virus, VPN etc. ○ Monitoring and reporting on deficiencies in systems to prevent intrusion ○ Revise password allocation ○ Implementation of firewalls, and intrusion detection and prevention systems 	DKM CE-I	<ul style="list-style-type: none"> ● Policies and implementation plan ● Off-site storage of information and data ● Awareness programs