

## CHE: ORGANIZATION, STRUCTURE AND PERSONNEL

### 1 ORGANIZATION

#### 1.1 Governance

The CHE comprises the Council, an Executive Committee, and a Secretariat headed by the CEO. During the past year, the Council of the CHE has had four full Board Meetings, while the Executive Committee has met four times. The HEQC Board has had four meetings and the Executive Committee of HEQC has had seven meetings. CHE Standing Committees, Task Teams and Projects have met as required. As noted, the HEQC has its own Board with two CHE members represented on it (the chairperson of the HEQC and one other).

#### 1.2 Operational Structure

Each of the Directorates of the CHE has specified responsibilities and operates within a framework of defined regulations, authority, autonomy and accountability and reporting.

#### 1.3 CHE 2006-2009 Programme (Goals, Strategy and Plan)

The CHE 2006-2009 Programme was reviewed and updated in September 2005. This programme sets out the overall direction to be deployed by the Council on Higher education in pursuance of its mandate and responsibilities as outlined in the Higher Education Act, No. 101 of 1997. The CHE 2006-2009 programme adopts a three-year view and is managed as a dynamic framework of activities that can be developed in accordance with changing conditions and through interaction with key higher education stakeholders.

#### 1.4 Management Information System

The development of a national quality assurance system, which is the responsibility of the HEQC, necessitated the development of a comprehensive and appropriate management information system (MIS) capable of dealing with the processes involved in the accreditation of programmes, the performance of institutional audits and the tasks associated with quality promotion and capacity development. The first phase that was completed and implemented in June 2005 resulted in the immediate improvement of the processing of applications for accreditation and of the overall workflow. The development of the second phase to make provision for the information needs of auditing is well underway.

#### 1.5 Risk Management

During 2004, the CHE commissioned KPMG to conduct an independent and comprehensive assessment of risk and to advise on strategies and mechanisms to reduce and/or eliminate risk. This risk register was updated in February 2006 and submitted to the Department of Education as part of the CHE's reporting obligations to comply with the Public Finance Management Act (PFMA).

### 2 HUMAN RESOURCES

#### 2.1 Positions

During the course of the year, the CHE lost one of its directors who passed away. A further seven positions also became vacant, including that of a director. Of these, positions were linked to projects that were funded by donors, while six positions were partially funded through cost recovery as in the case of the accreditation of private provider programmes.

The CHE continued with its strategy to draw on and utilize the specialist knowledge and expertise of local policy research and development agencies, especially on major investigations and research and development projects. During the course of the year under review, consultants and short-term contract staff has been employed.

## 2.2 Employment equity

The CHE is deeply committed to employment equity and pays serious attention to its equity profile. While the overall equity profile of the CHE is good (see Table 4.1 below), especially in terms of gender (sixty six per cent of personnel are women), challenges are the 'race' and gender profiles especially at the executive and senior staff levels. Staff development, mentoring and effective succession planning are required to address these challenges.

**Table 4.1:** Equity profile of CHE Staff

<b>Race→</b>	<b>African</b>		<b>Coloured</b>		<b>Asian</b>		<b>White</b>		<b>TOTAL</b>	
<b>Rank ↓</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
Executive					1	1			<b>1</b>	<b>1</b>
Directors					1		1	1	<b>2</b>	<b>1</b>
Acting Dep. Directors	2								<b>2</b>	
Managers	1	2	1	1			3	1	<b>5</b>	<b>4</b>
Project Administrators	2	2	1	2			1	5	<b>4</b>	<b>9</b>
Administrators	1	6		1		1		1	<b>1</b>	<b>9</b>
Clerical Staff	4	10							<b>4</b>	<b>10</b>
<b>Total Gender</b>	<b>10</b>	<b>20</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>8</b>	<b>19</b>	<b>34</b>
% by Gender	53%	59%	10.5%	12%	10.5%	6%	26%	23.5%	100%	100%
<b>Total (Race)</b>	<b>29</b>		<b>6</b>		<b>4</b>		<b>13</b>		<b>53</b>	
% by Race	57%		11%		7.5%		24.5%		100%	

## 2.3 Personnel development

Performance reviews were conducted in late November/early December 2005 for the purposes of analysing performance, commending good performance and strengths, identifying weaknesses and instituting strategies to improve performance. The reviews have resulted, where appropriate, in performance rewards and have also fed into the CHE staff development programme for 2005. Personnel have, where necessary, been redeployed so as to better the position of the CHE to discharge its varied responsibilities, and also to make more effective use of the expertise and experiences of certain personnel.

In addition, the internal staff development seminar programme has been continued, with the CHE CEO and other senior staff playing a strong and direct role in the intellectual, professional and organizational development of personnel. The objective of these seminars is to enhance the staff's theoretical, conceptual, historical and sociological knowledge of South African higher education, to develop their intellectual, professional and organizational skills and to sharpen their understanding of the CHE and its work.