Western Cape Government

Education

FOR YOU

Directorate: Business Strategy and Stakeholder Management

Customer Satisfaction Survey

Report 2023

ACKNOWLEDGEMENTS

Thank you to all who have taken time to complete the survey. Your feedback will assist the department in improving the services it renders and support it provides to our schools. A special thanks to all Education District Employees for their support in ensuring greater participation; it is highly appreciated.

Contents

LIST OF TABLES

LIST OF FIGURES

ACRONYMS AND ABBREVIATIONS

CEMIS – Centralised Education Management Information System

CSS – Customer Satisfaction Survey

DDG O – Branch Institutional Development & Coordination

DDG C – Branch Curriculum and Assessment Management

DDG P – Branch Education Planning

DDG CS – Branch Corporate Services

ECD – Early Child Development

HO – Head Office

HOD – Head of Department

LTSM – Learning and Teaching Support Material

MOD - Mass Participation, Opportunity and Access, Development and Growth

NSNP - National School Nutrition Programme

SBST - School-based Support Team

SNE – Specialised Needs Education

WCED – Western Cape Education Department

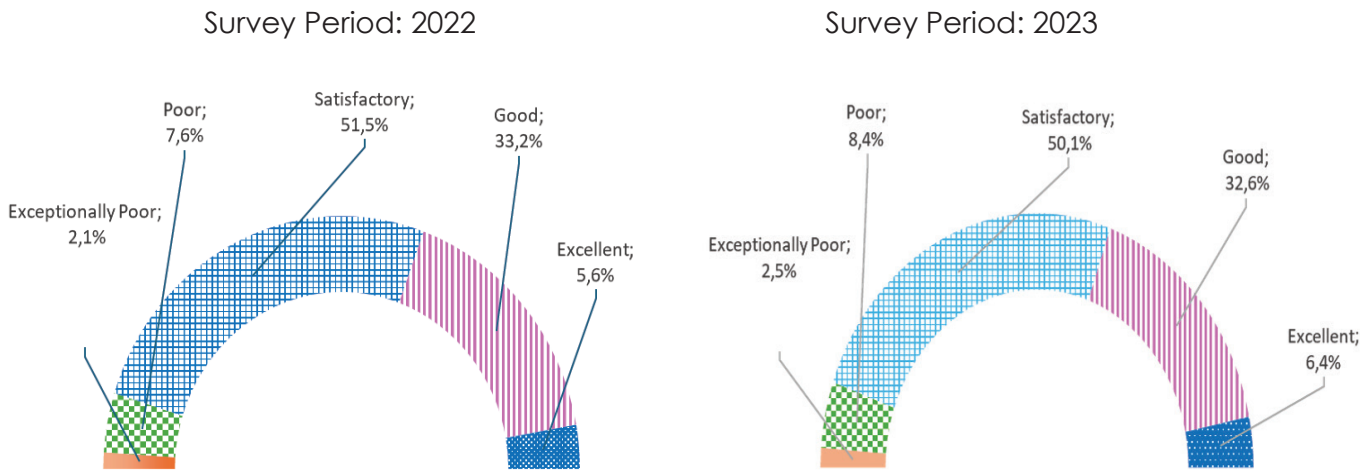
Executive Summary

The annual CSS has been conducted for 14 years now. It is designed to provide an opportunity for WCED employees to provide feedback on the services they receive. It is deployed through the Centralised Education Management Information System (CEMIS), and school principals are requested to encourage educators and staff to complete the survey. A maximum of 10 employees from each Public Ordinary- and Special School were encouraged to participate.

Participants were requested to express their level of satisfaction with services rendered using a five-point scale starting from *exceptionally poor* to *excellent*. Approval was captured by the following responses "Satisfactory, good and excellent", while disapproval was captured by "exceptionally poor and poor". The 2023 Customer Satisfaction Survey (CSS) participants (10 249) rated the WCED services at 89,1% approval (ranging from satisfactory to excellent). When compared with the 2022 CSS overall participants' ratings, a slight regression from 90,3% is noted.

Figure 1: Overall satisfaction of participants of the 2023 CSS compared to the 2022.

Overall Satisfaction: 2023 compared to 2022.



The main findings are:

1. **Frequency of frontline service usage.**

   When comparing the participants' frequency of services used between 2019 – 2023, the following is evident.

   - The most significant increase is within the "11+ times" category for "Consult the WCED website" from 32% (2019) to 44% (2023).

- "Visited the walk-in/visitors' Centre at Head Office" was the category that received the largest percentage (61%) of participants not making use of the service. This supports the fact that the service is not accessible to all participants of this survey.
- For 2023, 6 additional categories were included to this segment. The most significant insight is the registered underutilisation (66% of participants) of the service; "Used the WCED Online Feedback Mechanism (Complaints, Complements and Enquiries)".

2. **Evaluation of Frontline services**

When comparing the approval ratings of the last 3 years, the following is noted:

- Most frontline services remained stable (Walk-in Centre, WCED Website, Telephone Response, Education District Office support and Circuit Managers Support)
- Safe Schools, H/O office support, and Finance regressed.
- Exam walk-in Centre and the Call Centre showed improvement.

3. **Evaluation of support provided by Specialised Needs Education (SNE)**:

When comparing the approval ratings of the period 2019 till 2023, all services under this category shows improvement. However, when comparing 2022 with 2023, the following is evident.

- SE Needs Support Social Worker, Learning Support Teacher: support to learners and Support to SBST remained stable.
- SE Needs Support Psychologists and Support to School-based Support Team (SBST) regressed.

4. **Evaluation of specialised services (Academic):**

When comparing the approval ratings of the period 2019 till 2023, all services under this category shows improvement. However, when comparing 2022 with 2023, the following is evident.

- Language and Mathematics strategy support; E-Learning Strategy Support and Administration of Gr 3, 6 & 9 Testing, retained its ratings.
- Examination and assessment support regressed.
- The services ratings for Matric Support Programme and Educator Training at CTLI improved,

5. **Evaluation of specialised services (Administrative):**

When comparing the approval ratings of the period 2019 till 2023, the following is evident.

- E-Recruitment Management, Administration of Salaries; and Admin and Financial Management Support were replaced by new indicators for 2023.
- E Info Management CEMIS Support regressed, while Communication to Schools and Online System for Learner Placement showed improvement.

6. **Evaluation of specialised services (Provisioning):**

   The sum of approval ratings of 2019 till 2023 CSS were compared and offered the following insights.
   - Equipment/Furniture Supply Support regressed.
   - Infrastructure Maintenance Support improved.
   - Novel items were introduced since 2022 and offered the following insights.
     - Textbooks Supply regressed and Learner Transport Scheme Support improved.

7. **Evaluation of specialised services (Social support):**

   The sum of approval ratings of 2019 till 2023 CSS were compared and offered the following insights.
   - The National School Nutrition Programme regressed from 95% (2019) to 94% (2023).
   - MOD Centres was included within the new service item of After Care initiatives and received a rating of 86% (2023).

8. **Responses to WCG values and Batho Pele Principle:**
   - When comparing the approval ratings of 2022 vs 2023 CSS, the following is noted:
     - 3 principles (Information, Courtesy and Openness & Transparency) regressed,
     - The rest of the principles (Consultation, Service Standards, Redress, Access and Value for Money) retain their ratings.

9. **Evaluation of items related to the display and application of WCG Values**
   - All WCG Values showed improvement when comparing the participants' ratings (sum of Satisfactory, Good and Excellent) from 2022 till 2023, with Caring the largest percentage increase of 5.7%.
   - However, when comparing the 2022 and 2023 participants' ratings (sum of Satisfactory, Good and Excellent) all WCG values regressed.

10. **Feedback/comments:**
    - The 2023 CSS attracted 9 887 optional notes, with most affirming positive perceptions of the services delivered:
      - Compliments 4 479 (45,3%)
      - Comments 3 375 (34,1%) and
      - Complaints 1 950 (19,7%) from participants.
    - Education district offices support retained the highest number of compliments 860 (19.25 of all compliments) for 2023.

1. Introduction

The annual Customer Satisfaction Survey (CSS) has been conducted since 2009 as a means for school staff to rate and comment on the services rendered by Education District (ED) offices and Head Office (HO).

The 2023 Customer Satisfaction Survey (CSS) achieved a record-breaking number of participants, i.e. 10 249, translating to a significant increase of more than 1400 responses, compared to the 2022 survey. It is important to also note the school participation rate increased from 91% to 98%. Considering these factors, this is an outstanding response given that the survey is voluntary. The increase in participation rates provides a much clearer view of the services rendered by the department and implies that disconnection is non-existent, our customers want to be heard.

2. Aim

The aim of the CSS is to explore and gather feedback that can be used to improve the overall WCED clients' experience, from the services and support provided. It allows the WCED to evaluate the perceptions of the quality of services delivered and serves as basis for interventions. As in previous years, the report is divided into three sections: the profile of respondents, the detailed overall ratings, and comments of the respondents.

3. Method of Survey

In conducting the survey, a quantitative research technique is used for gathering information from respondents. As in the past, the 2023 CSS was made available to schools on the CEMIS, requesting that a maximum of 10 staff members from the schools complete the survey.

The CSS asked participants the following:

i. How frequently certain services, offered by Education Districts (EDs) and Head Office (HO), were used by school staff?
ii. How school staff perceived the levels of these different services?
iii. Besides rating services as per predetermined scale, respondents were requested to optionally write comments for selected responses.

4. Findings

4.1 Respondents

Table 1: *The 2023 response rates – Public Ordinary and Special Schools*

Districts	2023 Responses				2022 Responses				2023 vs 2022 (Individuals)
	Total Schools	Schools Responded	Rate	Individuals	Total Schools	Schools Responded	Rate	Individuals	
Cape Winelands	282	263	93%	1645	282	173	61%	1083	562
Eden & Central Karoo	202	202	100%	1191	202	195	97%	1065	126
Metro Central	221	217	98%	1344	220	217	99%	1199	145
Metro East	192	191	99%	1514	191	191	100%	1363	151
Metro North	218	217	100%	1815	212	212	100%	1660	155
Metro South	216	206	95%	1473	215	203	94%	1285	188
Overberg	85	84	99%	523	84	83	99%	477	46
West Coast	127	127	100%	744	125	124	99%	707	37
Totals	**1 543**	**1 507**	**98%**	**10 249**	**1 531**	**1 398**	**91%**	**8 839**	**1 410**

The participant rate of schools and individuals are commendable against the backdrop that a maximum of 10 participants per school are allowed to complete and capture the surveys. The schools' staff establishments also regulate the number of participants per survey annually.

The 2023 CSS was completed by 1 507 (98%) of the 1 543 public ordinary and special schools, compared to the 1 398 (91%) of 1 531 schools in the 2022 survey - an increase of **7%** in schools' participation.

A total of **10 249** staff members at the institutions completed the survey, compared to **8 839** in 2022, representing an increase of **14% staff member participation.**

Table 2: *Full record of school responses – CSS 2023*

District	Full	None	Only Started	Partly	Grand Total	Total Incomplete
Cape Winelands	235	18	6	23	**282**	**29**
Eden & Central Karoo	197	0	2	3	**202**	**5**
Metro Central	193	4	3	21	**221**	**24**
Metro East	179	1	5	7	**192**	**12**
Metro North	204	1	6	7	**218**	**13**
Metro South	175	10	6	25	**216**	**31**
Overberg	77	2	0	6	**85**	**6**
West Coast	123	0	0	4	**127**	**4**
Grand Total	**1 383**	**36**	**28**	**96**	**1 543**	**124**

Restricted access to the schools' CEMIS forces the participants to complete a paper-based survey and the capturing to the online system being managed by the school administrator(s). The above table represents the capturing of documentation at the closure of the CEMIS on 31 August 2023.

- "Full" - represent end to end capturing of the survey,
- "None" - represent schools that did not participate at all.
- "Only Started" - represent schools / participants who completed and or captured the surveys' participant details.
- "Partly" - represent incomplete captured surveys (all 4 areas of the survey).
- "Incomplete" - represent the sum of the above categories, less the "Full" per participating number of schools.

We are yet to confirm whether the captured data matches that of completed surveys. We rely on the CEMIS administrators to conclude on this practice and encourage the Education District staff to monitor and control the reliability of datasets. We encourage participants to ensure that their completed surveys are successfully captured. A print version of such data is available for such control.

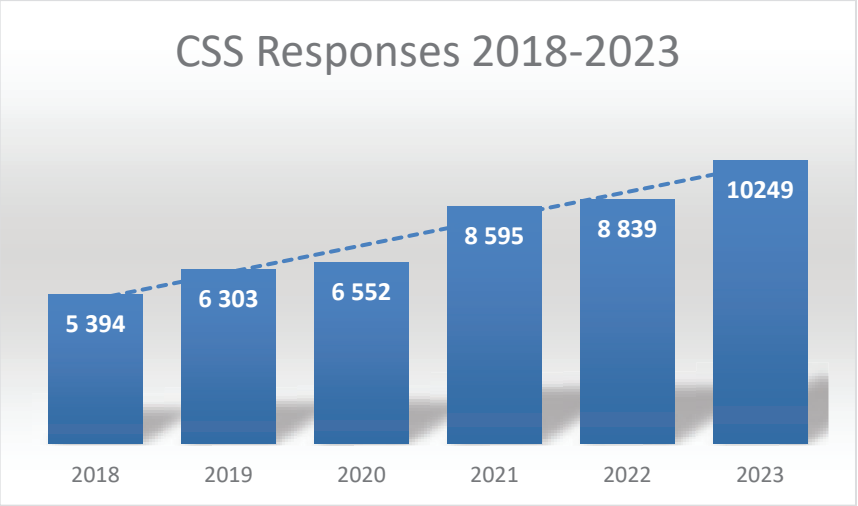
Table 3: *District Circuit Response Rate*

District	District Circuits										
	1	2	3	4	5	6	7	8	9	10	ED
Cape Winelands	96%	94%	**81%**	97%	**84%**	100%	93%	96%	100%	100%	**94%**
Eden & Central Karoo	100%	100%	100%	100%	100%	100%	100%	100%			**100%**
Metro Central	95%	100%	100%	100%	100%	100%	100%	100%	91%	96%	**98%**
Metro East	100%	100%	95%	100%	100%	100%	100%	100%	100%		**99%**
Metro North	100%	95%	100%	100%	100%	100%	100%	100%	100%	100%	**100%**
Metro South	**88%**	100%	96%	**88%**	91%	100%	96%	100%	100%		**95%**
Overberg	100%	97%	96%								**98%**
West Coast	100%	100%	100%	100%	100%						**100%**
										Overall	**98%**

1 507 Schools conducted the 2023 CSS survey from a possible 1 543, with 36 schools not attempting the survey. 28 schools only started (position, years' experience, and post level) and 96 schools partly completed the survey.

All the circuits participated in the 2023 CSS although the contribution rate varies. 3 Education Districts (Eden & Central Karoo-, Metro North- and West Coast EDs) managed 100% participation. Cape Winelands ED had the lowest 94% patriation as well as the lowest circuit contribution by Circuit 3 (81%).

Figure 2: *CSS Responses Over Years 2018 - 2023*



For the 6-year period, individuals participation recorded an average increase of 14% year on year, with 2023 (16%) the third highest increase behind 2021 (31%) and 2019 (17%). The lowest year on year increase was between 2021 to 2022 (3%).

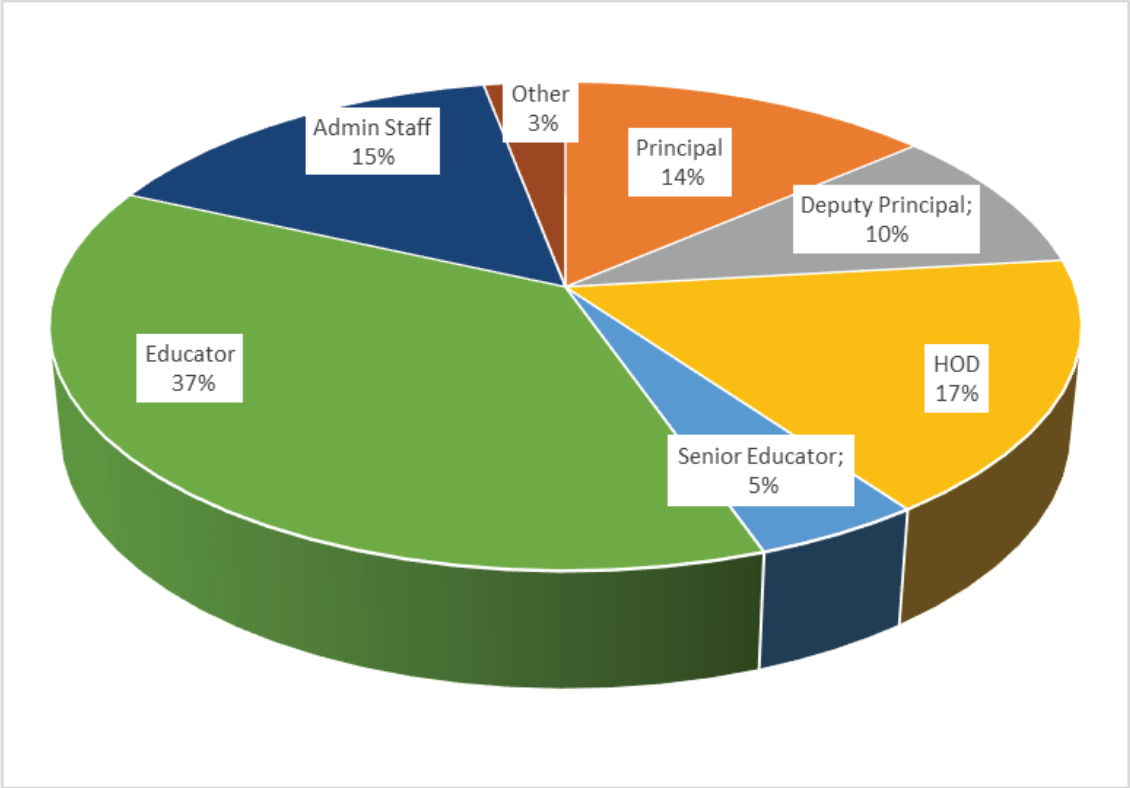
4.1.1 ***Respondents by job-title***

Table 4: *Responses by job-title*

	Table 13: Responses per Post level						
Position	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**Diff 2022/23**
Principal	891	930	902	1 172	1 181	**1 399**	**18%**
Deputy Principal	482	549	553	763	848	**977**	**15%**
HOD	827	979	1 074	1 359	1 519	**1 732**	**14%**
Senior Educator	282	307	315	399	398	**467**	**17%**
Educator	2 078	2 487	2 750	3 425	3 346	**3 803**	**14%**
Admin Staff	757	916	849	1 248	1 274	**1 566**	**23%**
Other	77	135	109	229	273	**305**	**12%**
Grand Total	**5 394**	**6 303**	**6 552**	**8 595**	**8 839**	**10 249**	**16%**

The participation rate between 2018 and 2023 has increased significantly on all levels. The most significant increases registered between 2022 and 2023 were the Admin Staff (23%), while on average all positions increased (16%). The participation of Principals is especially important to the survey, and the increase of 18% between 2022 and 2023 is commendable, but still short of the 1 507 (100%) participating schools for 2023, while recognising impacting Recruitment and Selection processes to Principal posts.

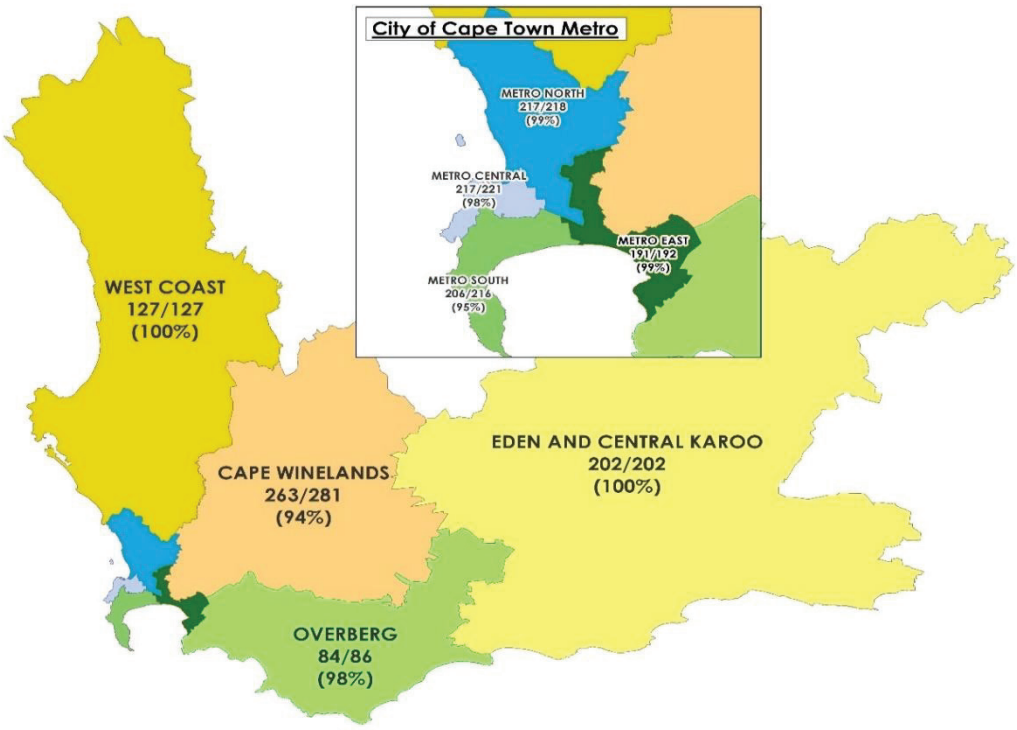
Figure 3: *Respondents by job title as a percentage of all respondents.*



The 2023 participation rates by job title reflects the total number of officials employed at each level. As expected, more educators (37%), though down from 2022, participated in the survey, followed by HODs (17%), Admin staff (15%) and Principals (14%).

4.1.2 ***Respondents mapped across the province.***

Figure 4*: Number of schools and response rate across the province.*



- The 2023 CSS saw a further improvement on the number of public ordinary and special schools responding to the survey.
- Two rural Education Districts (ED) (Eden and Central Karoo- & West Coast EDs) achieved 100% response rates, while Overberg attained 98% and Cape Winelands 94%. For the urban Education Districts, the following response rates were achieved: Metros East and North (99%), Central 98% and South (95%).

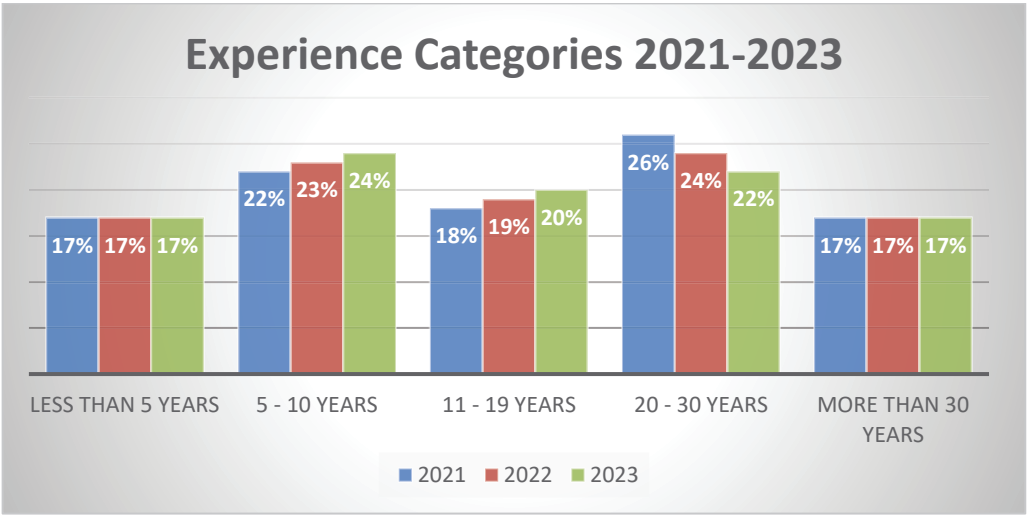
4.1.3 ***Respondents per Years of Experience***

Table 5: *Respondents per Years of Experience 2023*

Experience Category	2021	2021% of ALL	2022	2022 % of ALL	2023	2023 % of ALL	Increase 2022 vs 2023	% Increase 2022 vs 2023
Less than 5 years	1431	17%	1499	17%	**1 694**	**17%**	**195**	**0%**
5 - 10 years	1918	22%	2026	23%	**2 511**	**24%**	**485**	**1%**
11 - 19 years	1586	18%	1702	19%	**2 024**	**20%**	**322**	**1%**
20 - 30 years	2220	26%	2096	24%	**2 272**	**22%**	**176**	**-2%**
More than 30 years	1440	17%	1516	17%	**1 748**	**17%**	**232**	**0%**
Grand Total	8 595	100%	8 839	100%	**10 249**	**100%**		
					Respondent Increase		**1410**	
							16%	

The participants of the 2023 CSS represent a fair distribution of the different age categories on offer. This supports the request annually that "*a maximum of ten staff members at your school, with different years of experience and across different post levels, …*" be participants. All the experience categories registered an improvement, except the category "20-30 years" in the number of participants for 2023. Participants of the 5-10 years and 11-19 years categories increased by 485 and 322 respectively when compared with 2022.

Figure 5: *Respondents per Years of Experience 2023*



The natural adjustment of a representative group of participants in respect of the years' experience is illustrated above.

4.2 Evaluation of Services Used

4.2.1 Evaluation of frontline services used.

Each participant was requested to record the number of times that each of the services that is listed in the table below was used. Table 6 displays the responses to services used and contains a summary of the frequency of usage over the last 5 years.

According to the responses recorded by participants, the WCED website is still the most popular service used followed by "telephoned an official at District Office". Visiting the walk-in centre at HO seems not to be attractive to the participants as 61% reported that they had never used this service, which is reflective of the geographical distribution of schools through-out the province and the access to the H/O walk-in centre. The areas "Called the WCED call centre" and "Telephoned an official at Head Office" are also under-utilised with 36% and 38% respectfully. This could be reflective of the practice that Educators should be in classrooms and that the admin staff should request information from H/O and or district office on their behalf.

Table 6: Frequency of the Frontline Services Usage

No	Area	Period	Never	1 - 2 times	3 - 5 times	6 - 10 times	11 + times
1.	Visited the walk-in/visitors' Centre at Head Office	2019	56%	25%	10%	4%	3%
		2020	61%	23%	10%	4%	3%
		2021	61%	23%	10%	3%	3%
		2022	61%	24%	10%	3%	2%
		2023	**61%**	**24%**	**9%**	**3%**	**2%**
2.	Called the WCED Call Centre	2019	29%	23%	19%	10%	18%
		2020	33%	25%	17%	9%	16%
		2021	37%	25%	16%	8%	14%
		2022	38%	25%	17%	8%	12%
		2023	**36%**	**26%**	**17%**	**8%**	**12%**
3.	Telephoned an official at Head Office	2019	30%	23%	16%	10%	19%
		2020	36%	25%	14%	8%	17%
		2021	38%	23%	15%	9%	15%
		2022	38%	24%	16%	8%	13%
		2023	**38%**	**24%**	**16%**	**8%**	**14%**

There is an expectancy that all "areas of service access points" should illustrate an

4.	Telephoned an official at the District Office	2019	23%	19%	17%	12%	27%
		2020	28%	20%	16%	11%	25%
		2021	27%	19%	16%	11%	26%
		2022	29%	20%	17%	11%	23%
		2023	**28%**	**19%**	**16%**	**12%**	**24%**
5.	Consulted the WCED website	2019	11%	18%	22%	16%	32%
		2020	10%	14%	21%	18%	38%
		2021	11%	14%	18%	17%	41%
		2022	7%	13%	19%	17%	43%
		2023	**7%**	**12%**	**19%**	**17%**	**44%**

improvement, reflecting over time with participants increasingly accessing the service points. However, this is not the case, as different participants complete the maximum of surveys annually and their respective inputs differ according to their responses.

In addition to the above-mentioned services usage, the below table represent new Frequency of the Frontline Services Usage introduced from 2023 and the following is noteworthy insights.

- The Examinations Walk-in and Call centre Lines are not popular for the survey group, as it is more geared towards post matric learners and parents for matric results, certification and or rewrites. The Educators at schools mostly require assistance with replacement Qualifications.
- The use of the WCED portal is particularly encouraging, while the use of the WCED online Feedback mechanism is disappointing.
- We look forward to the comparative data next year.

No	Area	Period	Never	1 - 2 times	3 - 5 times	6 - 10 times	11 + times
6	Visited Head Office	2023	51%	29%	12%	4%	3%
7	Visited District Office	2023	24%	26%	22%	13%	16%
8	Visited H/O Examinations walk-in centre	2023	84%	9%	4%	1%	1%
9	Called the WCED Switchboard (021 467 2000)	2023	43%	22%	15%	8%	12%
10	Called the WCED Safe School call Centre (0800 045 4647)	2023	59%	19%	11%	5%	6%
11	Called the WCED Examinations help line (0861 819 919)	2023	78%	12%	6%	2%	2%
12	Used WCED Education Portal	2023	11%	12%	16%	16%	44%
13	Used the WCED online Feedback mechanism (Complaints Complements or Enquiries)	2023	66%	18%	9%	3%	4%

4.2.2 *Services Used Ratings.*

This section provides a summary of the participants' ratings of the services used during the year, and results are presented for a three-year cycle.

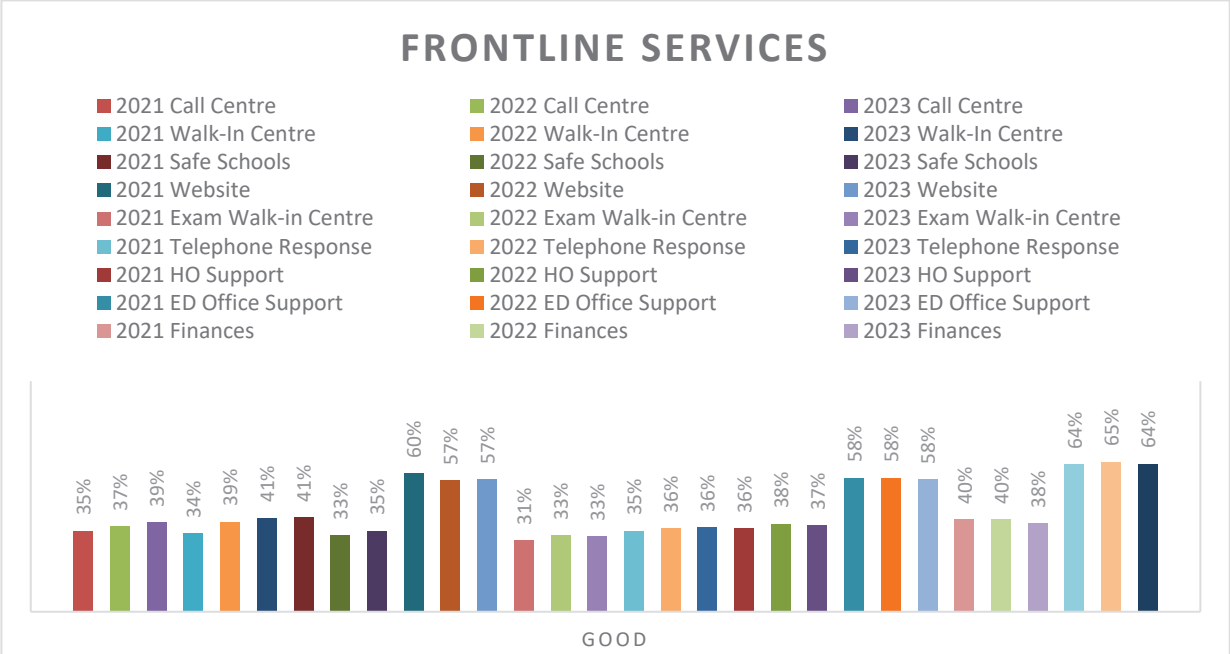
Table 7: *Summary of ratings for selected frontline services – 2021 to 2023*

Services	Years	*P=Poor (Exceptionally Poor & Poor), S=Satisfactory, G=Good (Good & Excellent)*			
		P	S	G	Sum of S&G
Call Centre	2021	6%	59%	35%	94%
	2022	5%	58%	37%	95%
	2023	**5%**	**56%**	**39%**	**95%**
Walk-In Centre	2021	3%	63%	34%	97%
	2022	2%	59%	39%	98%
	2023	**3%**	**56%**	**41%**	**97%**
Safe Schools	2021	8%	51%	41%	92%
	2022	7%	61%	33%	94%
	2023	**14%**	**52%**	**35%**	**86%**
Website	2021	2%	38%	60%	98%
	2022	3%	40%	57%	97%
	2023	**3%**	**40%**	**57%**	**97%**
Exam Walk-in Centre	2021	7%	61%	31%	92%
	2022	7%	61%	33%	94%
	2023	**7%**	**60%**	**33%**	**93%**
Telephone Response	2021	15%	51%	35%	86%
	2022	13%	51%	36%	87%
	2023	**14%**	**50%**	**36%**	86%
HO Support	2021	8%	56%	36%	92%
	2022	8%	54%	38%	92%
	2023	**9%**	**54%**	**37%**	**91%**
ED Office Support	2021	4%	38%	58%	96%
	2022	3%	38%	58%	96%
	2023	**4%**	**38%**	**58%**	**96%**
Finances	2021	9%	52%	40%	92%
	2022	9%	51%	40%	91%
	2023	**10%**	**52%**	**38%**	**90%**
CM Support	2021	4%	32%	64%	96%
	2022	3%	32%	65%	97%
	2023	**4%**	**32%**	**64%**	96%

The level of client satifsfaction is measured by the percentage of the participants who rate the service as either poor (exceptionally poor and poor); safisfactory or good (good and excellent). The graph below provides insights into such reflection. What is evident from the data is that most participants were satisfied with the services they recived from the WCED.

Figure 6: *Frontline Services Used with Ratings of Good (represent both Good and Excellent ratings) 2 options for graphs below.*

When testing the approval levels, the 3 ratings of Satisfactory, Good and Excellent are summed.



- The Website, Education District Office Support and Circuit Manager Support are the highest rated services of the group.
- Safe schools; Website and HO Support regressed 2021-2023.
- Call Centre, Safe Schools, Website and Finance shos regress between 2021 – 2-23.
- Walk-in centre, Exam walk -in centre, Telephone Responses and H/O shos improvement.
- Education District office support and Circuit Manager support remained stable.

4.3 Evaluation Support Provided by Head Office and ED Offices

Participants were requested to rate the service received form the units that are listed in the table below. The table below provides details of the five-year trends. The main observation is that support provided by CMs has for the last 4-years been receiving "excellent" reviews from more than 20% of the participants. This is a great achievement for this group given that the next highest service to receive a rating of excellent received 13%.

***Table 8**: HO and ED Offices Support*

Category	Years	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	Sum of Satisfactory, Good & Excellent
Head Office	2019	2%	8%	55%	32%	3%	90%
	2020	3%	8%	55%	30%	4%	89%
	2021	2%	6%	56%	33%	4%	93%
	2022	2%	6%	54%	33%	4%	91%
	2023	**2%**	**7%**	**54%**	**33%**	**5%**	**91%**

Education District Offices	2019	1%	4%	39%	46%	10%	95%
	2020	1%	4%	38%	45%	12%	95%
	2021	1%	3%	38%	45%	13%	96%
	2022	1%	3%	38%	45%	13%	96%
	2023	**1%**	**3%**	**38%**	**44%**	**13%**	**96%**
Curriculum School Support	2019	1%	6%	43%	43%	8%	94%
	2020	1%	5%	41%	43%	9%	93%
	2021	1%	3%	43%	43%	9%	95%
	2022	1%	4%	42%	45%	9%	96%
	2023	**1%**	**4%**	**42%**	**44%**	**9%**	**95%**
CM Support	2019	1%	3%	34%	43%	19%	96%
	2020	2%	4%	33%	41%	20%	94%
	2021	1%	3%	32%	42%	22%	96%
	2022	1%	2%	32%	43%	22%	97%
	2023	**1%**	**3%**	**32%**	**42%**	**22%**	**96%**

When comparing the ratings of the participants for the periods 2019-2023, all services of this group improved, while the Circuit Manager Support remained stable. On the other hand, when the approval ratings between 2022 and 2023 are compared, the following picture emerges (The percentage in brackets represents the 2022 ratings):

1. Head Office Support = (91%) 91%
2. Education District Offices Support = (96%) 96%
3. Curriculum School Support = (96%) 95%
4. Circuit Manager Support = (97%) 96%

4.4 Evaluation Support Provided by Special Needs Education

Participants were requested to rate the services listed in the table below that are offered by the Special Needs Education. The scale ranged from "exceptionally poor" on the negative side to "excellent" on the positive side. The table below provides details of the five-year trends.

Table 9: *Specialised education support*

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	Sum of Satisfactory, Good & Excellent
SE Needs Support Social Worker	2019	4%	16%	46%	29%	5%	80%
	2020	5%	15%	49%	26%	5%	80%
	2021	3%	12%	47%	31%	7%	85%
	2022	3%	12%	46%	32%	7%	85%
	2023	**3%**	**12%**	**47%**	**31%**	**7%**	**85%**
SE Needs Support Psychologists	2019	5%	17%	46%	28%	5%	79%
	2020	6%	17%	48%	24%	5%	77%
	2021	4%	14%	47%	29%	7%	83%
	2022	4%	13%	46%	30%	7%	83%
	2023	**4%**	**13%**	**47%**	**29%**	**6%**	**82%**

Learning Support Advisor: visits to schools	2019	2%	7%	42%	40%	10%	92%
	2020	1%	5%	44%	40%	10%	94%
	2021	1%	5%	44%	40%	10%	94%
	2022	1%	5%	42%	42%	10%	94%
	2023	**1%**	**5%**	**41%**	**42%**	**11%**	**93%**
Learning Support Teacher: support to learners	2019	2%	7%	43%	37%	10%	90%
	2020	2%	7%	46%	36%	8%	90%
	2021	2%	6%	45%	39%	9%	93%
	2022	2%	6%	44%	39%	9%	92%
	2023	**2%**	**6%**	**44%**	**39%**	**9%**	**92%**
Support to SBST	2019	3%	13%	51%	29%	4%	84%
	2020	3%	13%	49%	30%	5%	84%
	2021	2%	9%	47%	35%	7%	89%
	2022	2%	9%	48%	34%	6%	88%
	2023	**3%**	**9%**	**48%**	**34%**	**7%**	**88%**

From the table above, the proportion of participants that rated the respective services as exceptionally poor is extremely low and almost insignificant. When comparing the positive responses across all the years (2019 – 2023), that includes "satisfactory", "good" and "excellent", a trend above 76% is observed. Only 2 service areas were rated above (90%) Learning Support Advisor: visits to schools and Learning Support Teacher: support to learners. All services within this group improved between 2019-2023. A summary of the 2023 approval ratings is presented below (2022 in brackets):

1. Learning Support Advisor: visits to schools = (94%) 93% 
2. Learning Support Teacher: support to learners = (92%) 92% 
3. Support to SBST = (88%) 88% 
4. SE Needs Support Social Worker = (85%) 85% 
5. SE Needs Support Psychologists = (83%) 82% 

4.5 Evaluation of Specialised Services (Academic)

Most services of this section's ratings improved over the period 2019 - 2023, above 90% approval. Admin of Gr 3,6 & 9 testing; Language and Mathematics strategy support and eLearning strategy support remained stable while Examination and assessment support regressed; and Educator Training at CTLI and Matric Support Programme improved when comparing 2022 with 2023 responses.

Table 10: *Specialised Services (Academic) Ratings*

Specialised Academic Services	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	Sum of Satisfactory, Good & all services Excellent
Educator Training at CTLI	2019	2%	4%	47%	39%	8%	94%
	2020	2%	5%	47%	39%	8%	94%
	2021	1%	4%	47%	39%	8%	94%
	2022	1%	4%	47%	39%	8%	94%
	2023	**1%**	**3%**	**43%**	**41%**	**11%**	**95%**
Examination and assessment support	2019	2%	6%	52%	36%	5%	93%
	2020	2%	6%	51%	36%	5%	92%
	2021	1%	5%	50%	38%	6%	94%
	2022	1%	4%	51%	38%	6%	95%
	2023	**1%**	**5%**	**50%**	**38%**	**6%**	**94%**
Admin of Gr 3,6 & 9 testing	2019	2%	5%	47%	41%	6%	94%
	2020	2%	6%	48%	39%	6%	93%
	2021	1%	5%	52%	37%	5%	94%
	2022	1%	4%	48%	41%	6%	95%
	2023	**1%**	**4%**	**46%**	**42%**	**7%**	**95%**
Language and Mathematics strategy support	2019	1%	7%	51%	36%	4%	91%
	2020	2%	6%	51%	36%	5%	92%
	2021	2%	6%	51%	36%	5%	92%
	2022	1%	5%	52%	37%	5%	94%
	2023	**1%**	**5%**	**49%**	**38%**	**6%**	**94%**
Matric Support Programme	2019	3%	6%	51%	34%	6%	91%
	2020	3%	5%	47%	38%	7%	92%
	2021	2%	4%	45%	40%	9%	94%
	2022	3%	4%	47%	38%	8%	93%
	2023	**2%**	**3%**	**47%**	**38%**	**10%**	**94%**
eLearning strategy support	2019	3%	12%	53%	29%	3%	85%
	2020	3%	10%	52%	31%	4%	87%
	2021	2%	8%	52%	33%	4%	89%
	2022	2%	7%	54%	33%	4%	91%
	2023	**2%**	**7%**	**55%**	**32%**	**4%**	**91%**

A summary of the approval ratings is presented below (2022 in brackets):

1. Educator Training at the CTLI = (94%) 95% 
2. Exams / Assessment support = (95%) 94%
3. Administration of Gr 3, 6 & 9 Testing = (95%) 95% 
4. Language and Mathematics Strategy Support = (94%) 94% 
5. Matric Support Programme = (93%) 94% 
6. E-Learning Strategy Support = (91%) 91% 

4.6 Evaluation of Specialised Services (Administrative)

Participants were requested to rate the predominantly administrative services that are listed in the table below. The scale ranged from "exceptionally poor" on the negative

side to "excellent" on the positive side. The table below provides details of the five-year trends:

Table 11: *HR, Finance, CEMIS and Communication*

Evaluation of Specialised services (Administrative):	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	Sum of Satisfactory, Good & Excellent
E Info Management CEMIS Support	2019	1%	4%	44%	43%	8%	95%
	2020	2%	5%	46%	40%	8%	94%
	2021	1%	4%	44%	42%	9%	95%
	2022	1%	4%	46%	41%	8%	95%
	2023	**1%**	**5%**	**47%**	**39%**	**7%**	**94%**
Communication to Schools	2019	1%	6%	46%	39%	7%	92%
	2020	1%	6%	42%	42%	9%	93%
	2021	1%	4%	42%	43%	10%	95%
	2022	1%	4%	45%	43%	8%	96%
	2023	**1%**	**4%**	**45%**	**42%**	**8%**	**95%**
Online system for Learner Placement	2019	3%	11%	53%	29%	3%	85%
	2020	3%	10%	53%	31%	4%	88%
	2021	2%	8%	53%	33%	5%	91%
	2022	2%	9%	52%	32%	4%	88%
	2023	**3%**	**11%**	**53%**	**29%**	**4%**	**86%**

Communication to Schools and Online system for Learner Placement improved, while E Info Management CEMIS support regressed, when comparing the 5 years Approval ratings. Different to last year, only 2 services areas from this group were rated more than 90% approval, i.e. E Info Management CEMIS Support and Communication to Schools.

A summary of the approval responses is presented below (2022 in brackets):

1. Information Management and CEMIS Support = (95%) 93%
2. Communication to Schools = (96%) 95%
3. Online System for Learner Placement = (91%) 88%

4.7 Performance Management systems and Contract Application Systems on PMPS.

The Directorate: Strategic People Management recognised the need to split the different Staff Performance Management systems, to reflect Public Service staff, vs Institutional Educators and Office Base Educators, as seen in Table 12. All the services areas for this section, past and current were rated above the approval 90% level. The functionality of the Contract Application System on the PMPS is less than 90% Satisfaction. Previous years' ratings are reflected below, and we look forward to comparative ratings next year.

Table 12: Staff Performance Management systems

Staff Performance Management systems	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	SGE
Staff Performance Systems	2019	1%	6%	51%	37%	5%	93%
	2020	2%	7%	52%	34%	5%	91%
	2021	2%	6%	52%	35%	5%	92%
	2022	1%	5%	52%	37%	5%	94%
	2023	**Replaced by breakdown of Systems per category**					
Functionality and support of PERMIS (Staff Performance System for Public Service Staff)	**2023**	**2%**	**6%**	**54%**	**34%**	**5%**	**92%**
Support and training provided in relation to QMS (Quality Management System for Educator performance)	**2023**	**1%**	**6%**	**51%**	**37%**	**6%**	**93%**
The functionality of the Contract Application System on the People Management Practices System (PMPS)	**2023**	**3%**	**8%**	**54%**	**31%**	**4%**	**89%**

4.8 Evaluation of Specialised Services (Provisioning)

Participants were requested to rate the provisioning services that are listed in the table below. The scale ranged from "exceptionally poor" on the negative side to "excellent" on the positive side. The table below provides details of the five-year trends:

Table 13: *LTSM, Infrastructure and Furniture/Equipment*

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	Sum of Satisfactory, Good & Excellent
Infrastructure Maintenance Support	2019	7%	22%	50%	20%	2%	72%
	2020	8%	20%	50%	20%	2%	72%
	2021	5%	18%	52%	23%	2%	77%
	2022	5%	18%	52%	22%	3%	77%
	2023	**6%**	**17%**	**50%**	**24%**	**3%**	**77%**
Equipment/Furniture Supply Support	2019	4%	14%	52%	27%	3%	82%
	2020	4%	15%	52%	25%	3%	80%
	2021	3%	13%	52%	28%	3%	83%
	2022	3%	15%	52%	26%	3%	81%
	2023	**4%**	**15%**	**52%**	**25%**	**3%**	**81%**

LTSM Support *	2019	2%	7%	45%	40%	6%	91%
	2020	2%	8%	48%	37%	6%	91%
	2021	2%	6%	45%	41%	7%	93%
Text-Books Supply**	2022	2%	6%	45%	41%	7%	93%
	2023	**2%**	**6%**	**46%**	**39%**	**7%**	**92%**
Learner Transport Scheme Support	2022	5%	9%	49%	33%	5%	87%
	2023	**4%**	**9%**	**50%**	**33%**	**5%**	**87%**

** LTSM Support removed in 2022 and replaced with Text-Books Supply and Learner Transport Scheme Support.*

***Text-books Supply data was erroneously captured in 2022.*

When comparing the sum of Satisfactory ratings over the period 2019- 2023, both Infrastructure and LTSM Support improved, while Equipment/ Furniture Supply support regressed.

A summary of the approval responses is presented below (2022 in brackets):

1. LTSM Support = (93%) 87%
2. Equipment/Furniture Supply Support = (81%) 81%
3. Infrastructure Maintenance Support = (77%) 77%
4. Learner Transport Scheme Support (87%) 87%
5. Textbooks supply.

4.8 Evaluation of Special Services (Social Support)

Participants were requested to rate the social support services that are listed in the table below. The scale ranged from "exceptionally poor" on the negative side to "excellent" on the positive side. The table below provides details of the five-year trends:

***Table 14**: NSNP, MOD Centres & After School Initiatives*

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	SGE
Nutrition Programme Support	2019	2%	3%	34%	47%	14%	95%
	2020	2%	3%	33%	48%	14%	95%
	2021	1%	2%	29%	48%	19%	96%
	2022	2%	3%	34%	48%	15%	97%
	2023	**2%**	**4%**	**38%**	**43%**	**13%**	**94%**
MOD Centre Programme	2019	4%	10%	56%	27%	3%	86%
	2020	4%	12%	57%	24%	3%	84%
	2021	3%	8%	57%	29%	3%	89%
	2022	3%	8%	57%	28%	4%	89%
	2023	***Replaced by After School Initiatives***					
After School Initiatives	**2023**	**3%**	**11%**	**56%**	**27%**	**3%**	**86%**

For the previous 4 year, the NSNP shows an increasingly high approval ratings (sum of Satisfactory, Good and Excellent ratings) 95% to 97%. However, 2023 ratings indicate a slight regression to 94%. The MOD Centre Programme item was replaced by the After Schools initiatives, which includes the MoD Centre Programme for 2023. The Mod Centre Programme illustrated an increase of approval rating from 86% (2019) to 89% (2022). However, the new After School initiatives were rated at 86% (2023). We look forward to next year's ratings to compare.

4.9 Evaluation of items related to the institutionalisation of the Batho Pele Principles

Batho Pele principles was an addition for the 2022 CSS and this year we can compare the comparative ratings. The below table and graph reflect the responses.

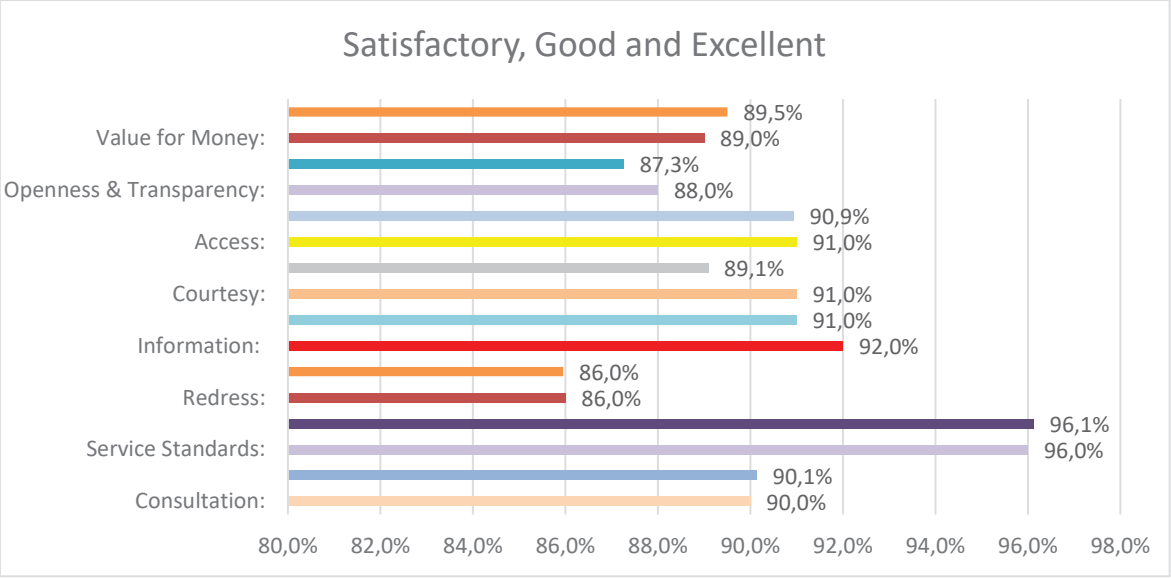
***Table 15**: Batho Pele Principles Ratings*

Batho Pele Principals	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	SGE
Consultation: Clients are consulted through surveys – Campaigns – Imbizo – Workshops	2022	2%	8%	60%	27%	3%	90%
	2023	**2%**	**8%**	**58%**	**29%**	**4%**	**90%**
Service Standards: WCED communicate standards through Circulars, Policy documents and Guidelines.	2022	1%	3%	49%	40%	7%	96%
	2023	**1%**	**3%**	**47%**	**40%**	**9%**	**96%**
Redress: If the promised standard of service is not delivered, service beneficiaries should be offered an apology, a full explanation, and a speedy and effective remedy.	2022	3%	11%	61%	23%	2%	86%
	2023	**3%**	**11%**	**59%**	**24%**	**3%**	**86%**
Information: Clients are given full accurate information	2022	1%	7%	59%	30%	4%	92%
	2023	**1%**	**8%**	**56%**	**31%**	**5%**	**91%**
Courtesy: Attend to issues with promptness, professionalism & courtesy	2022	2%	7%	61%	28%	2%	91%
	2023	**2%**	**9%**	**57%**	**28%**	**4%**	**89%**
Access: All service recipients should have equal access to department-specific services on an ongoing basis	2022	1%	7%	61%	28%	2%	91%
	2023	**1%**	**8%**	**59%**	**28%**	**4%**	**91%**

Openness & Transparency: Clients are informed how the department is managed, how much is spent on service delivery, and who is in charge through an annual citizen's report on the website.	2022	2%	10%	60%	25%	3%	88%
	2023	**2%**	**11%**	**57%**	**27%**	**4%**	**87%**
Value for Money: Services provided are in line with service users' needs and financial capability.	2022	2%	9%	61%	25%	3%	89%
	2023	**2%**	**8%**	**59%**	**27%**	**3%**	**89%**

Figure 7: Batho Pele Principles (SGE) Satisfactory, Good and Excellent

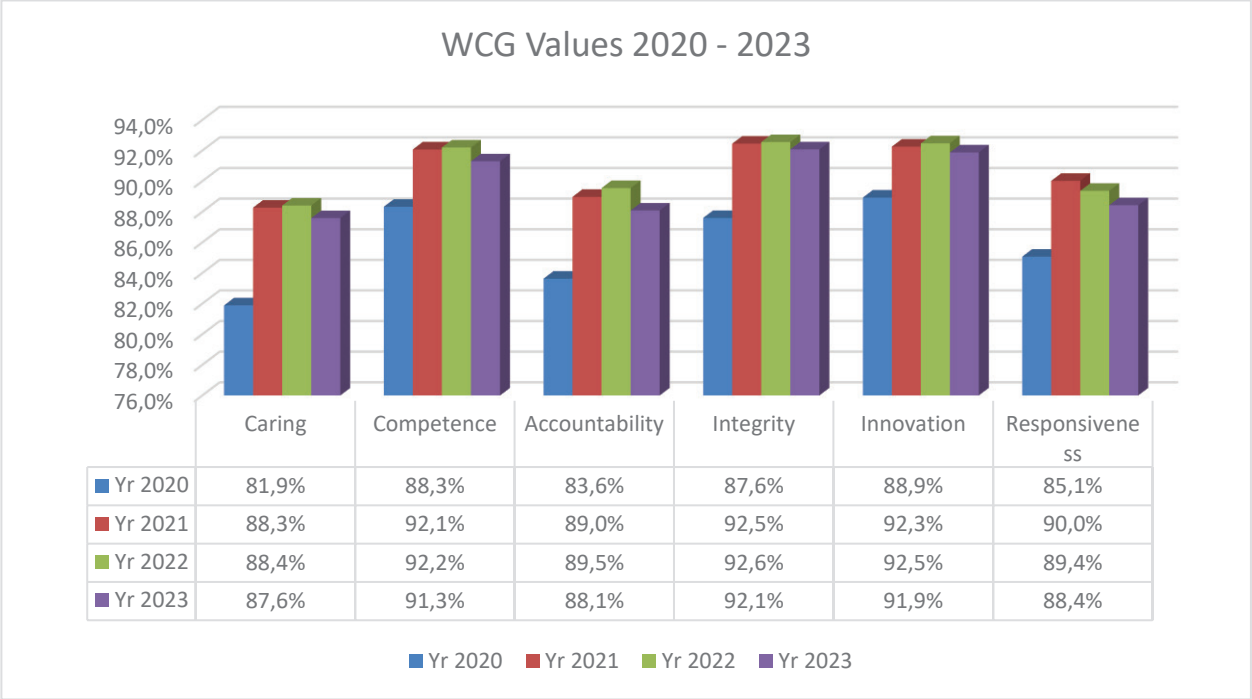
The responses reflected within the above table relatively high approval ratings 86% (lowest) and 96% (highest during the 2 hears ratings across all BP principals. However, 3 Principles (Information; Courtesy and Openness and Transparency) regressed, while 5 principles (Consultation, Service Standards, Redress, Access and Value for Money) remained stable.



4.9Evaluation of items related to the display and application of WCG Values

Participants rated how the WCED displayed and applied the core values of the WCG. The scale ranged from "exceptionally poor" on the negative side to "excellent" on the positive side. The graph below provides details of four-year trends for the approval ratings (Satisfactory, Good and Excellent).

Figure 8: *WCG values- Ratings*



All the values show an improvement of the approval ratings when comparing 2020 with 2023 results. However, all ratings show a regress when comparing the approval ratings of the 20022 with the 2023 results. 3 WCG Values were rated approval ratings below 90% (Caring, Accountability and Responsiveness); while the other 3 were rated above 90% (Competence, Integrity, and Innovation).

4.10 Items Placed for the first time in 2022 compared to 2023.

For 2023 there were novel items that were included in the CSS. Participants were requested to rate the items listed in the table below. The scale ranged from "exceptionally poor" on the negative side to "excellent".

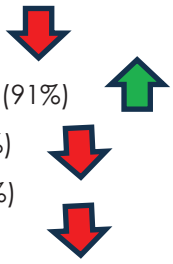
Table 16: *New Items of 2022 compared with 2023 responses.*

Category	Period	Exceptionally Poor	Poor	Satisfactory	Good	Excellent	SGE
Usage of Edulis Library Services	2022	4%	12%	56%	24%	3%	83%
	2023	**3%**	**10%**	**56%**	**26%**	**4%**	**86%**
Support for improved ECD learner material	2022	2%	6%	58%	31%	3%	92%
	2023	**2%**	**7%**	**58%**	**29%**	**4%**	**91%**
Support for expanded ECD curriculum	2022	2%	7%	60%	29%	3%	92%
	2023	**2%**	**7%**	**59%**	**28%**	**3%**	**91%**
Support for improved learner retention	2022	2%	11%	61%	24%	2%	87%
	2023	**3%**	**11%**	**61%**	**23%**	**2%**	**86%**
Training and support for GBV projects	2022	5%	19%	53%	21%	2%	76%
	2023	**6%**	**19%**	**52%**	**21%**	**3%**	**75%**

The proportion of participants who rated approval levels of the above relatively new services were compared and offer the following insights. Only Support for improved ECD learner material shows an improvement.

A summary of the responses from satisfactory to excellent is presented below (2022 in brackets):

1. Usage of Edulis Library Services = 83% (89%)
2. Support for improved ECD learner material = 92% (91%)
3. Support for expanded ECD curriculum = 87% (86%)
4. Support for improved learner retention = 92% (90%)
5. Training and support for GBV projects = 76% (76%)



4.11 Feedback/Comments

4.11.1 Summary of Survey Elements with Highest Response Rates

Respondents were given the opportunity to write notes on services offered and to categorise such a note as either a COMMENT, COMPLAINT, or COMPLIMENT. The survey attracted 9 887 notes, with most affirming positive perceptions of the services delivered. The following areas attracted the most responses:

Table 17: *Aspects of the CSS 2023 that drew* ***the most notes.***

Nr	Focus Area	Total	Compliments	Comments	Complaints
1	**Education District Offices support**	**1286**	329	97	860
2	**Head Office support**	**881**	360	188	333
3	**WCED E-learning portal**	**721**	233	43	445
4	**Circuit Manager Support**	**676**	118	18	540
5	**Curriculum School Support**	**568**	197	50	321
6	**Response to telephonic enquiries**	**544**	205	177	162
7	**Safe Schools Support**	**424**	177	140	107
8	**Communication to Schools**	**373**	137	48	188
9	**WCED website**	**340**	129	32	179
10	**Training at CTLI**	**286**	83	27	176

Education District Office support registered the largest number of notes 1286 compared to Head Office as the next with 881 from participants of the 2023 CSS. This supports the WCED's Service Delivery Model where schools are supported by the Education District Offices as their first line of enquiry/ support.

Table 18: *Aspects of the CSS 2023 that drew* ***the most compliments***.

Nr	Focus Area	Total	Compliments	Comments	Complaints
1	**Education District Offices support**	1286	**860**	329	97
2	**Circuit Manager Support**	676	**540**	118	18
3	**WCED E-learning portal**	721	**445**	233	43
4	**Head Office support**	881	**333**	360	188
5	**Curriculum School Support**	568	**321**	197	50
6	**Communication to Schools**	373	**188**	137	48
7	**WCED website**	340	**179**	129	32
8	**Training at CTLI**	286	**176**	83	27
9	**Response to telephonic enquiries**	544	**162**	205	177
10	**Learning Support Advisor: Support to Schools**	228	**121**	77	30

For the 7 years CSS participants registered the most compliments to the Education District Office Support than any other Head-Office and or Education District service. The top 10 services registering the most compliments is an even distribution of Head-office and Education District services. 4 479 Compliments registered by participants constitute 45.3% of all 9 899 notes registered.

Table 19: *Aspects of the CSS 2023 that drew* ***the most complaints***.

Nr	Focus Area	Total	Complaints	Comments	Compliments
1	**Head Office support**	881	**188**	360	333
2	**Response to telephonic enquiries**	544	**177**	205	162
3	**Safe Schools Support**	424	**140**	177	107
4	**Infrastructure and maintenance support**	174	**100**	61	13
5	**Education District Offices support**	1286	**97**	329	860
6	**Specialised Support by psychologists**	167	**70**	62	35
7	**Specialised Support by social workers**	196	**69**	82	45
8	**WCED Safe Schools Call Centre**	188	**61**	57	70
9	**The functionality of the Contract Application System on the People Management Practices System (PMPS)**	82	**52**	26	4
10	**Curriculum School Support**	568	**50**	197	321

A total of 1 950 (19.7%) complaints were recorded for the 2023 CSS.

Table 19: *Aspects of the CSS 2023 that drew* ***the most comments***.

Nr	Focus Area	Total	Comments	Compliments	Complaints
1	**Head Office support**	881	**360**	188	333
2	**Education District Offices support**	1286	**329**	97	860
3	**WCED E-learning portal**	721	**233**	43	445

4	**Response to telephonic enquiries**	544	**205**	177	162
5	**Curriculum School Support**	568	**197**	50	321
6	**Safe Schools Support**	424	**177**	140	107
7	**Communication to Schools**	373	**137**	48	188
8	**WCED website**	340	**129**	32	179
9	**Circuit Manager Support**	676	**118**	18	540
10	**E-learning Strategy support**	222	**94**	46	82

A total of 3 434 comments were registered in the 2023 CSS report, which amounts to 34,7% of all notes recorded. These comments and or other categories are at times captured incorrectly and are reflected "as captured" for transparency. The process to re-assign these entries would be cumbersome and time consuming. We urge participants and CEMIS staff at support the accuracy and integrity of the survey.

4.14 Issues raised in sample notes.

I. *ED Office Support:*

As in the previous years, a significant percentage of compliments for good service continues. The following extract for ED Office support:

1. They Give The Full Support Needed By The School.

2. Go The Extra Mile To Make Sure The School Meets Deadlines.

3. Accountable, Reliable, And Can Depend On Them In Times Of Need. "

II. *WCED e-Learning Portal*

This service received high percentage of the praises by school staff. The following is an example of the many compliments recorded for the service provided; *"The Content Provided To Learners On The Portal Is Of Excellent Standard And Easy To Access To Provide Learners With Various Possible Curriculum Content "*

III. *Head Office Support*

Head-Office support is also acknowledged for its excellence. The following highlights such compliments. *"The WCED Is The Top Education Institute In South Africa. Their Staff Is Very Helpful And Professional." And "Good Service. Knowledgeable Consultants. Short Waiting Time."*

Iv *Curriculum School Support*

The Curriculum School Support services are always complimented in its delivery. *"Since We Have Transitioned From A Junior High To A High School The Curriculum Advisors Has Been More Than Supportive In Providing Resources And Guidance."*

v *Response to telephonic queries*

This service is showing a healthy improvement from its legacy of disapproval ratings. However, the following comment is refreshing amongst other complements.

"Telephonic Enquiries Are Always Attended To On Time And The Consultants Are Very Friendly And Helpful."

4.15 Highlights of Ratings

The table below has items that consistently received high proportion of positive ratings. All are vital in making sure that schools are providing decent quality education and ensuring the necessary support is provided to learners and teachers.

Table 20: *Elements receiving high positive approval ratings (Sum of "Satisfactory", "Good" and "Excellent" ratings)*

No	Service area	2017	2018	2019	2020	2021	2022	2023	Ave
6	WCED website	95%	95%	96%	96%	98%	97%	97%	**97%**
5	WCED E-learning portal	83%	92%	93%	95%	97%	96%	97%	**97%**
17	Circuit Manager Support	95%	95%	95%	94%	96%	93%	96%	**96%**
59	Service Standards: WCED communicate standards through Circulars, Policy documents and Guidelines.						96%	96%	**96%**
2	Education District Offices support	94%	95%	95%	95%	96%	95%	96%	**96%**

On the other extreme are items that consistently receive a higher proportion of negative ratings when compared to other items. Consequently, the proportion rating these services tends to be significantly lower than the general benchmark of 90%. The table below provides details of the items in question:

Table 21: *Elements receiving high negative satisfaction ratings (Sum of "Satisfactory", "Good" and "Excellent" ratings)*

No	Service area	2017	2018	2019	2020	2021	2022	2023	Ave
51	Training and support for Gender Based Violence						76%	75%	**75%**
26	HIV/AIDS Project Support	76%	84%	79%	77%	81%	79%	77%	**77%**
30	Infrastructure and maintenance support	72%	73%	71%	72%	77%	76%	77%	**77%**
44	Labour Relations Training Interventions					82%	82%	80%	**80%**
32	Equipment & Furniture Supply Support						81%	81%	**81%**

5. Concluding Remarks

i. **Response Rate**: The 2023 response rate exceeded that of 2022, with 10 249 institution personnel responding. Principals' participation increased by 18% between 2022 and 2023, which is commendable and in total 91% of public schools participated. Overall, the ratings of 2023 declined slightly when compared to 2022.

ii. **Rating Head Office and Districts:** Education Districts Office Support continues to receive more positive ratings when compared to Head-office. The District Office remains the go to for enquiries and or service requests, which support the WCED Service Delivery Model.

iii. **Living out the Values of the Western Cape Government:** For the very first time, the 2023 CSS saw a marginal decrease in the participants' ratings of all the WCG Values. On the positive side, many more compliments were registered vs complaints for the collective WCG values for 2023 CSS. Similarly, the participants' ratings of the Batho Pele Principles in the main regressed when comparing 2022 with 2023 CSS ratings. The reasons for that require closer scrutiny.

iv. **Recurring Issues:** The Training and support for Gender Based Violence; Infrastructure and maintenance support; HIV/AIDS Project Support; and Labour Relations Training interventions remain aspects drawing lower approval ratings. These aspects require further introspection and dedicated service delivery improvement initiatives of get it on par with clients' expectations. Consideration should be given to split the services and try to isolate perceptions and feedback.

v. **Positives:** The consistent year-on-year increase of participation, both the Educational Staff and the number of Schools are very encouraging. Further, the fact that more Principals are participating, offers improved, transparent feedback. This offers the opportunity to use every opportunity to continually improve WCED's service delivery. Service managers must be encouraged to address their perceived service delivery shortcomings and actively target improve service delivery standards.

Annexure A: Responses per Municipality – Selected Statistics

[For convenience of presentation, the rates reflected below are a combination of the categories (1) Excellent, (2) Good, and (3) Satisfactory]

Table 24: CSS 2023 responses per Local Municipality.

Municipal District	Municipality	HO Support		ED Support		Tele Queries		Curri. Visit Support		CM Support		Social Workers		Improved learner Support		Improved learner retention Support		Expanded ECD curriculum Support		Averages
		Yr 2022	Yr 2023	Yr 2022	Yr 2023	Yr 2022	Yr 2023	Yr 2022	Yr 2023	Yr 2022	Yr 2023	Yr 2022	Yr 2023	Yr 2022	Yr 2023	Yr 2022	Yr 2023	Yr 2022	Yr 2023	
CoCT	City of Cape Town	92%	91%	96%	95%	87%	86%	95%	95%	96%	96%	84%	83%	90%	90%	85%	85%	90%	90%	90%
Cape Winelands	Breede Valley	93%	90%	96%	93%	88%	86%	92%	92%	96%	92%	81%	81%	90%	90%	86%	84%	89%	88%	89%
	Drakenstein	93%	90%	98%	95%	91%	84%	95%	93%	96%	96%	85%	85%	95%	88%	91%	89%	95%	89%	92%
	Langeberg	92%	91%	98%	98%	86%	89%	96%	95%	98%	96%	85%	84%	94%	94%	93%	92%	95%	90%	92%
	Stellenbosch	97%	94%	98%	95%	90%	92%	96%	96%	96%	98%	92%	88%	94%	93%	91%	90%	94%	93%	94%
	Witzenberg	87%	94%	90%	100%	81%	92%	95%	96%	89%	98%	85%	92%	77%	94%	78%	93%	85%	92%	90%
	Cape Winelands Overall	93%	92%	97%	96%	89%	88%	95%	94%	96%	96%	85%	82%	92%	91%	89%	89%	93%	90%	91%
Central Karoo	Beaufort West	88%	89%	92%	94%	93%	86%	92%	94%	94%	98%	68%	79%	91%	90%	87%	84%	91%	88%	89%
	Laingsburg	100%	93%	100%	88%	95%	71%	100%	100%	100%	93%	92%	60%	100%	100%	89%	92%	100%	91%	92%
	Prince Albert	100%	100%	100%	100%	100%	91%	100%	100%	100%	100%	81%	83%	100%	100%	84%	82%	100%	91%	95%
	Central Karoo Overall	93%	94%	98%	94%	91%	83%	96%	98%	97%	97%	86%	74%	95%	97%	91%	86%	95%	90%	92%
Garden Route	Bitou	100%	95%	100%	99%	96%	92%	100%	100%	97%	99%	89%	93%	100%	100%	99%	97%	100%	100%	97%
	George	94%	94%	98%	99%	92%	90%	95%	93%	98%	99%	89%	91%	94%	94%	90%	87%	95%	95%	94%
	Hessequa	96%	95%	99%	100%	92%	92%	98%	98%	99%	100%	90%	89%	98%	97%	98%	93%	99%	98%	96%
	Kannaland	98%	100%	100%	99%	90%	95%	94%	97%	99%	96%	88%	87%	99%	98%	95%	94%	93%	100%	96%
	Knysna	99%	99%	99%	99%	91%	89%	96%	100%	97%	94%	85%	89%	96%	97%	89%	95%	92%	98%	95%
	Mossel Bay	78%	88%	98%	93%	85%	84%	96%	95%	98%	95%	88%	85%	93%	82%	86%	81%	93%	86%	89%
	Oudtshoorn	95%	98%	100%	99%	87%	92%	99%	98%	99%	99%	98%	96%	97%	96%	96%	94%	99%	99%	97%
	Eden Overall	95%	96%	98%	98%	91%	91%	96%	97%	97%	97%	86%	90%	95%	95%	91%	91%	95%	97%	94%
Overberg	Cape Agulhas	99%	87%	97%	97%	91%	90%	95%	95%	100%	97%	90%	83%	95%	85%	87%	90%	90%	92%	92%
	Overstrand	97%	92%	98%	96%	89%	81%	96%	97%	98%	97%	84%	84%	91%	85%	89%	83%	94%	85%	91%
	Swellendam	94%	91%	97%	99%	89%	84%	97%	99%	97%	98%	82%	86%	85%	95%	81%	94%	75%	93%	91%
	Theewaterskloof	94%	90%	98%	97%	83%	89%	98%	97%	100%	95%	79%	81%	90%	91%	94%	91%	91%	91%	92%
	Overberg Overall	94%	90%	98%	97%	87%	86%	97%	97%	99%	97%	82%	84%	90%	89%	90%	89%	90%	90%	91%
West Coast	Bergrivier	94%	87%	97%	92%	88%	90%	100%	96%	95%	98%	86%	92%	95%	93%	96%	89%	98%	95%	93%
	Cederberg	91%	90%	97%	91%	85%	78%	96%	95%	99%	96%	87%	87%	91%	89%	89%	89%	93%	89%	91%
	Matzikama	93%	94%	95%	96%	83%	84%	96%	100%	98%	98%	75%	87%	95%	93%	88%	90%	92%	92%	92%
	Saldanha Bay	93%	92%	97%	96%	92%	86%	94%	94%	95%	99%	80%	90%	93%	90%	84%	89%	93%	91%	92%
	Swartland	92%	81%	96%	89%	84%	73%	96%	94%	95%	95%	84%	82%	94%	81%	93%	78%	94%	85%	88%
	West Coast Overall	93%	89%	96%	93%	87%	82%	96%	96%	96%	97%	82%	88%	94%	89%	90%	87%	93%	91%	91%
	All Municipal Averages	94,0%	92,1%	97,3%	95,9%	89,1%	86,7%	96,3%	96,3%	97,1%	96,9%	85,1%	85,5%	93,4%	92,2%	89,6%	88,9%	93,2%	92,1%	92%

Annexure B – Summary of responses per Branch

Table 22: *Office of the Superintendent General, including D: Communication*

No	Service area	2017	2018	2019	2020	2021	2022	2023	Ave
6	WCED website	95%	95%	96%	96%	98%	97%	97%	**97%**
59	Service Standards: WCED communicate standards through Circulars, Policy documents and Guidelines.						96%	96%	**96%**
4	Communication to Schools	93%	93%	92%	93%	95%	95%	95%	**95%**
55	Integrity			93%	88%	92%	92%	92%	**92%**
56	Innovation			92%	89%	92%	92%	92%	**92%**
1	Head Office support	87%	90%	90%	89%	92%	91%	91%	**91%**
53	Competence			92%	88%	92%	92%	91%	**91%**
61	Information: Clients are given full, accurate information						92%	91%	**91%**
63	Access: All service recipients should have equal access to department-specific services on an ongoing basis						91%	91%	**91%**
58	Consultation: Clients are consulted through surveys – Campaigns – Izimbizo – Workshops						90%	90%	**90%**
65	Value for Money: Services provided are in line with service users' needs and financial capability.						89%	90%	**90%**
62	Courtesy: Attend to issues with promptness, professionalism & courtesy						91%	89%	**89%**
57	Responsiveness			88%	85%	90%	89%	88%	**88%**
54	Accountability			89%	84%	89%	89%	88%	**88%**
52	Caring			90%	82%	88%	88%	88%	**88%**
64	Openness & Transparency: Clients are informed about how department is managed, how much is spent on service delivery, and who is in charge through an annual citizen's report on the website.						88%	87%	**87%**
3	Response to telephonic enquiries	83%	85%	84%	82%	85%	87%	86%	**86%**
60	Redress: If the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation, and a speedy and effective remedy within 30 days of their complaint.						86%	86%	**86%**
35	Online Feedback to Complaints Mechanism					86%	85%	85%	**85%**

Table 23*: DDG O*

No	Service area	2017	2018	2019	2020	2021	2022	2023	Ave
17	Circuit Manager Support	95%	95%	95%	94%	96%	93%	96%	**96%**
2	Education District Offices support	94%	95%	95%	95%	96%	95%	96%	**96%**
16	Matric Support Programme	90%	90%	91%	92%	94%	89%	94%	**94%**
23	School Nutrition Programme Support	94%	94%	94%	95%	97%	92%	94%	**94%**
18	Learning Support Advisor: Support to Schools					94%	92%	93%	**93%**
19	Learning Support Teacher: Support to Learners	88%	91%	90%	90%	93%	91%	92%	**92%**
7	WCED Safe Schools Call Centre	89%	89%	89%	89%	92%	90%	91%	**91%**
48	Support for improved ECD learner material						91%	91%	**91%**
49	Support for expanded ECD curriculum						90%	91%	**91%**

40	SGB Development support					93%	90%	90%	**90%**
22	Support to School-based support team (SBST) for learners with moderate to high support needs	79%	83%	84%	85%	89%	87%	88%	**88%**
8	Safe Schools Support	82%	83%	82%	84%	88%	86%	87%	**87%**
33	Online system to support Learner Placement	90%	92%	86%	88%	90%	87%	86%	**86%**
50	Support for improved learner retention						86%	86%	**86%**
20	Specialised Support by social workers	76%	81%	80%	80%	85%	84%	85%	**85%**
21	Specialised Support by psychologists	72%	78%	78%	77%	83%	82%	83%	**83%**

***Table 246**: DDG C*

No	Service area	2017	2018	2019	2020	2021	2022	2023	Ave
5	WCED E-learning portal	83%	92%	93%	95%	97%	96%	97%	**97%**
24	Training at CTLI	93%	94%	94%	93%	95%	92%	95%	**95%**
10	Curriculum School Support						96%	95%	**95%**
27	Examinations and assessment support	91%	90%	91%	92%	94%	93%	94%	**94%**
15	Language and Mathematics Strategy Support	90%	91%	92%	92%	93%	92%	94%	**94%**
9	H/O Examinations walk-in centre						93%	93%	**93%**
12	E-learning Strategy support	83%	86%	86%	87%	89%	90%	91%	**91%**
11	Support for @homelearning					86%	86%	88%	**88%**
14	Usage of Edulis Library services						82%	86%	**86%**
25	After School Initiatives	85%	87%	86%	85%	89%	85%	86%	**86%**
13	Access to Library Services				79%	80%	81%	86%	**86%**
26	HIV/AIDS Project Support	76%	84%	79%	77%	81%	79%	77%	**77%**

***Table 25:** DDG CS*

No	Service area	2017	2018	2019	2020	2021	2022	2023	Ave
39	Support and training provided in relation to QMS (Quality Management System for Educator performance)							93%	**93%**
38	Functionality and support of PERMIS (Staff Performance System for Public Service Staff)					84%	89%	92%	**92%**
37	Access and experience of the Employee Wellness service (toll free number)					86%	83%	91%	**91%**
47	Financial Management Support	90%	91%	91%	89%	91%	90%	90%	**90%**
36	Post Provisioning service and issuance of staff establishments					90%	89%	90%	**90%**
41	The functionality of the Contract Application System on the People Management Practices System (PMPS)					84%	89%	89%	**89%**
42	Advise, support and training in relation to the management of sick leave and long-term sick leave, including PILIR					92%	92%	89%	**89%**
46	Experience and functionality of the E-recruitment system	88%	90%	90%	89%	92%	90%	88%	**88%**
45	Vacancy management					90%	89%	86%	**86%**
43	Advise and support for disciplinary matters					90%	88%	83%	**83%**
44	Labour Relations Training Interventions					82%	82%	80%	**80%**
51	Training and support for Gender Based Violence						76%	75%	**75%**

Table 26: *DDG P*

No	Service area	2017	2018	2019	2020	2021	2022	2023	Ave
28	Administration of Gr 3, 6 and 9 testing	93%	95%	94%	93%	94%	93%	95%	**95%**
34	E-information Management – CEMIS Support	95%	96%	94%	93%	95%	93%	94%	**94%**
31	Text-Books supply	91%	91%	91%	90%	93%	91%	92%	**92%**
29	Learner Transport Scheme Support	83%	84%	84%	83%	87%	84%	87%	**87%**
32	Equipment & Furniture Supply Support						81%	81%	**81%**
30	Infrastructure and maintenance support	72%	73%	71%	72%	77%	76%	77%	**77%**

** Error observed in 2022 data analysis, now corrected.*

Table 27: *Aggregated performance over years per Branch*

HOD OFFICE & BRANCHES	2017	2018	2019	2020	2021	2022	2023
Office of the HOD	85%	87%	88%	86%	89%	86%	90%
DDG O: Branch institutional Development and Coordination	86%	88%	87%	87%	92%	84%	89%
DDG C: Curriculum and Assessment Management	90%	91%	91%	88%	89%	85%	89%
DDG P: Education Planning	87%	90%	89%	90%	91%	82%	87%
DDG CS: Corporate Services	86%	86%	86%	84%	87%	84%	88%

Annexure C: The 2023 Customer Satisfaction Survey

CUSTOMER SATISFACTION SURVEY 2023

This survey invites WCED school personnel to air their perceptions of various services provided by the employer. Each of your ratings should be based on your current overall impression. We thank you for investing time and effort into helping us improve the overall standard of services.

Position: (Mark X)	Principal	Deputy-Principal	Head of Department	Senior Educator	Educator	Admin staff	Other

Years of teaching/public service experience: | Post Level:

A. Frequency of Services Used Please mark the appropriate frequency box with an X.

No.	In 2017 – 2022 I have	Frequency of Services Used				
		Never	1-2 times	3-5 times	6-10 times	11+ times
1.	Visited Head Office					
2.	Visited District Office					
3.	Visited the Walk-in Centre at Head Office					
4.	Visited the H/O Examinations walk-in Centre					
5.	Called the WCED Call Centre 0861 92 3322/0861 81 9919					
6.	Called the WCED switchboard (021 467 2000)					
7.	Called the WCED Safe School call Centre (0800 45 46 47)					
8.	Called the WCED Examinations help line (0861 819 919)					
9.	Telephoned an official at Head Office					
10.	Telephoned an official at the District Office					
11.	Used the WCED Website					
12.	Used WCED Education Portal					
13.	Used the WCED online Feedback mechanism (Complaints, Compliements or Enquiries)					

Rating Scale: 0 = Not applicable; 1 = Exceptionally poor; 2 = Poor; 3 = Satisfactory; 4 = Good; 5 = Excellent.

B. Frontline Service: WCED Client Services. For this section, will you please provide detail where your rating is "2" or "1"

No.	Rate this service	Rating	No.	Rate this service	Rating
14.	WCED Call Centre (Employee related benefits and Finance matters) (086192 3322) This does not include the 021 467 2000 number. Service to be rated according to friendliness, professionalism, and job knowledge of staff		15	WCED Walk-in Centre (Employee related benefits and Finance matters) Service to be rated according to friendliness, professionalism, and job knowledge of staff as well as look and feel of Walk-in Centre space	
Detail:			Detail:		

C. Strategies, Programmes, Systems and or Services offered

No.	Question	Rating	No.	Question	Rating
1.	Head Office support		27.	Examinations and assessment support	
2.	Education District Offices support		28.	Administration of Gr 3, 6 and 9 testing	
3.	Response to telephonic enquiries		29.	Learner Transport Scheme Support	
4.	Communication to Schools		30.	Infrastructure and maintenance support	
5.	WCED E-learning portal		31.	Text-Books supply	
6.	WCED website		32.	Equipment & Furniture Supply Support	
7.	WCED Safe Schools Call Centre		33.	Online system to support Learner Placement	
8.	Safe Schools Support		34.	E-information Management – CEMIS Support	
9.	H/O Examinations Walk-in Centre		35.	Online Feedback to Complaints Mechanism	
10.	Curriculum School Support		36.	Post Provisioning service and issuance of staff establishments	
11.	Support for @homelearning		37.	Access and experience of the Employee Wellness service (toll free number)	
12.	E-learning Strategy support		38.	Functionality and support of PERMIS (Staff Performance System for Public Service Staff)	
13.	Access to Library Services		39.	Support and training provided in relation to QMS (Quality Management System for Educator performance)	
14.	Usage of Edulis Library services		40.	SGB Development support	
15.	Language and Mathematics Strategy Support		41.	The functionality of the Contract Application System on the People Management Practices System (PMPS)	
16.	Matric Support Programme		42.	Advise, support and training in relation to the management of sick leave and long-term sick leave, including PILIR	
17.	Circuit Manager Support		43.	Advise and support for disciplinary matters	
18.	Learning Support Advisor: Support to Schools		44.	Labour Relations Training Interventions	
19.	Learning Support Teacher: Support to Learners		45.	Vacancy management	
20.	Specialised Support by social workers		46.	Experience and functionality of the E-recruitment system	
21.	Specialised Support by psychologists		47.	Financial Management Support	

22.	Support to School-based support team (SBST) for learners with moderate to high support needs		48.	Support for improved ECD learner material	
23.	School Nutrition Programme Support		49.	Support for expanded ECD curriculum	
24.	Training at CTLI		50.	Support for improved learner retention	
25.	After School Initiatives		51.	Training and support for Gender Based Violence	
26.	HIV/AIDS Project Support				

D. The values of the Provincial Government of the Western Cape: How do you rate WCED' s display and application of these values during delivery of services?

No.	Values	Rating	No.	Values	Rating
52.	Caring		55.	Integrity	
53.	Competence		56.	Innovation	
54.	Accountability		57.	Responsiveness	

E. All Government departments must institutionalise the Batho Pele Principals within the delivery of services to clients:

No	Batho Pele Principals	Rating	No	Batho Pele Principals	Rating
58.	**Consultation:** Clients are consulted through surveys – Campaigns – ~~bizniz~~ – Workshops		62.	**Courtesy:** Attend to issues with promptness, professionalism & courtesy	
59.	**Service Standards:** WCED communicate standards through Circulars, Policy documents and Guidelines.		63.	**Access:** All service recipients should have equal access to department-specific services on an ongoing basis	
60.	**Redress:** If the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation, and a speedy and effective remedy within 30 days of their complaint.		64.	**Openness & Transparency:** Clients are informed about how department is managed, how much is spent on service delivery, and who is in charge through an annual citizens report on the website.	
61.	**Information:** Clients are given full, accurate information		65.	**Value for Money:** Services provided are in line with service users' needs and financial capability.	

F. Comments, complaints and compliments section

This section is for brief feedback on any of the points in the questionnaire. You are provided with space for commenting and/or complaining and/or providing a compliment.

Firstly, indicate whether you want to provide a comment, complaint or compliment by ticking in the appropriate box and then you need **only indicate the category number** on the questionnaire that you wish to write about.

N.B.: The questionnaire will be captured electronically and there is a limit of **30 words (±180 characters)** per comment.

1. Provide the relevant category number (only C - E, 1 - 65): ☐

Comment: ☐ Complaint ☐ Compliment ☐

.....

.....

2. Provide the relevant category number (only C - E, 1 – 65): ☐

Comment: ☐ Complaint ☐ Compliment ☐

.....

.....

3. Provide the relevant category number (only C - E, 1 - 65): ☐

Comment: ☐ Complaint ☐ Compliment ☐

.....

.....

Directorate: Business Strategy and Stakeholder Management