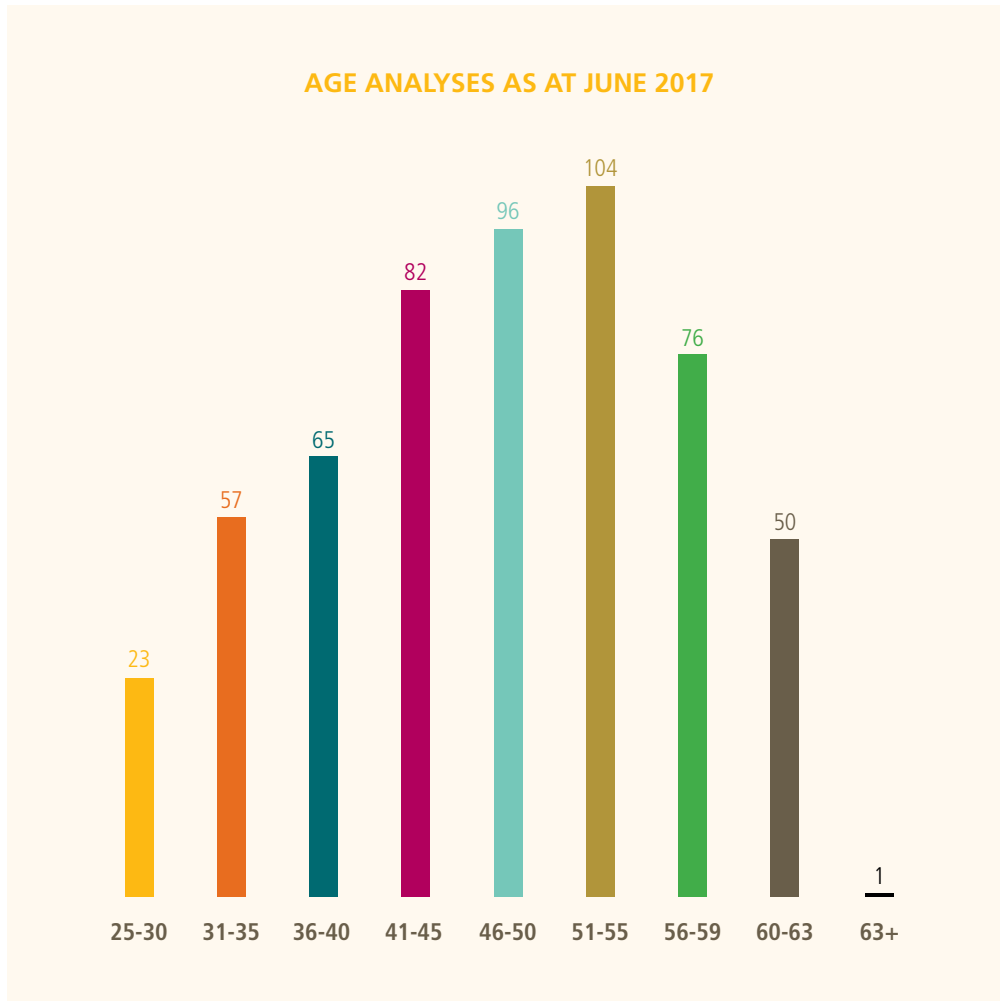
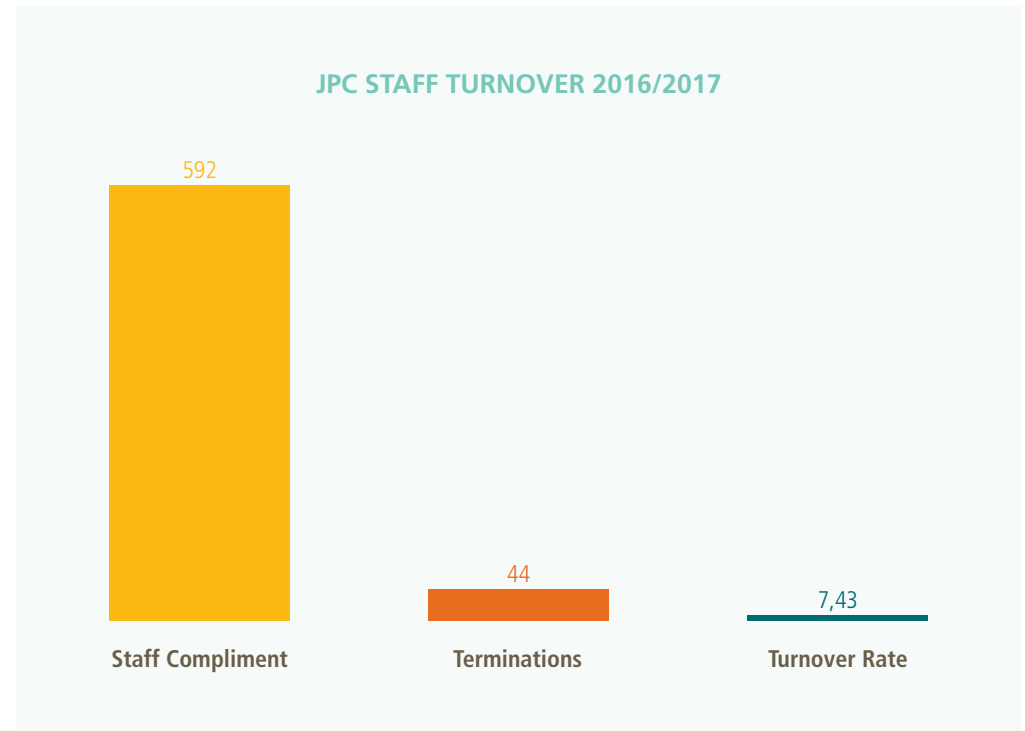


Retirements: Due to the ageing workforce, most employees fall within the age groups 50 to 63 years. The retirement graph below indicate expected retirements within the next five years. The workforce planning hence will assist the organisation to contribute to youth development programmes, apprenticeship and job creation in critical business areas.



Staff turnover for 2016/2017 financial year



The graph on JPC staff turnover above shows the staff complement in the first quarter and the terminations realised during 2016/2017 financial year. A staff turnover rate of 7.43% was realised for the 2016/2017 financial year, which is at an acceptable level overall. The terminations experienced are a clear indication that core departments do not have sufficient capacity. The organisation will focus on workforce planning to close the gaps for business continuation purposes. The filling of critical vacancies would be a priority in the financial years between 2017 and 2020.