



Custodian of Good Governance

# PUBLIC SERVICE COMMISSION

ANNUAL REPORT TO CITIZENS FOR  
THE 2010/11 FINANCIAL PERIOD

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## 1. WHO ARE WE

The Public Service Commission (PSC) was established in terms of Section 196 of the Constitution of the Republic of South Africa, 1996. It is the only institution established in terms of Chapter 10 of the Constitution. The Constitution stipulates that there is a single PSC for the Republic of South Africa, consisting of 14 members, five of which are appointed on the recommendation of the National Assembly. One member is appointed from each of the nine provinces, after nomination by the Premier of the province on the recommendation of a committee of the Provincial Legislature. The members are referred to as Commissioners and are appointed by the President. The five Commissioners appointed on recommendation of the National Assembly are based at the Head Office, while the remaining members are based in their respective provinces. The procedure for the appointment of Commissioners is governed by the Public Service Commission Act, 1997, which provides for the regulation of the PSC and matters connected with it. According to the Act, a Commissioner is appointed for a term of five years, which is renewable for one additional term only. The PSC is headed by a Chairperson appointed by the President from the nominated Commissioners.

The PSC is accountable to the National Assembly and must report to it annually. It must also report to the Legislature of the province concerned on its activities in each province.

The PSC is supported by the Office of the Public Service Commission (OPSC), with its Head Office in Pretoria and Regional Offices in each province. The OPSC is headed by a Director-General, who is the Accounting Officer. The staff members of the OPSC are appointed in terms of the Public Service Act of 1994.

### Vision

The PSC is an independent and impartial body created by the Constitution, 1996, to enhance excellence in governance within the Public Service by promoting a professional and ethical environment and adding value to a public administration that is accountable, equitable, efficient, effective, corruption-free and responsive to the needs of the people of South Africa.

### Mission

The PSC aims to promote the constitutionally enshrined democratic principles and values of the Public Service by investigating, monitoring, evaluating, communicating and reporting on public administration. Through research processes, it will ensure the promotion of excellence in governance and the delivery of affordable and sustainable quality services.

## 2. WHAT DO WE DO

The PSC derives its mandate from Sections 195 and 196 of the Constitution, 1996. Section 195 sets out the values and principles governing public administration, which should be promoted by the PSC. These values and principles are:

- a. a high standard of professional ethics;
- b. efficient, economic and effective use of resources;
- c. a development-orientated public administration;
- d. provision of services in an impartial, fair and equitable way, without bias;
- e. responding to people's needs and encouraging the public to participate in policy-making;
- f. accountable public administration;
- g. fostering transparency;
- h. the cultivation of good human resource management and career-development practices;
- i. a representative public administration with employment and personnel; management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past.

In terms of Section 196(4) of the Constitution, 1996, the functions and powers of the PSC are:

- a. to promote the values and principles, as set out in Section 195, throughout the Public Service;
- b. to investigate, monitor and evaluate the organisation, administration and personnel practices of the Public Service, in particular adherence to the values and principles set out in Section 195 and the Public Service procedures;
- c. to propose measures to ensure effective and efficient performance within the Public Service;
- d. to give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195;
- e. to report on its activities and the performance of its functions, including any findings it may make and directions and advice it may give; and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with; and
- f. either of its own accord, or on receipt of any complaint,
  - i. to investigate and evaluate the application of personnel and public administration practices and to report to the relevant Executive Authority and Legislature;
  - ii. to investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;
  - iii. to monitor and investigate adherence to applicable procedures in the Public Service;
  - iv. to advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.

The work of the PSC is structured around the following six key performance areas:

- Labour Relations Improvement
- Leadership and Human Resource Reviews
- Governance Monitoring
- Service Delivery and Compliance Evaluations
- Public Administration Investigations
- Professional Ethics

These areas are grouped within the following line function branches:

- a. **Branch: Leadership and Management Practices** enables the PSC to promote sound Public Service leadership, human resource management, labour relations and labour practices
- b. **Branch: Monitoring and Evaluation** enables the PSC to establish a high standard of service delivery, monitoring and good governance in the Public Service
- c. **Branch: Integrity and Anti-Corruption** enables the PSC to undertake public administration investigations, promote a high standard of ethical conduct amongst public servants and contribute to preventing and combating corruption
- d. **Corporate Services** supports the three line function branches by rendering administrative services.

### 3. WHO IS IN CHARGE

The Chairperson of the PSC is Mr Ben Mthembu, who is the Executive Authority in terms of the Public Service Act.

The Director-General of the OPSC is Mr Mashwahle Diphofa, who is the Accounting Officer in terms of the Public Finance Management Act.

#### 4. OUR STANDARDS, HOW WE MET THEM AND THE RESULTS ACHIEVED

The service delivery standards of the PSC are contained in its Service Delivery Improvement Plan (SDIP) for the 2010/11 financial year. The SDIP serves as a framework to inform stakeholders regarding the PSC's service delivery standards. The following table reflects the components of the SDIP as well as progress made in implementing the plan.

Key services	Clients	Current standard	Actual achievement against standards
Conduct research on labour relations issues and investigate grievances of public servants	Government departments	Report with findings and recommendations finalised  80% of all referred grievances finalised within three months from date of receipt of all relevant documentation	Fact Sheet on Grievance Resolution in the Public Service for the 2009/10 Financial Year was finalised  Report on the Management of Grievances to identify Best Practices and the Report on the Management of Precautionary Suspensions in the Public Service were compiled. Research paper on Collective Bargaining in the Public Service is in progress  The 2nd Biennial Labour Relations Conference was held and the report on the conference is in progress  The PSC received 572 grievances of which 141 (25%) cases were referred to the PSC due to non-compliance with the prescribed timeframe as determined in the Grievance Rules. 30 (5%) cases were not formally lodged and in these instances, employees were advised to lodge formal grievances with their respective departments, 2 (0.3%) cases were lodged by former employees which were referred to the responsible Executive Authorities (EAs). 125 (22%) cases were finalised by the end of the financial year; of which 67 (54%) cases were resolved internally. A total of 219 (38%) cases were pending due to incomplete information provided by departments
Improving and promoting Public Service Leadership	The Presidency Government departments Academia Non-governmental organisations Provincial Executive Councils	Report with findings and recommendations finalised	Report on the Implementation of the Performance Management and Development System for Senior Managers in the Western Cape Province was finalised and a Report on the Assessment of the Implementation of Recruitment and Selection Practices in Local Government was submitted to the PSC for approval

Key services	Clients	Current standard	Actual achievement against standards
Monitoring the Heads of Department performance management	The Presidency Government departments Academia Non-governmental organisations Provincial Executive Councils	All qualifying HoDs successfully evaluated  HoD performance agreements monitored and evaluated  Reports with findings and recommendations finalised within set targets	Guidelines for the 2009/10 evaluation cycle were published in October 2010  7 national Heads of Department (HoDs) were evaluated, of which 5 were for the previous evaluation cycles and 2 were for the 2009/10 cycle. 43 provincial HoDs were evaluated, of which 37 were for the previous cycles and 6 were for the 2009/10 cycle  33 national and 75 provincial HoDs filed their Performance Agreements (PAs) for the 2010/11 financial year  An update to Parliament and the Executive on the filing of PAs for the 2010/11 financial year is in progress
Review the implementation of human resource practices through production of research reports and recommendations	Executives Government departments Legislatures Complainants	Report with findings and recommendations finalised	Report on Human Resource Development Practices in the Public Service and a Factsheet on the Duration of Employment per Grade of Senior Management Service members Levels 13 – 16 were compiled
Evaluation of departments against the values listed in section 195 of the Constitution	Government departments The Executive Parliament Provincial Legislatures The public domain (academics, civic society organisations)	Reports with findings and recommendations finalised	Out of 21 departmental monitoring and evaluation (M&E) reports focusing on departments' adherence to the Constitutional values and principles of public administration, 1 was finalised, 8 were compiled, 9 were submitted to the relevant departments for comments and 3 are in progress  The 7th Consolidated M&E Report for the 2009/10 Evaluation Cycle was finalised
Evaluation of the State of the Public Service	Government departments The Executive Parliament Provincial Legislatures The public domain	Report with findings and recommendations finalised	Fact sheet on the State of the Public Service in the Free State was compiled  The 2011 State of the Public Service Report under the theme: <i>Innovating for Effective Public Service Delivery</i> is in progress
Evaluation of the success of identified government programmes	Government departments The Executive Parliament Provincial Legislatures The public domain	Reports with findings and recommendations finalised	Report on the Programme of Farmer Support and Development Services provided by the National and Provincial Departments of Agriculture was compiled  Meta-Evaluation Report on a selected Poverty Reduction Programme was submitted to the PSC for approval

Key services	Clients	Current standard	Actual achievement against standards
Evaluation of service delivery	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-governmental organisations	Reports with findings and recommendations finalised	Inspections were conducted at selected police stations focusing on the detective services and the reports were finalised  Report on the Role of Agencification on Public Service Delivery in Selected Sectors and the Report on the Effectiveness of the <i>Batho Pele</i> in Public Service Delivery were compiled
Propose measures to ensure effective and efficient performance within the Public Service	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-governmental organisations	Report with findings and recommendations finalised	Report on Citizen Satisfaction Survey based on Key Drivers of Citizen Satisfaction was submitted to the PSC for approval  Oversight Guide on the Organisation of the Public Service was finalised
Investigate irregular or inefficient public administration practices	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-governmental organisations	80% of investigations finalised within three months from the date of receipt of all documents  Report with findings and recommendations finalised	72 desktop audits and 4 full scale investigations lodged in terms of the Complaints Rules were closed/finalised. A further 14 full scale investigations and 79 desktop investigations were in progress  During the period under review, there were 719 <b>service delivery related cases</b> on the database lodged through the National Anti-Corruption Hotline (NACH). Of these, 614 cases were carried over from the 2005/06-2009/10 financial years. The remaining 105 cases were lodged during the period under review. 398 cases were finalised  Report on Trend Analysis on Complaints Lodged with the PSC during the 2009/2010 Financial Year was finalised  Report on Financial Misconduct for the 2009/2010 Financial Year was compiled
Establish a culture of professional behaviour in the Public Service	The Executive Government departments Legislatures Complainants	Provide professional secretarial support to the National Anti-Corruption Forum  Manage the extent of compliance to the Financial Disclosure Framework by members of the SMS	Secretarial services were provided to the National Anti-Corruption Forum (NACF)  An 88% compliance rate was achieved from departments with regard to the Financial Disclosure Framework

Key services	Clients	Current standard	Actual achievement against standards
		<p>Management of the National Anti-Corruption Hotline</p> <p>Successful hosting of workshops and report on proceedings</p> <p>Revise Code of Conduct and gazette in the Public Service Regulations</p> <p>Awareness created on professional ethics and anti-corruption</p>	<p>In terms of the NACH, 117 cases of <b>alleged corruption</b> were referred in line with the agreed protocols to departments</p> <p>Two workshops on the NACH were held with provincial and national departments</p> <p>Three workshops were held to promote the Code of Conduct</p> <p>Roundtable on Ethics in Public Life was held and anti-corruption promotional material were distributed during the celebration</p>
Sound financial management	Commissioners OPSC staff Service providers Auditor-General National Treasury Government departments	Monitoring of expenditure and utilisation of budget within the budget allocation	<p>The outcome for the 2010/11 financial year is still unknown as the audit process is still in progress</p> <p>Monthly Budget Committee Meetings were held to monitor expenditure and the necessary reports were submitted to National Treasury</p>
Provide communication and information support by among others, marketing the work of the PSC through media campaign and exhibitions; and tabling and distribution of published reports	Commissioners OPSC staff	<p>Media activities on selected PSC published reports held</p> <p>Tabling and timely distribution of PSC published reports</p>	<p>Research work of the PSC reached a wider audience through media, roundtables and exhibitions to mention a few</p> <p>PSC reports were also tabled in Parliament and Provincial Legislatures timeously in accordance with Section 196(4)(e) of the Constitution, 1996. The reports were also placed on the website (<a href="http://www.psc.gov.za">www.psc.gov.za</a>) for accessibility by the public</p>
Manage, maintain and ensure efficient use of the overall IT infrastructure, systems and services	Commissioners OPSC staff	IT operations conducted in accordance with IT policies and best practices	<p>Implemented Microsoft SharePoint in order to facilitate group working, information sharing and document organisation</p> <p>Acquired new laptops for officials who are often required to work out of the office to do investigations</p> <p>Data-line upgrades were completed in the KwaZulu-Natal and Western Cape Regional Offices</p> <p>Engaged in disaster recovery planning in order to prepare for the smooth recovery of key information technology systems and infrastructure in case of a disaster</p>



Key services	Clients	Current standard	Actual achievement against standards
Recruitment and retention of competent staff to ensure service delivery in the OPSC	Appointment beneficiaries/appointees Programme managers	Recruitment and selection done in accordance with the Recruitment and Selection Policy	<p>Compiled a Human Resource Plan Implementation Report for the 2010/11 financial year which emanated from the Human Resource Plan covering the period 2008-2012 and it was submitted to the Department of Public Service and Administration</p> <p>44% of the vacant posts were filled within 3 months during the 2010/11 financial year. Delay in filling the vacant posts within 3 months were as a result of, amongst others, challenges in relation to the availability of panellists (for level 15 posts) and nominated candidates having to serve notice with their respective employers. A 2% decline was experienced in the filling of posts at Senior Management Service (SMS) level as a result of the resignation and transfer of two female SMS members. Females represented 39% of the total staff compliment of SMS members. The number of female employees fell from 127 in March 2010 to 116 in March 2011. As a result of the ill-health retirement of one employee with a disability, the PSC currently employs four people with disabilities. This translates to 1.8% of the total staff compliment</p>

## 5. HOW WE INTEND IMPROVING OUR SERVICES

In order to continuously improve on its services, the PSC reviews its SDIP on an annual basis as required by the Public Service Regulations. In terms of Treasury Regulations, the Accounting Officer of an institution is required to prepare a strategic plan for the forthcoming Medium Term Expenditure Framework period. The PSC's Strategic Plan for the Fiscal Years 2011/12 – 2015/16 is the first to be produced in terms of the new framework for strategic plans provided by National Treasury. This Plan reflects the strategic outcomes oriented goals and objectives which the PSC will endeavour to achieve over the Medium Term Strategic Plan period.

Copies of the SDIP for the 2011/12 financial period and the Strategic Plan for the Fiscal Years 2011/12 – 2015/16 are available on request from the Director: Communication and Information Services, Mr Humphrey Ramafoko. His contact details are: Tel: (012) 352 1196, E-mail: [humphreyr@opsc.gov.za](mailto:humphreyr@opsc.gov.za). Both documents are also available on the PSC website, [www.psc.gov.za](http://www.psc.gov.za).

## 6. ORGANISATION AND STAFFING

Out of a staff establishment of 248, including Commissioners, a total of 218 posts were filled as at 31 March 2011. The staff breakdown according to the locations is as follows:

Location	Number of staff
Eastern Cape Regional Office - King William's Town	7
Free State Regional Office - Bloemfontein	7
Gauteng Regional Office - Johannesburg	6
Head Office - Pretoria	159
KwaZulu-Natal Regional Office - Pietermaritzburg	6
Limpopo Regional Office - Polokwane	7
Mpumalanga Regional Office - Nelspruit	6
Northern Cape Regional Office - Kimberley	7
North West Regional Office - Mmabatho	6
Parliamentary Office - Cape Town	3
Western Cape Regional Office - Cape Town	4
<b>TOTAL</b>	<b>218</b>

Below is the breakdown of the total number of employees per gender and race (including employees with disabilities) in each of the following occupational categories as on 31 March 2011:

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior managers	22	2	2	2	11	2	1	4	46
Middle managers	29	2	0	8	31	2	2	4	78
Administrative /clerks	16	0	1	1	25	1	3	1	48
Service and sales workers, Permanent	16	1	0	0	25	4	0	0	46
Elementary occupations	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>83</b>	<b>5</b>	<b>3</b>	<b>11</b>	<b>92</b>	<b>9</b>	<b>6</b>	<b>9</b>	<b>218</b>
<b>Employees with disabilities</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>

### Additional information

Some of the PSC staff members are conversant with two or more of the eleven official South African languages, i.e. Afrikaans, English, IsiNdebele, SiSwati, IsiXhosa, IsiZulu, Sepedi, Sesotho, Setswana, Tshivenda and Xitsonga.

## 7. BUDGET

The PSC's total budget was R134 595 000 for the 2010/11 financial year. On the following is the breakdown on how the budget was spent:

Item	Actual Expenditure
Programme 1: Administration	R70 885 000
Programme 2: Leadership and Management Practices	R20 166 000
Programme 3: Monitoring and Evaluation	R20 608 000
Programme 4: Integrity and Anti-Corruption	R22 365 000
<b>Total budget for programmes</b>	<b>R134 024 000</b>
Staff salaries	R92 310 000
Training	R843 417,94

## 8. CONTACT DETAILS

For more information, please contact

Ms Bontle Lerumo

Deputy Director-General: Corporate Services

Telephone number: (012) 352 1195

Address: Private Bag X121, Pretoria, 0001

E-mail: [bontlel@opsc.gov.za](mailto:bontlel@opsc.gov.za)

Copies of all published PSC reports are obtainable at the PSC's Head Office and Regional Offices. The reports are also available on the PSC website, [www.psc.gov.za](http://www.psc.gov.za).

## 9. WHERE CAN WE BE FOUND

### HEAD OFFICE

Director-General: Mr Mashwahle Diphofa  
Commission House  
Corner Hamilton & Ziervogel Streets  
PRETORIA, 0083  
Tel: (012) 352 1000 Fax: (012) 325 8382

### REGIONAL OFFICES

#### Eastern Cape Province

Commissioner: Mr Singata Mafanya  
Regional Director: Mr Loyiso Mgengo  
91 Alexander Road  
KING WILLIAM'S TOWN, 5601  
Tel: (043) 643 4704 Fax: (043) 642 1371

#### Free State Province

Commissioner: Mr Paul Helepi  
Regional Director: Ms Sophia Santho  
62 Fedsure Building  
3rd Floor, St Andrews Street  
BLOEMFONTEIN, 9301  
Tel: (051) 448 8696 Fax: (051) 448 4135

#### North West Province

Commissioner: Vacant  
Acting Regional Director: Mr Patrick Funani  
Mmabatho Post Office Building  
Ground Floor, University Drive  
MMABATHO, 2735  
Tel: (018) 384 1000 Fax: (018) 384 1012

#### Mpumalanga Province

Commissioner: Mr David Mkhwanazi  
Regional Director: Mr Walter Mnisi  
19 Russel Street  
NELSPRUIT, 1200  
Tel: (013) 755 4070 Fax: (013) 752 5814

#### Northern Cape Province

Commissioner: Ms Moira Marais-Martin  
Regional Director: Mr Jacques Malan  
Woolworths Building, 1st Floor  
Corner Chapel & Lennox Streets  
KIMBERLEY, 8301  
Tel: (053) 832 6222 Fax: (053) 832 6225

### PARLIAMENTARY OFFICE

Parliamentary Officer: Ms Noziphiwo Gwaza  
Sanlam Golden Acre Building  
21st Floor, Adderley Street  
CAPE TOWN, 8001  
Tel: (021) 418 4940 Fax: (021) 418 5040

#### Gauteng Province

Commissioner: Vacant  
Regional Director: Ms Dorothy Nkwanyana  
Ten Sixty-Six Building  
16th Floor, 35 Pritchard Street  
JOHANNESBURG, 2001  
Tel: (011) 833 5721 Fax: (011) 834 1200

#### Western Cape Province

Commissioner: Vacant  
Acting Regional Director: Mr Ronald Erasmus  
Sanlam Golden Acre Building  
21st Floor, Adderley Street  
CAPETOWN, 8001  
Tel: (021) 421 3980 Fax: (021) 421 4060

#### Limpopo Province

Commissioner: Mr Matome Mawasha  
Regional Director: Mr Martin Chale  
Kirk Patrick Building  
40 Schoeman Street  
POLOKWANE, 0699  
Tel: (015) 291 4783 Fax: (015) 291 4683

#### KwaZulu-Natal Province

Deputy Chairperson and Commissioner:  
Ms Phelele Tengen  
Regional Director: Mr Bongani Khonjwayo  
iDUBE Building  
294 Burger Street  
PIETERMARITZBURG, 3201  
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