

# **PUBLIC SERVICE COMMISSION**



## **ANNUAL REPORT TO CITIZENS FOR THE 2008/2009 FINANCIAL PERIOD**

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<b>DEPARTMENT</b>	<b>Public Service Commission</b>
<b>REPORT TO CITIZENS</b>	<b>2008/2009 Financial Year</b>

## 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. All Commissioners 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 Commission 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 President appointed the first members of the PSC with effect from 1 January 1999. However, the commencement of formal operations by the PSC was delayed until 1 July 1999 because of legal difficulties around certain aspects of the Public Service Laws Amendment Act, 1997.

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 the Director-General, who is the Accounting Officer. The staff of the OPSC is appointed in terms of the Public Service Act of 1994.

### **Vision**

The Public Service Commission 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 Public Service Commission 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 six key performance areas, namely: Leadership and Human Resource Reviews, Labour Relations Improvement, Governance Monitoring, Service Delivery and Compliance Evaluations, Public Administration Investigations and Professional Ethics. These areas are divided into 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 among 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

Dr Ralph Mjijima is the Chairperson of the Public Service Commission until September 2009. In terms of the Public Service Act, the Chairperson is also the Executing Authority.

Mr Mashwahle Diphofa is the Acting Director-General of the Office of the Public Service Commission. In terms of the Public Finance Management Act, the Acting Director-General is also the Acting Accounting Officer.

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

The PSC develops its Service Delivery Improvement Plan (SDIP) on an annual basis. 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 during the 2008/09 financial year.

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	Reports on the Grievance Trends in the Public Service and on the Evaluation of Consistency of Sanctions Imposed for Misconduct in the Public Service have been published  The PSC received 654 grievances. However, 281 (43%) cases were referred back to departments due to non-compliance with the Grievance Rules. 191 cases were finalised by the end of the financial year. In 105, cases the aggrieved employees withdrew their grievances before they could be finalised. A total of 77 (13%) cases were pending due to incomplete information provided by departments
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	100 desktop audits were closed/finalised and 11 full scale investigations were in progress. Some investigations exceeded the 3 months service standard due to poor feedback from departments  208 service delivery related complaints were received through the NACH during the financial year. 129 cases were finalised during the financial year, which include cases that were carried over from the previous financial year (2007/08)  A Fact Sheet on Complaints Lodged with the PSC, a Report on the Management of Applicants with a Criminal Record and a Report on Financial Misconduct for the 2007/08 Financial Year were finalised. The Report on the Evaluation of Supply Chain Management Practices into the Procurement of Goods and Services in selected departments focusing on general payments within the R200 000.00 threshold has been compiled
Establish a culture of professional behaviour in the	Executives Government departments	Provide professional secretarial support to the National Anti-	The PSC provided secretarial services to the NACF. Two NACF Implementation Committee, two

Key services	Clients	Current standard	Actual achievement against standards
Public Service	Legislatures Complainants	Corruption Forum  Manage the extent of compliance to the Financial Disclosure Framework by members of the SMS  Management of the National Anti-Corruption Hotline  Successful hosting of workshops and report on proceedings  Revise Code of Conduct and gazette in the Public Service Regulations  Awareness created on professional ethics and anti-corruption	EXCO and one NACF meetings were held  An 85% compliance rate from departments with regards to the FDF was achieved  In terms of the NACH, 1 752 cases of corruption were referred to departments in terms of the agreed protocols  Seven workshops were held with provincial administrations on the management of the NACH  Seven workshops were held to promote the Code of Conduct  Hosted a roundtable to celebrate International Anti-Corruption Day and also distributed anti-corruption promotional material during the celebration
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 Audit of Selection Processes in selected National and Provincial departments was produced
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	Twenty five departmental M&E reports focusing on how departments complied with the Constitutional values and principles of public administration were compiled  A fifth Consolidated Public Service M&E report was produced
Evaluation of the State of the Public Service	Government departments The Executive Parliament Provincial Legislatures The public domain	Report with findings and recommendations finalised	The SOPS Report 2009 under the theme: <i>The State of Readiness of the Public Service for 2010 and beyond</i> was finalised
Evaluation of the success of identified government programmes	Government departments The Executive Parliament Provincial Legislatures The public domain	Reports with findings and recommendations finalised	An evaluation of the Integrated Sustainable Rural Development Programme was completed  Two dialogues on Poverty Reduction Strategies and Interventions were conducted with stakeholders
Evaluation of service delivery	Government departments The Executive Portfolio Committees Provincial	Reports with findings and recommendations finalised	Inspections were conducted at selected police stations and reports were finalised  Two evaluations on the

Key services	Clients	Current standard	Actual achievement against standards
	Legislatures Academia Non-governmental organisations		implementation of the <i>Batho Pele</i> Principles of Information and Courtesy were undertaken. Reports based on the evaluations were finalised
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	An Assessment of the Quality of Support provided to Emergency Medical Services Practitioners was completed  Reports on an Assessment of Public Service Participation Practices in the Public Service and the Management of Visa Applications and Port Control at the Department of Home Affairs were produced
Improving and promoting Public Service Leadership	The Presidency Government departments Academia Non-governmental organisations Provincial Executive Councils	Report with findings and recommendations finalised	A Report on the Analysis of Performance Agreements as an Effective Performance Management Tool was published
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 2007/08 evaluation cycle were published  A total of 12 national and 15 provincial HoDs were evaluated for the 2007/08 performance cycle. The evaluations will continue until July 2009  27 national and 70 provincial HoDs filed their performance agreements for the 2008/09 financial year  The PSC submitted a report to Parliament and to the Presidency on progress made in the filing of performance agreements for 2008/09 financial year
Recruitment and retention of competent staff to ensure service delivery in the Office	Appointment beneficiaries/appointees Programme managers	Recruitment and selection done in accordance with the Recruitment and Selection Policy	Vacant posts were filled timeously. There is a marked increase in the filling of posts at SMS level. The number of female employees rose from 116 in March 2008 to 118 in March 2009 and females represent 43% of the total staff compliment of SMS members. The PSC has employed 6 people with disabilities, which translates to 2.7% of the total staff compliment, thus exceeding the national target of 2% by 0.7%
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	The Virtual Private Network was implemented in order to enhance network connectivity and IT security
Sound financial	Commissioners	Monitoring of	The PSC received a clean audit



Key services	Clients	Current standard	Actual achievement against standards
management	OPSC staff Service providers Auditor-General National Treasury Government departments	expenditure and utilisation of budget within the budget allocation	report
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	Media activities on selected PSC published reports held  Tabling and timely distribution of PSC published reports	Research work of the PSC reached a wider audience through media, roundtables and exhibitions to mention a few  Reports tabled in Parliament and Provincial Legislatures are also placed on the website ( <a href="http://www.gov.za">www.gov.za</a> ) for accessibility by the public

## 5. HOW WE INTEND IMPROVING OUR SERVICES

The Public Service Regulations require that the SDIP be reviewed on an annual basis. The annual review ensures that the PSC continuously improves on its service. 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 (MTEF) period. The PSC's Medium Term Strategic Plan (MTSP) guides the work of the PSC and serves as a basis for an assessment of its performance by stakeholders over the MTEF period. The MTSP for the 2009/10 – 2011/12 periods provides information on the work that the PSC plans to embark upon in the future.

The SDIP for the 2009/10 financial period and the MTSP for the 2009/10 – 2011/12 periods are both available on the PSC website, [www.psc.gov.za](http://www.psc.gov.za). Copies can also be requested 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).

## 6. ORGANISATION AND STAFFING

The PSC has a staff establishment of 248, including Commissioners. A total of 222 posts are filled. 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	7
Head Office - Pretoria	159
KwaZulu-Natal Regional Office - Pietermaritzburg	7
Limpopo Regional Office - Polokwane	7
Mpumalanga Regional Office - Nelspruit	6
Northern Cape Regional Office - Kimberley	7
North West Regional Office - Mmabatho	5
Parliamentary Office - Cape Town	3

Location	Number of staff
Western Cape Regional Office - Cape Town	7
<b>TOTAL</b>	<b>222</b>

Below is the breakdown of the total number of employees (including employees with disabilities) per race and gender:

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior managers	22	3	4	3	15	2	1	4	54
Middle managers	27	2	0	7	26	1	2	5	70
Administrative/ clerks	16	0	0	1	27	1	1	3	49
Service and sales workers, Permanent	20	1	0	0	24	4	0	0	49
Elementary occupations	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>85</b>	<b>6</b>	<b>4</b>	<b>11</b>	<b>92</b>	<b>8</b>	<b>4</b>	<b>12</b>	<b>222</b>
<b>Employees with disabilities</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>6</b>

### Additional information

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

## 7. BUDGET

For the 2008/09 financial year, the total budget for the PSC was R 113 672 000 and below is the breakdown on how it was spent:

Programme 1: Administration	R 59 363 000
Programme 2: Leadership and Management Practices	R 14 605 000
Programme 3: Monitoring and Evaluation	R 18 961 000
Programme 4: Investigations and Anti-Corruption	R 20 743 000
<b>Total budget for programmes</b>	<b>R 113 672 000</b>
Staff salaries	R 77 225 000
Training	R 1 142 392

## 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

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

## 9. WHERE CAN WE BE FOUND

### HEAD OFFICE

Chairperson: Dr Ralph Mjijima  
Acting Director-General: Mr Mashwahle Diphofa  
Commission House  
Corner Hamilton & Ziervogel Streets

### PRETORIA

**0083**

Tel: (012) 328 7690

Fax: (012) 325 8382

### PARLIAMENTARY OFFICE

Sanlam Golden Acre Building  
21st Floor  
Adderley Street

### CAPE TOWN

**8001**

Tel: (021) 418 4940

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### REGIONAL OFFICES

#### Eastern Cape Province

Commissioner: Mr S Mafanya  
Regional Director: Mr LB Mgengo  
91 Alexander Road

#### KING WILLIAM'S TOWN

**5601**

Tel: (043) 643 4704

Fax: (043) 642 1371

#### Gauteng Province

Commissioner: Dr RR Mjijima  
Regional Director: Mr TJ Matlhare  
Ten Sixty-Six Building  
16<sup>th</sup> Floor, 35 Pritchard Street

#### JOHANNESBURG

**2001**

Tel: (011) 833 5721

Fax: (011) 834 1200

#### Free State Province

Commissioner: Mr P Helepi  
Regional Director: Ms MS Santho  
62 Fedsure Building  
3<sup>rd</sup> Floor, St Andrews Street

#### BLOEMFONTEIN

**9301**

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#### Western Cape Province

Commissioner: Vacant  
Regional Director: Ms C Julie  
Sanlam Golden Acre Building  
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#### CAPE TOWN

**8000**

Tel: (021) 421 3980

Fax: (021) 421 4060

#### North West Province

Commissioner: Vacant  
Regional Director: Ms KG Seabelo

#### Limpopo Province

Commissioner: Vacant  
Regional Director: Mr MM Chale

Mmabatho Post Office Building  
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**POLOKWANE**  
**0701**

Tel: (015) 291 4783

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**Mpumalanga Province**

Commissioner: Mr DS Mkhwanazi  
Regional Director: Mr SW Mnisi  
19 Russel Street

**NELSPRUIT**

**1200**

Tel: (013) 755 4070

Fax: (013) 752 5814

**KwaZulu-Natal Province**

Commissioner: Ms PM Tengen  
Regional Director: Mr BFM Khonjwayo  
249 Burger Street

**PIETERMARITZBURG**

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**Northern Cape Province**

Commissioner: Mr K Mathews  
Regional Director: Mr J Malan  
1<sup>st</sup> Floor, Woolworths Building  
Corner Lennox & Chapel Streets

**KIMBERLEY**

**8300**

Tel: (053) 832 6222

Fax: (053) 832 6225