

PUBLIC SERVICE COMMISSION  
ANNUAL REPORT  
2015/2016



Custodian of Good Governance



## Vision

A champion of Public Service excellence in democratic governance in South Africa.

## Mission

To promote the constitutionally enshrined democratic values and principles throughout the Public Service by -

- investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- proposing measures to ensure the effective and efficient performance;
- issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- advising on personnel practices; and
- reporting on its activities.



**PUBLIC SERVICE COMMISSION**  
**ANNUAL REPORT**  
**FOR THE 2015/2016 FINANCIAL YEAR**

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31 August 2016

Adv RK Sizani

Chairperson of the Public Service Commission

Private Bag x121

PRETORIA

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Dear Advocate Sizani

It gives me great pleasure to submit to you the Annual Report of the Public Service Commission (PSC) for the period 1 April 2015 to 31 March 2016.

The Report highlights the overall performance of the PSC and the strides it made in fulfilling its Constitutional mandate. The Report also highlights the key achievements and challenges that the PSC faced during the 2015/16 financial year.

Kind regards



**DR D MAMPHISWANA**  
**DIRECTOR-GENERAL**  
**OFFICE OF THE PUBLIC SERVICE COMMISSION**

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# PART A

## GENERAL INFORMATION

## 1. DEPARTMENT GENERAL INFORMATION

<b>Full name:</b>	Public Service Commission
<b>Physical address:</b>	ABSA Towers, cnr Lilian Ngoyi & Pretorius Streets, Pretoria Central, 0002
<b>Postal address:</b>	Private Bag X 121, Pretoria, 0001
<b>Telephone number:</b>	(012) 352 1000
<b>E-mail address:</b>	info@opsc.gov.za
<b>Website address:</b>	www.psc.gov.za

## 2. LIST OF ABBREVIATIONS/ACRONYMS

<b>AAPSComs</b>	Association of African Public Service Commissions
<b>AGSA</b>	Auditor-General of South Africa
<b>APAC</b>	Association of Public Accounts Committees
<b>BAS</b>	Basic Accounting System
<b>CCC</b>	Case Conference Committee
<b>CMS</b>	Case Management System
<b>CVP</b>	Constitutional Values and Principles
<b>DBC</b>	Departmental Bargaining Council
<b>DDG</b>	Deputy Director-General
<b>DG</b>	Director-General
<b>DoJCD</b>	Department of Justice and Constitutional Development
<b>DPME</b>	Department of Planning, Monitoring and Evaluation
<b>DPSA</b>	Department of Public Service and Administration
<b>DPW</b>	Department of Public Works
<b>DS</b>	Developmental State
<b>EA</b>	Executive Authority
<b>EPM</b>	Enterprise Project Management
<b>EWP</b>	Employee Wellness Programme
<b>FDf</b>	Financial Disclosure Framework
<b>FET</b>	Further Education and Training
<b>GIZ</b>	Internationale Zusammenarbeit
<b>HDI</b>	Historically Disadvantaged Individuals
<b>HOA</b>	Home Owners Allowance
<b>HoD</b>	Head of Department



<b>IEC</b>	Independent Electoral Commission
<b>IIAS</b>	International Institute of Administrative Sciences
<b>IP</b>	Internet Protocol
<b>IPDET</b>	International Program for Development Evaluation Training
<b>ITAD</b>	Information Training and Agricultural Development
<b>IT</b>	Information Technology
<b>LTSM</b>	Learner Teacher Support Material
<b>MEC</b>	Member of the Executive Council
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MANCO</b>	Management Committee
<b>MCS</b>	Modified Cash Standard
<b>MoU</b>	Memorandum of Understanding
<b>MPSA</b>	Minister for Public Service and Administration
<b>NACH</b>	National Anti-Corruption Hotline
<b>OCSLA</b>	Office of the Chief State Law Advisor
<b>OHS</b>	Occupational Health and Safety
<b>OPSC</b>	Office of the Public Service Commission
<b>PAA</b>	Public Audit Act
<b>PAJA</b>	Promotion of Administrative Justice Act
<b>PFMA</b>	Public Finance Management Act
<b>PMDS</b>	Performance Management and Development System
<b>PSC</b>	Public Service Commission
<b>PSETA</b>	Public Service Sector Education and Training Authority
<b>PWDs</b>	People with Disabilities
<b>SCM</b>	Supply Chain Management
<b>SDIP</b>	Service Delivery Improvement Plan
<b>SMS</b>	Senior Management Service
<b>UNISA</b>	University of South Africa

### 3. FOREWORD BY THE CHAIRPERSON



**Adv. RK Sizani**  
*Deputy Chairperson*

I am pleased to submit the Annual Report of the PSC for the 2015/16 financial year. This Annual Report is my maiden one as Chairperson of the Public Service Commission and I would like to thank the President of the Republic of South Africa for entrusting me with the responsibility of leading such a dynamic institution. The 2015/16 financial year saw the PSC functioning with a full complement of Commissioners. We witnessed the appointment of Commissioner George Mashamba in Limpopo Province, Commissioner Mpilo Sithole in KwaZulu-Natal Province as well as the re-appointment of Commissioner Moira Marais-Martin in the Northern Cape Province and Commissioner Ben Mthembu at national level.

The former Director-General of the Office of the Public Service Commission (OPSC), Professor Richard Levin joined the National School of Government as Principal. To mitigate the administrative gap that was left by Professor Levin, Dr Dovhani Mamphiswana, Deputy Director-General: Integrity and Anti-Corruption was appointed Acting Director-General until his appointment as Director-General in June 2016. He led the OPSC with aplomb during his acting period and I would like to thank him on behalf of the PSC for a job well done. The PSC looks forward to working with him in his new capacity.

In its endeavour to improve efficiency, with effect from 1 April 2015, the PSC implemented the new Governance Rules. Delegations to the Provincially Based Commissioners and assignment of duties to Commissioners and employees of the OPSC were also approved with the hope of improving the effectiveness of the PSC in realising its mandate. Since the implementation of the new Governance Rules, the PSC has witnessed a significant improvement in the manner in which the work of the PSC through its work streams had been carried out. The decentralisation of the majority of the work of the PSC to Provincially Based Commissioners and Nationally Based Commissioners to specific cluster departments has also contributed to increased efficiency. During the period under review, the PSC continued with the process of conducting an Institutional Practice Review in respect of the efficacy, desirability and legal compatibility of an independent constitutional institution being supported by a Public Service department. The Review will continue during the 2016/17 financial year wherein the PSC will explore models, outside the Public Service that will provide clear direction and a legal foundation for the establishment of a secretariat outside the Public Service to support the PSC in its work.

During the period under review, the PSC continued to contribute effectively in public administration through its research. To this end, various presentations were made to amongst others, Parliamentary and Provincial Legislature Committees, notably the Portfolio Committee on Public Service and Administration/Performance Monitoring and Evaluation, the Portfolio Committee on Human Settlements, the Standing Committee on Public Accounts and the Standing Committee of Appropriations. Furthermore, PSC reports which are tabled in Parliament and Provincial Legislatures assist members of Parliament to conduct their oversight work effectively. All the tabled Reports are accessible on the PSC website ([www.psc.gov.za](http://www.psc.gov.za)).

In an effort to increase its visibility, during the reporting period under review, the PSC conducted service delivery inspections at selected schools on the availability of Learner Teacher Support Material (LTSM) during January and February 2016. The inspections sought to amongst others, establish the availability of LTSM at schools and the state of readiness of schools to commence with learning when the academic year starts. A Report with findings and recommendations was subsequently compiled and

it is hoped that the recommendations contained in the Report will assist the Department of Basic Education and provincial departments of Education in improving the delivery of the LTSM to schools. The PSC also conducted inspections at Mankweng Hospital (Limpopo), Mamelodi Hospital (Gauteng), Bheki Mlangeni Hospital (Gauteng), Maseru Border Post (Free State), South African Police Service Garage (Limpopo) and Oshoek and Lebombo Border Posts (Mpumalanga) in an effort to improve service delivery in such sectors.

The PSC and the University of South Africa (UNISA), during the reporting period, signed a Memorandum of Understanding (MoU), which provides a framework for collaboration on selected areas of research, monitoring and evaluation, and development of public administration. Following the signing of the MoU on 23 March 2016, the PSC together with UNISA hosted a successful joint inaugural public lecture titled: *“Building a capable, career-oriented and professional Public Service for a developmental state as stated in the National Development Plan Vision 2030”*. The Minister for Public Service and Administration, Adv. Ngoako Ramatlhodi, delivered the keynote address wherein he shared with delegates government plans and initiatives to ensure the realisation of building a capable, career-oriented and professional Public Service for a developmental state.

The Forum of Institutions Supporting Democracy has become an important forum for the PSC and other Institutions Supporting Democracy (ISDs). The Forum has provided the ISDs with a platform to engage with the public from a common platform and to strengthen collaboration. To this end, during the reporting period, joint media statements on key issues were issued, such as in the case of the xenophobic attacks in the country and threats made against the Chairperson of the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities.

As part of fulfilling the requirements of the Public Finance Management Act with regard to annual reporting, the PSC is also required in terms of Section 196 (4)(e), read with Section 196 (6), of the Constitution to give a detailed report to the National Assembly on its activities, including any finding it has made and any direction and advice it has given, and to provide an evaluation of the extent to which the values and principles in Section 195 are complied with.

For the first time, the PSC will submit such a report in 2016 and the report will provide an overview of the purpose and outcome of the activities of the PSC and the contribution of the PSC to public administration.

The support that the PSC received from the OPSC during the reporting period was outstanding and I would like to thank members of Team PSC under the leadership of the Director-General, Dr Dovhani Mamphiswana for their professional support. I would also like to acknowledge the seamless transition that took place when the PSC’s national office in Pretoria relocated from Commission House to ABSA Towers. The North West Provincial Office also relocated within the city of Mahikeng. The management of the OPSC ensured that service delivery was not compromised during the relocation period.

In conclusion, I would like to thank my fellow Commissioners for the hard work and dedication they collectively demonstrated during the period under review. I am also grateful for the support the Minister for Public Service and Administration, Mr Ngoako Ramatlhodi and Deputy Minister, Ms Ayanda Dlodlo provided to the PSC during the period under review. Similarly, the Chairperson of the Portfolio Committee on Public Service and Administration as well as Performance Monitoring and Evaluation, Ms Peace Mabe and her fellow Committee members for the sound engagements with the PSC during the period under review.



**RK SIZANI**  
**CHAIRPERSON: PUBLIC SERVICE**  
**COMMISSION**  
**31 AUGUST 2016**

## 4. REPORT OF THE ACCOUNTING OFFICER



**Dr Dovhani Mamphiswana**  
*Director-General*

I am honoured to submit the PSC's Annual Report for the 2015/16 financial year. The submission of this Annual Report comes just two months after being appointed as Director-General of the Office of the Public Service Commission. I look forward to my new role serving as Secretary to the PSC. In line with the principles of promoting accountability and transparency, this Annual Report serves to account to our stakeholders on how the PSC delivered on its mandate during this reporting period.

### Overview of the operations

The slow economic growth in South Africa led to government cutting budget allocations across all departments. Due to its limited financial resources, the PSC decided to institutionalise a process of project costing before the approval of the Workplan. This was to ensure that the PSC does not overcommit itself to outputs that cannot be funded. The PSC therefore took a decision to prioritise selected mandatory projects such as the investigation of grievances and complaints and prioritise other outputs with greater impact for implementation within the available financial resources.

In an attempt to continuously improve on the services it delivers to its stakeholders, the PSC continued with the review of its grievance and complaints management processes. This resulted in the implementation of the decentralisation of the resolution of grievances and complaints by Panels. The Panels improved the turnaround time to finalise grievances and complaints by the PSC.

As part of the PSC's mandate to propose measures to ensure the effective and efficient performance within the Public Service, the PSC conducted studies to review the effective, efficient and economical functioning of the Office of the State Attorney and Office of the Chief State Law Advisor. Part of the studies included holding hearings with the relevant key stakeholders. Reports with findings on both these offices have been produced. Key recommendations include that the Office of the State Attorney should consider undertaking a comprehensive comparative study of well renowned and successfully performing private law firms to emulate the manner in which these firms are operating and managed. The Department of Justice and Constitutional Development (DoJCD) and the Office of the Chief State Law Advisor (OCSLA) should conduct a feasibility study into the establishment of an independent OCSLA through legislation, similar to the National Prosecuting Authority.

The PSC is mandated to promote the constitutional values and principles (CVPs). In order to implement this, the PSC developed a framework for the promotion of the CVPs. The framework highlights the importance of a values-driven Public Service, defines the values and principles governing public administration, explains the scope and content of each value and principle and proposes a number of performance indicators for each value and principle. During the 2016/17 financial year, the PSC will begin with the process to consult with key stakeholders on the framework document and pilot evaluations will be undertaken. This framework will in future provide Parliament and provincial legislatures with trends on the performance of the Public Service against these CVPs.

In its effort to contribute towards building of an integrity-driven and ethical Public Service, during the period under review, the PSC continued to manage senior managers' conflicts of interest through the Financial Disclosure Framework (fdf). The fdf requires all members of the Senior Management Service (SMS) in the Public Service

to disclose all their registrable interests annually to their Executive Authorities (EAs). For the second year in a row, the PSC managed to scrutinize 100% of all financial disclosure forms received.

The work of the PSC requires strong analytical, research and project management capacities. Therefore, the PSC

prioritised the strengthening of its own capacity through various initiatives such as developing and rolling out of a customised training course on research in partnership with UNISA as well as offering training on legislative drafting, investigations and project management. It is hoped that with such capacity, the PSC will improve its performance in future.

## Overview of the financial results

**Table 1: Departmental receipts**

Departmental Receipts	2015/2016			2014/2015		
	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000	Estimate R'000	Actual Amount Collected R'000	(Over)/ Under Collection R'000
Sale of goods and services other than capital assets	88	88	-	57	57	-
Interest, dividends and rent on land	30	(1)	29	34	34	-
Financial transactions in assets and liabilities	124	124	-	190	190	-
<b>TOTAL</b>	<b>242</b>	<b>211</b>	<b>29</b>	<b>281</b>	<b>281</b>	<b>-</b>

The revenue received was from the parking, commission insurance and garnishee interest on debts. The PSC does not charge tariffs to departments for services rendered in terms of its mandate and functions. It provides these services within its allocated budget.

**Table 2: Programme expenditure**

Programme Name	2015/2016			2014/2015		
	Financial Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000	Financial Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000
Administration	108 167	107 947	220	103 463	103 243	220
Leadership and Management Practices	38 308	38 164	144	37 337	37 331	6
Monitoring and Evaluation	36 184	36 155	29	37 725	37 721	4
Integrity and Anti-Corruption	47 093	47 053	40	47 506	47 505	1
<b>TOTAL</b>	<b>229 752</b>	<b>229 320</b>	<b>432</b>	<b>226 031</b>	<b>225 800</b>	<b>231</b>

The expenditure as at 31 March 2016, was R229.3 million against the annual budget appropriation of R229.8 million. During the reporting period, the PSC succeeded in achieving 88.7% of its outputs in the Workplan.

Budget virements were applied in accordance with section 43 (2) of the Public Finance Management Act (PFMA) of 1999 and the details are included in the Annual Financial Statements.

## Unauthorised, fruitless and wasteful expenditure

No unauthorised, fruitless and wasteful expenditure was incurred during the period under review ending 31 March 2016.

## Future plans

Details of the PSC's future plans can be found in its Strategic Plan for the periods 2015/16 to 2019/20.

## Public private partnerships

The PSC did not enter into any Public Private Partnerships during the 2015/16 financial year.

## Discontinued activities/activities to be discontinued

Details of the activities that were discontinued can be found under the performance information section of each programme.

## New or proposed activities

The PSC's Annual Performance Plan as well as the Workplan provides detail on the projects and activities that the PSC will embark upon in the 2016/17 financial year. These projects are grouped according to the key performance areas of the PSC.

## Supply chain management

The following bids were listed in the Procurement Plan for the 2015/16 financial year but were not advertised and awarded due to financial constraints:

- Procurement of an Asset Management System.
- Appointment of a service provider to conduct an institutional practice review in the PSC.

The bids that were listed in the Procurement Plan for the 2014/2015 and 2015/2016 financial year, but were cancelled and re-advertised in 2016:

- Appointment of a service provider in respect of travel, accommodation, venues and services hire for a period of 3 years – appointed with effect from 1 September 2015.

- Appointment of a service provider to render the Employee Wellness Programme (EWP) for a period of 2 years – appointed with effect from 1 April 2015.
- Establishment of a PSC data centre – the bid was awarded by the Bid Adjudication Committee on 14 March 2016.

The PSC has Supply Chain Management (SCM) processes and systems in place and has always adhered to prescripts and legislative requirements when goods and/or services are procured in order to prevent irregular expenditure.

## Gifts and donations received in kind from non-related parties

No goods and services in kind were received or provided to non-related parties.

## Exemptions and deviations received from National Treasury

No exemption from the PFMA or Treasury Regulations or deviation from the financial reporting requirements was received for the current and/or prior financial year.

## Events after the reporting date

There were no material events that occurred after 31 March 2016.

## Other

No other material facts or circumstances, which may have an effect on the understanding of the financial state of affairs which is not addressed elsewhere in this report require reporting.

## Acknowledgements and appreciation/Conclusion

I would like to thank the PSC for having confidence in me to serve as the Acting Director-General of the PSC for the most part of the period under review. Furthermore, I would like to thank the PSC for availing their knowledge and wisdom.

The majority of the work produced by the PSC is dependent on its stakeholders. I would therefore also like to thank all the PSC's stakeholders for their continued cooperation. To

the Audit Committee, under the leadership of Mr Sakhiseni Simelane, thank you for ensuring that the PSC remains the custodian of good governance in the Public Service.

To Team PSC, thank you for your unwavering support and commitment to ensuring that the PSC delivers on its commitments.

### **Approval and sign off**

I approve and sign off the Annual Report as a true reflection of the work undertaken during the reporting period.



**DR DOVHANI MAMPHISWANA**  
**ACCOUNTING OFFICER**  
**OFFICE OF THE PUBLIC SERVICE**  
**COMMISSION**  
**31 AUGUST 2016**



## 5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the annual report are consistent.

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgments made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the department for the financial year ended 31 March 2016.

Yours faithfully



**ACCOUNTING OFFICER**  
**DR DOVHANI MAMPHISWANA**  
**31 AUGUST 2016**

## 6. STRATEGIC OVERVIEW

### 6.1 Vision

A champion of Public Service excellence in democratic governance in South Africa.

### 6.2 Mission

To promote the constitutionally enshrined democratic values and principles throughout the Public Service by -

- investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- proposing measures to ensure the effective and efficient performance;
- issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- advising on personnel practices; and
- reporting on its activities.

### 6.3 Values

The PSC's values give direction to our actions and describe how we behave. We uphold the following values:

- Integrity
- Equity
- Honesty
- Excellence
- Dedication
- Respect for professionalism
- Empathy
- Respect for human dignity
- Responsiveness.



## 7. LEGISLATIVE AND OTHER MANDATES

### 7.1 Constitutional Mandate

The PSC is an independent institution established in terms of Chapter 10 of the Constitution. It derives its mandate from Sections 195 and 196 of the Constitution, 1996<sup>1</sup>, which set out the values and principles governing public administration which should be promoted by the PSC, as well as the powers and functions of the PSC. The PSC is required by the Constitution to exercise its powers and to perform its functions without fear, favour or prejudice. The Constitution links the PSC's independence firmly with its impartiality and no organ of state may interfere with the functioning of the PSC.

The PSC is vested with custodial oversight responsibilities for the Public Service and monitors, evaluates and investigates public administration practices. It also has the power to issue directions regarding compliance with personnel procedures relating to recruitment, transfers,

promotions and dismissals. The PSC is accountable to the National Assembly and must annually report to the National Assembly on its activities and performance, and to provincial legislatures on its activities in a province.

Given the broad mandate of the PSC, which covers all areas of public administration and the limited resources at its disposal, the PSC has elected to focus on six key performance areas:

- a. human resource management and leadership evaluation;
- b. handling labour relations and labour practices;
- c. service delivery evaluation and improvement;
- d. promotion of the democratic values and principles;
- e. conducting public administration investigations; and
- f. promoting professional ethics.

The PSC has a responsibility to promote the values and principles governing public administration contained in Section 195 of the Constitution. The values and principles are set out below:

**Table 3: Values and principles**

VALUES AND PRINCIPLES	SECTION OF THE CONSTITUTION
A high standard of professional ethics must be promoted and maintained	195 (1) (a)
Efficient, economic and effective use of resources must be promoted	195 (1) (b)
Public administration must be development-oriented	195 (1) (c)
Services must be provided impartially, fairly, equitably and without bias	195 (1) (d)
People's needs must be responded to, and the public must be encouraged to participate in policy-making	195 (1) (e)
Public administration must be accountable	195 (1) (f)
Transparency must be fostered by providing the public with timely, accessible and accurate information	195 (1) (g)
Good human resource management and career-development practices, to maximise human potential, must be cultivated	195 (1) (h)
Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation	195 (1) (i)

<sup>1</sup> The Constitution of the Republic of South Africa, 1996 (promulgated by Proclamation No. 108 of 1996).

The PSC's powers and functions in terms of the Constitution are set out below:

**Table 4: Powers and functions**

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
The PSC must exercise its powers and perform its functions without fear, favour or prejudice	196 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service	196 (4) (a)
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service	196 (4) (b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service	196 (4) (c)
The PSC must 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	196 (4) (d)
The PSC must report on its activities and the performance of its functions, including any finding 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	196 (4) (e)
<p>The PSC may either of its own accord or on receipt of any complaint,</p> <ul style="list-style-type: none"> <li>▪ investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature;</li> <li>▪ investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;</li> <li>▪ monitor and investigate adherence to applicable procedures in the Public Service; and</li> <li>▪ 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</li> </ul>	196 (4) (f)
The PSC must exercise or perform the additional powers or functions prescribed by an Act of Parliament	196 (4) (g)
The PSC is accountable to the National Assembly	196 (5)
The PSC must report at least once a year to the National Assembly	196 (6) (a)
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province	196 (6) (b)

In terms of the Constitution and other legislation relevant to the PSC, the key responsibilities are as follows:

**Table 5: Key responsibilities**

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Access documents and information	Official documents and information as may be necessary for the performance of its functions under the Constitution or the Public Service Act	PSC Act: 9
Advise	On own accord or on receipt of any complaint, 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	Constitution: 196 (4) (f)
Call upon and administer oath/ accept affirmation	The PSC may call upon and administer an oath, or accept an affirmation from any person present at an inquiry	PSC Act: 10 (2) (b)
Conduct inquiry	Conduct an inquiry into any matter authorised by the Constitution or the Public Service Act	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances	Public Service Act: 35
Evaluate	Evaluate the organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant executive authority and legislature	Constitution: 196 (4) (f)
Examine or require a person to act	Any person to produce any book, document or object which may have a bearing on the subject of the inquiry	PSC Act: 10 (2) (c)
Exercise/perform functions	The additional powers or functions prescribed by an Act of Parliament	Constitution: 196 (4) (g)
	The powers and the duties entrusted to it by the Constitution, the PSC Act and the Public Service Act	PSC Act: 8
	Its powers and perform its functions without fear, favour or prejudice	Constitution: 196 (2)
Inspect	Departments and other organisational components in the Public Service	PSC Act: 9
Investigate	The organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant executive authority and legislature	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service	Constitution: 196 (4) (f)
	Compliance with the Public Service Act	Public Service Act: 5 (8) (a)
	Grievances of employees and Heads of Department under certain circumstances	Public Service Act: 35

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Issue 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	Constitution: 196 (4) (d)
	Contemplated in Section 196 (4) (d) of the Constitution in order to ensure compliance with the Public Service Act	Public Service Act: 5 (8) (a)
Make rules	On the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relate	PSC Act: 11 (a)
	On the powers and duties of the chairperson, deputy chairperson or any other commissioner and the delegation and assignment of any power and duty entrusted to the PSC by the PSC Act, the Constitution or the Public Service Act to provincial commissioners	PSC Act: 11 (b)
	On the manner in which meetings of the PSC shall be convened, the procedure to be followed in meetings and the conduct of its business, quorum and the manner in which minutes should be kept	PSC Act: 11 (c)
Monitor	The organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service	Constitution: 196 (4) (f)
Promote	Values and principles, as set out in Section 195, throughout the Public Service	Constitution: 196 (4) (a)
	Ethical conduct amongst members of the SMS and to supplement the Code of Conduct contemplated in Chapter 2 and the Financial Disclosure Framework contemplated in Chapter 3	Public Service Regulations: B.1
Propose measures	Measures to ensure effective and efficient performance within the Public Service	Constitution: 196 (4) (c)
Provides advice	The PSC provides advice to the Minister for Public Service and Administration (MPSA) on issuing directives to promote ethical conduct amongst members of the SMS and to supplement the Code of Conduct contemplated in Chapter 2 and the Financial Disclosure Framework contemplated in Chapter 3	Public Service Regulations: B.1
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the Public Service	Constitution: 196 (4) (f)
	That executive authorities act in terms of a particular provision(s) of the Public Service Act or any other law	Public Service Act: 35

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Report	On its activities and the performance of its functions, including any finding 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	Constitution: 196 (4) (e)
	To the relevant executive authority and legislature on the application of personnel and public administration practices	Constitution: 196 (4) (f)
	At least once a year to the National Assembly	Constitution: 196 (6) (a)
	At least once a year in respect of its activities in a province, to the legislature of that province	Constitution: 196 (6) (b)
	The PSC is responsible for reporting on the level of compliance as well as trends on financial misconduct in the Public Service  As part of conducting its oversight work, the PSC also reports to Parliament  The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the executive authority, the Department of Public Service and Administration and the PSC on the outcome, including – (a) the name and rank of the official against whom the proceedings were instituted; (b) the charges, indicating the financial misconduct the official is alleged to have committed; (c) the findings; (d) any sanction imposed on the official; and (e) any further action to be taken against the official, including criminal charges or civil proceedings	Treasury Regulations: 4.3
Summons	Any person who may be able to give information of material importance concerning the subject matter of the inquiry	PSC Act: 10 (2) (a)

## 7.2 Legislative Mandates

The PSC is a constitutional oversight body, established in 1996, primarily to promote “a high standard of professional ethics in the Public Service”<sup>2</sup>. The PSC operates in terms of the PSC Act, 1997<sup>3</sup>. The Act provides for the regulation of the PSC with regard to:

- a. the constitution of the PSC;
- b. appointment of Commissioners;
- c. designation of the Chairperson and Deputy Chairperson;
- d. conditions of appointment of Commissioners;
- e. removal from office of Commissioners;

<sup>2</sup> Certification of the amended text of the Constitution of the Republic of South Africa, 1996 (Case CCT 37/96, para 142).

<sup>3</sup> Republic of South Africa. Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997).

- f. functions of the PSC (inspections, inquiries, etc.);
- g. rules according to which the PSC should operate;
- h. the OPSC; and
- i. transitional arrangements with regard to service commissions (created under the Interim Constitution).

The powers and functions of the PSC in terms of legislation are set out above.

## 7.3 Policy Mandates

The outcomes approach as developed by Government<sup>4</sup> provides a framework used by the PSC to assist in its prioritisation and strategic development. In particular, the PSC contributes to Outcome 12: “An efficient, effective

<sup>4</sup> <http://www.info.gov.za/issues/outcomes/index.html>

and development-oriented Public Service” and can lend its contribution to the other outcomes.

The following rules and protocols have been put in place by the PSC in terms of Section 11 of the PSC Act, in order to facilitate its operational functioning:

### **7.3.1 Rules for dealing with grievances of employees in the Public Service, published in Government Gazette No. 25209 dated 25 July 2003**

The Grievance Rules, 2003, is one of the sets of prescripts that gives effect to the mandate of the PSC as provided in the Constitution of the Republic of South Africa, Section 196(4)(f)(ii), as well as the provisions of Section 35 of the Public Service Act, 1994 (as amended). Both laws provide the PSC with powers to investigate grievances of employees in the Public Service and make recommendations on appropriate remedies. The Grievance Rules, 2003, apply to employees on salary levels 1 to 12 and determine the process that should be followed by a department in investigating grievances, and the circumstances under which grievances should be referred to the PSC. Once the PSC has finalised its investigation, the relevant Executive Authority (EA) is informed of its findings and recommendations. The latter is expected to inform the PSC and aggrieved employees about his or her decision based on the PSC's recommendations. The PSC also reports on the outcome of its investigations in respect of grievances to the National Assembly and provincial legislatures on at least an annual basis.

### **7.3.2 Rules for the summoning of witnesses in connection with inquiries and investigations of the PSC, published in Government Gazette No. 23267 dated 28 March 2002**

The mandate of the PSC to issue summonses, is contained in Section 10 read with Section 11 of the PSC Act, 1997, as well as Section 196 (3) of the Constitution of the Republic of South Africa. In order to manage the process in terms of which witnesses can be summonsed, the PSC published Rules for the summoning of witnesses during 2002. The Rules provide for the process that should be followed when a person is summonsed to appear before an inquiry of the PSC.

### **7.3.3 Rules of the PSC: Lodging of complaints regarding the Public Service, published in Government Gazette No. 23635 dated 19 July 2003**

The PSC may investigate complaints lodged with it and report to the EAs. To give effect to this mandate, the PSC has developed Rules for the lodging of complaints. In terms of the Rules, public servants and members of the public can lodge complaints by making use of a prescribed complaints form. Upon receipt of complaints lodged in terms of the Complaints Rules, such complaints are investigated and reported on by the PSC in terms of its constitutional mandate.

### **7.3.4 Rules for dealing with grievances of members of the Senior Management Service, including Heads of Department, published in Government Gazette No. 33540 of 17 September 2010**

In order to comply with its constitutional mandate to deal with grievances of all employees in the Public Service, as well as the provisions of Section 35 of the Public Service Act, 1994 (as amended), the PSC published Grievance Rules for dealing with grievances of members of the SMS as well as Heads of Department (HoDs). The Grievance Rules are included in Chapter 10 of the SMS Handbook. The Grievance Rules provide for the procedure to be followed by a department as well as the PSC in dealing with grievances of SMS members. These Rules also provide for the direct lodging of grievances with the PSC by HoDs. The PSC makes recommendations in respect of its findings to the EA.

### **7.3.5 Rules of the PSC: Managing conflicts of interest identified through the Financial Disclosure Framework for senior managers, published in Government Gazette No. 32298 of 12 June 2009**

These Rules provide for a procedure to identify and manage potential conflicts of interest disclosed through the Financial Disclosure Framework for the SMS as prescribed in Chapter 3 of the Public Service Regulations, 1999, as amended. This Chapter requires of the PSC to verify that financial disclosure forms submitted are correctly completed and to scrutinise the contents of the forms in order to establish whether potential conflicts of interest

exist and to alert EAs accordingly.

### **7.3.6 Governance Rules of the PSC, published in Government Gazette No. 38620 of 30 March 2015**

The Governance Rules have been put in place to ensure the effective functioning of the PSC. These Rules, inter alia, define the powers and duties of commissioners; delegations and assignment of powers and duties; and the manner in which the meetings of the PSC must be convened. The Governance Rules are read in conjunction with the other Rules promulgated by the PSC.

### **7.3.7 Cooperative agreements**

In addition to the above-mentioned Rules, the PSC also performs the following functions:

#### **Management of the National Anti-Corruption Hotline**

In 2003, Cabinet decided to assign the PSC with the responsibility of establishing and managing the National Anti-Corruption Hotline (NACH). The PSC is responsible for outsourcing the call center, housing a central case management system and for the referral system through the case management system which is governed by explicit protocols on referrals.

#### **Resolution of Parliament**

The National Assembly adopted as its resolution the recommendation of the Portfolio Committee on Public Service and Administration with regards to the work of the PSC. The resolution requires the PSC to report on the implementation of Section 195 (1) by the administration of all spheres of government, organs of state and public enterprises in South Africa and to include its report in the annual report of the entity it is reporting on every year. In order for the PSC to fully implement the resolution, this will require some legislative amendments.

#### **Memoranda of Understanding**

The PSC has entered into Memoranda of Understanding (MoUs) with various institutions. These MoUs aim to enhance co-operation, efficiency and effectiveness and to avoid duplication of activities. In promoting best practice and in pursuit of cooperation and collaboration with other

institutions, the PSC has entered into MoUs with the following institutions:

Institutions Supporting Democracy:

- Auditor-General
- Financial and Fiscal Commission
- Public Protector:

Associations:

- Association of Public Account Committee
- South African Monitoring and Evaluation Association.

Tertiary Institutions:

- University of South Africa
- Tshwane University of Technology.

## **7.4 Relevant Court Rulings**

The following judgments have helped to clarify the role and functions of the PSC:

### **7.4.1 Certification of the Constitution of the Republic of South Africa, 1996 (CCT 23/96) [1996] ZACC 26; 1996 (4) SA 744 (CC); 1996 (10) BCLR 1253 (CC) (6 September 1996)**

In terms of the Constitution of the Republic of South Africa, the Constitutional Court was tasked to consider, evaluate and certify whether the new constitutional text was aligned to the constitutional principles as contained in the 1993 Constitution. With regard to the PSC, it dealt with the certification of the formulation of the wording of the role and functions of the PSC. It also ruled that the independence and impartiality of the PSC shall be provided for and safeguarded in the Constitution.

### **7.4.2 Ex Parte Chairperson of the Constitutional Assembly: In Re Certification of the Amended Text of the Constitution of the Republic of South Africa, 1996 (1997 (2) SA 97 (CC))**

In the second certification case, the Court was then presented with the full constitutional provisions relating to the PSC, including its powers and functions.

The Court had to deal with the contention that "the role of the PSC is similar to the roles of the Public Protector and the Auditor-General, and that the procedures laid



down for the protection of the independence of Public Service commissioners should be no less stringent than those for the removal from office of the Public Protector and the Auditor-General, which require a resolution of at least two-thirds of the members of the NA". The Court decided that Section 196 (1) "provides that there shall be a single PSC for the Republic. As a commission it will have joint responsibility for the work that it does. This, and the fact that it consists of 14 members appointed by 10 different legislatures, enhances its independence and makes any individual commissioner less vulnerable to unfair dismissal than the Public Protector and the Auditor-General might be. The dismissal of one of 14 commissioners will not necessarily have a significant impact on the work of the PSC; the removal of the Public Protector or the Auditor-General could have a profound impact on the functioning of that office."

During the proceedings, the Court also dealt with the argument that Section 196 (13) provides that a commissioner appointed by a province may perform the functions of the commission in that province 'as prescribed by national legislation'. The Court found that "that is so, but it will not relieve the PSC of joint responsibility for the work that it does, nor prevent the 13 remaining commissioners from coming to the support of an individual commissioner wrongly accused of misconduct, incompetence or incapacity."

The Court also held that "The functions of the PSC are materially different to those of the Public Protector and the Auditor-General. Inherent in the functions of the Public Protector is the 'investigation of sensitive and potentially embarrassing affairs of government', whilst the Auditor-General has a crucial role in 'ensuring that there is openness, accountability and propriety in the use of public funds'. They perform sensitive functions which require their independence and impartiality to be beyond question, and to be protected by stringent provisions in the Constitution. The PSC's primary function is to promote 'a high standard of professional ethics in the Public Service'. While it has important supervisory and watchdog functions, a good deal of its work will be of a routine or advisory nature. A similar distinction is to be found in the interim Constitution which affords a lesser protection to the PSC than it does to the Public Protector and the Auditor-General..."

### **7.4.3 Premier, Western Cape v President of the Republic of South Africa 1999 (3) SA 657 (CC)**

In this case, the Western Cape government sought an order declaring certain provisions of the 1998 Amendment of the Public Service Act to be inconsistent with the Constitution. The outcome of the case confirms that financial independence is a key component of institutional independence and it is for Parliament and not the Executive to determine what funding is available to the PSC to enable it to carry out its constitutional mandate.

In addition, the Constitutional Court made clear that the reference in the Constitution to "a Public Service in the Republic" is intended to mean a Public Service which applies to both national and provincial spheres of government. The Court held that:

"Section 197 (1) deals with the way in which the Public Service, as a particular administrative entity within public administration, must be structured and function. This is consistent with the interim Constitution and the 1994 Act. If a distinction were to be made between the structuring of public administration as a provincial power, and the structuring of the Public Service as a national power, one would have expected this to be set out explicitly in the Constitution. This was not done in the new constitutional text, submitted to this Court for certification in the first certification proceedings, and when the provisions of s 197 were reconsidered by the Constitutional Assembly, the only change made to the section to accommodate the concerns expressed in the first certification judgment, was to vest in the provinces the power to 'employ, promote, transfer and dismiss' personnel in the provincial administrations of the Public Service. The competence to make laws for the structure and functioning of the Public Service as a whole, vested in the national sphere of government was retained in the amended text. Section 197 (1) must be given effect to and should not be deprived of its content by finding as an implied power, a provincial legislative competence inconsistent with the express provisions of the Constitution."



#### **7.4.4 Independent Electoral Commission (IEC) v the Langeberg Municipality<sup>5</sup>**

The case also has relevance for the PSC in that the Court confirmed the independence of the IEC as articulated in Section 181 (2) of the Constitution. The Court held that “the very reason the Constitution created the Commission was that it should be and manifestly be seen to be outside government” and “the Commission is accordingly not an organ of state in the national sphere of government”. Given its standing as an Institution Supporting Democracy, as in the case of the IEC, the PSC would therefore also be regarded as an institution outside government.

The Constitutional Court has furthermore pronounced on different occasions on the meaning of a requirement of “independence” contained in the Constitution and what safeguards are necessary to achieve it. Some of these cases include:

- Ex Parte Chairperson of the Constitutional Assembly: In re Certification of the Constitution of the Republic of South Africa 1996 (4) SA 744 (CC) at paras 163 and 165
- Ex Parte Chairperson of the Constitutional Assembly: In re Certification of the Amended Text of the Constitution of the Republic of South Africa 1997 (2) SA 97 (CC) at para 134
- De Lange v Smuts NO and Others 1998 (3) SA 785 (CC) at paras 69 – 73
- Van Rooyen and Others v The State and Others 2002 (5) SA 246 (CC) at paras 29 – 34
- South African National Defence Union and Others v Minister of Defence and Others 2007 (5) SA 400 at paras 99 – 103
- Glenister v President of the Republic of South Africa and Others 2011 (3) SA 347 (CC) at para 117

#### **7.4.5 Macsand v City of Cape Town and Others unreported judgment of the Constitutional Court, [2012] ZACC 7**

There will in most instances be no overlap in the functions of the PSC and Institutions Supporting Democracy, established in terms of Chapter 9 of the Constitution. Each of these institutions and the PSC operates independently of each other. There is also nothing preventing the PSC

from entering into a MoU with the Institutions Supporting Democracy to regulate how such overlaps will be managed and dealt with, or the broader relationship between such institutions.

In a different but analogous context, the Constitutional Court<sup>6</sup> has ruled as follows in relation to the overlap of functions and role between spheres of government: “. . . these powers are not contained in hermetically sealed compartments, sometimes the exercise of powers by two spheres may result in an overlap. When this happens, neither sphere is intruding into the functional area of another. Each sphere would be exercising power within its own competence. It is in this context that the Constitution obliges these spheres of government to cooperate with one another in mutual trust and good faith, and to co-ordinate actions taken with one another.”

#### **7.4.6 Chirwa v Transnet Ltd and Others 2008 (4) SA 367 (CC) at paragraphs 74-76, (relying on the decision of Institute for Democracy in South Africa and Others v African National Congress and Others 2005 (5) SA 39 (C) (2005 (10) BCLR 995)**

In the above matter it was confirmed that the rights in Section 195 of the Constitution are not justiciable. In other words, while Section 195 of the Constitution provides important interpretative assistance, it does not find a right to bring an action for breach of any the principles. The court held that: “The values enunciated in s 1 of the Constitution are of fundamental importance. They inform and give substance to all the provisions of the Constitution. They do not, however, give rise to discrete and enforceable rights in themselves. This is clear not only from the language of s 1 itself, but also from the way the Constitution is structured and in particular the provisions of Chapter 2, which contains the Bill of Rights ... the same considerations apply to the other sections of the Constitution... [including] Section 195(1). These sections all have reference to government and the duties of government, inter alia, to be accountable and transparent... In any event, these sections do not confer upon the applicants any justiciable rights that they can exercise or protect ... The language and syntax of these provisions are not couched in the form of rights, especially when compared with the clear provisions of Chapter 2. Reliance upon the sections in question

<sup>5</sup> Independent Electoral Commission v the Langeberg Municipality (as successor to the Stilbaai Municipality). Case CCT 49/00

<sup>6</sup> Macsand v City of Cape Town and Others unreported judgment of the Constitutional Court, [2012] ZACC 7

*for purposes of demonstrating a right is therefore inapposite.. .. therefore although Section 195 of the Constitution provides valuable interpretive assistance it does not found a right to bring an action”.*

#### **7.4.7 Khumalo and Another v Member of the Executive Council KwaZulu-Natal Education J-CCT10-13A**

This case concerns a challenge by the Member of the Executive Council (MEC) for Education, KwaZulu-Natal, the respondent in Court, to the lawfulness of her own department's employment decisions. The matter raises the enforcement of the rule of law in the context of a significant delay by the MEC in bringing her challenge to court. The Labour Court held that Section 195 of the Constitution compelled the MEC, in the public interest, to avoid and eliminate illegalities in public administration. It held that the principle in this Court's decision in Njongi (that it is always open to a government official to admit, without qualification, that an administrative decision was wrongly taken) must apply to unlawful acts committed deliberately, negligently or even in good faith. The Labour Appeal Court agreed that the “MEC was not only entitled but also duty-bound to approach a court to set aside her irregular administrative act”. The Court further held that Section 195 provides for a number of important values to guide decision makers in the context of public-sector employment. When, as in this case, a responsible functionary is enlightened of a potential irregularity, Section 195 lays a compelling basis for the founding of a duty on the functionary to investigate and, if need be, to correct any unlawfulness through the appropriate avenues. This duty is founded, inter alia, in the emphasis on accountability and transparency in Section 195 (1) (f) and (g) and the requirement of a high standard of professional ethics in Section 195 (1) (a). Read in the light of the founding value of the rule of law in Section 1 (c) of the Constitution, these provisions found not only standing in a public functionary who seeks to review through a court process a decision of its own department, but indeed they found an obligation to act to correct the unlawfulness, within the boundaries of the law and the interests of justice.

Section 195 (1) (i) stresses the importance of ensuring that appointment processes in the public sector are based on ability, objectivity and fairness. Fairness in employment practices and labour relations requires the state to be

even-handed and transparent not only to those whom it employs, but so to those who may wish to apply for employment at a state institution. It would not be fair if the state were to employ persons who do not meet the very requirements that the state itself sets. It is neither fair nor in compliance with the dictates of transparency and accountability for the state to mislead applicants and the public about the criteria it intends to use to fill a post. The formulation and application of requirements for a particular post is a minimum pre-requisite for ensuring the objectivity of the appointment process. Persons who do not meet the requirements for a post in the public sector ought not to be appointed.

#### **7.4.8 Minister of Defence and Military Veterans v Motau and Others [2014] ZACC 18**

The Constitutional Court in this matter found that the implementation of legislation constitutes administrative action, except where there is a clear indication that it does not. *“Ordinarily the formulation of policy in broad terms does not amount to administrative action. This is because the power to develop and implement national policy in Section 85 (2) (b) of the Constitution is one of the exclusions in the definition section of Promotion of Administrative Justice Act (PAJA). The exercise of that executive power is not an administrative act. In this case it was concluded that I conclude that the Minister's termination of the respondents' membership of the Board constituted administrative action envisaged in Section 33 of the Constitution. Consequently, her decision is reviewable under PAJA. Since the respondents were not given a hearing before that decision was taken, it was procedurally unfair.”*

#### **7.4.9 Public Protector v Mail & Guardian Ltd and Others 2011 (4) SA 420 (SCA) at paras 21-22**

In considering what a proper investigation entails, the Supreme Court of Appeal in the above case held in as follows:

*“...I think there is nonetheless at least one feature of an investigation that must always exist... which is that the investigation must have been conducted with an open and enquiring mind. An investigation that is not conducted with an open and enquiring mind is no investigation at all. That is the benchmark against which I have assessed the investigation in*

*this case. I think that it is necessary to say something about what I mean by an open and enquiring mind. That state of mind is one that is open to all possibilities and reflects upon whether the truth has been told. It is not one that is unduly suspicious but it is also not one that is unduly believing. It asks whether the pieces that have been presented fit into place. If at first they do not then it asks questions and seeks out information until they do. It is also not a state of mind that remains static. If the pieces remain out of place after further enquiry then it might progress to being a suspicious mind. And if the pieces still do not fit then it might progress to conviction that there is deceit. How it progresses will vary with the exigencies of the particular case. One question might lead to another and that question to yet another, and so it might go on. But whatever the state of mind that is finally reached, it must always start out as one that is open and enquiring.”*

While the above case was decided in relation to the office of the Public Protector, the scope and meaning of “an investigation” as defined above applies equally, in our view to an investigation carried out by the PSC.

In addition to the above, the court held that *“His or her mandate is an investigatory one, requiring pro-action in appropriate circumstances. Although the Public Protector may act upon complaints that are made, he or she may also take the initiative to commence an enquiry, and on no more than “information that has come to his or her knowledge” of maladministration, malfeasance or impropriety in public life... But although the conduct that may be investigated is circumscribed I think it is important to bear in mind that there is no circumscription of the persons from whom and the bodies from which information may be sought in the course of an investigation. The Act confers upon the Public Protector sweeping powers to discover information from any person at all. He or she may call for explanations, on oath or otherwise, from any person, he or she may require any person to appear for examination, he or she may call for the production of documents by any person and premises may be searched and material seized upon a warrant issued by a judicial officer. Those powers emphasise once again that the Public Protector has a pro-active function. He or she is expected not to sit back*

*and wait for proof where there are allegations of malfeasance but is enjoined to actively discover the truth” (At paras 9-11).*

The PSC also has the power to perform functions of its own accord and in this regard, some level of pro-activity is required of the PSC. In line with Section 197 (1) of the Constitution, Section 10 of the Public Service Act provides the PSC with tools to be used during the course of an investigation, such as the power to summons a person to an inquiry for the person concerned to give information to the inquiry and/or to produce documents. The person so summoned can also be examined under oath.

#### **7.4.10 Economic Freedom Fighters v Speaker of the National Assembly and Others; Democratic Alliance v Speaker of the National Assembly and Others [2016] ZACC 11**

The Constitutional Court affirmed that in the case of the Public Protector, the power to take remedial action is binding and if a party is not happy with that remedial action it should take it on review to court. In this regard the Court held that no binding and constitutionally or statutorily sourced decision may be disregarded willy nilly without recourse to a court of law. This would suggest that the directions of the PSC should be treated the same, as the Public Service Act says they are binding. In addition, although the PSC’s recommendations are not binding they cannot be disregarded without giving rational reasons.

## 8. ORGANISATIONAL STRUCTURE

### Members of the PSC:



**Adv. RK Sizani**  
*Chairperson from December 2015*



**Mr BM Mthembu**  
*Commissioner, National Office from January 2016*



**Ms SS Nkosi**  
*Commissioner, National Office*



**Ms PC Nzimande**  
*Commissioner, National Office*



**Ms LV Sizani**  
*Commissioner, National Office*



**Mr S Mafanya**  
*Commissioner, Eastern Cape*



**Dr WH Boshoff**  
*Commissioner, Free State*



**Mr MH Seloane**  
*Commissioner, Gauteng*



**Dr MP Sithole**  
*Commissioner, KwaZulu-Natal from September 2015*



**Mr TG Mashamba**  
*Commissioner, Limpopo from August 2015*



**Mr DS Mkhwanazi**  
*Commissioner, Mpumalanga*



**Ms MA Marais-Martin**  
*Commissioner, Northern Cape - renewal of term of office from April 2015*



**Ms MD Sejosingoe**  
*Commissioner, North West*



**Dr GG Woods**  
*Commissioner, Western Cape*

## Members of the Executive Management of the Office of the PSC:



**Prof. RM Levin**  
*Director-General until June 2015*



## 9. ENTITIES REPORTING TO THE MINISTER

Not applicable.





# PART B

## PERFORMANCE INFORMATION

## 1. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General of South Africa (AGSA) currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the report on other legal and regulatory requirements section of the Auditor's report.

Refer to page 106 of the Report of the Auditor-General, published as Part E: Financial Information.

## 2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

### 2.1 Service Delivery Environment

The slow economic growth over the past couple of years has put pressure on government to implement various strategies to reduce expenditure, not just on non-essential operations such as catering, but also on reducing the wage bill through measures such as the abolition of non-essential vacant positions. During his Budget Vote Speech in February 2016, the Minister of Finance stated that government is "obliged to confront the impact of slow growth" on public finances, "while continuing to respond to the expectations of citizens and communities for improved education, reliable local services and responsive public administration". If not properly managed, the reduction in personnel expenditure and other operational costs could have a negative impact on the ability of the state to deliver on essential services. This economic outlook also had a negative impact for the PSC, as it had to prioritise its focus areas in order to ensure that it still makes an impact. Going forward, government's focus will therefore need to be on enhancing the productivity of the available human capacity and prioritising programmes and interventions which will make greater impact. Equally important will be for government to explore innovative ways to streamline historically bureaucratic operations, optimise the coordinated impact of all state organs and

recognise employee performance without increasing overhead costs.

Leadership in government has a responsibility to put measures in place to build public confidence on government's ability to deliver on its services. Public confidence requires more than just delivering services to the people, but also requires continuous engagements with its citizens. This approach not only facilitates communication between government and its people, but also creates a platform for people to hold government accountable. Through the application of its monitoring and evaluation tools, the PSC has noted that the performance of the Public Service is uneven and impacts on the quality of service delivery. Many obstacles impede the efficient delivery of services especially at local government. This has led to the rise of service delivery protests. These service delivery protests are clear signs that there is a need to address the service delivery challenges with a sense of urgency as citizens want to see tangible changes and concrete improvement in the quality of their life. Through its Citizens' Forum, inspections and public hearings, the PSC has been able to identify service delivery lapses and come up with immediate solutions through engagement with communities, key stakeholders and relevant departments. The challenge however remains that the PSC could only apply these tools on a limited scale, therefore limiting its impact on the wider Public Service.

Since 1994, a number of significant achievements on the Public Service transformation journey have been recorded. Various policy frameworks have been created and focus was on ensuring compliance with these frameworks. However, the developmental challenges of South Africa place a huge demand on the state to design and implement policies that will ensure the achievement of strategic development objectives in a very competitive international environment. This requires an innovative, responsive and professional Public Service that can lead all sectors of society in implementing a common developmental agenda. It also requires strong institutions that can mobilise society and help the state to respond to a complex and fast changing environment. This in turn requires of the PSC to correctly diagnose the weaknesses in institutions and administrative processes and propose innovative solutions.

## 2.2 Service Delivery Improvement Plan

**Table 5: Main services provided and standards**

Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
Provide resolutions and advisory support on governance matters	<ul style="list-style-type: none"> <li>▪ Legislatures</li> <li>▪ Government departments</li> <li>▪ Local government</li> <li>▪ Community Based Organisations</li> <li>▪ General community</li> <li>▪ Portfolio Committees</li> </ul>	<p>Quantity:</p> <p>The closure rate of complaints lodged was 56,3%, which is far from the desired achievement of 100%, which is the ideal required</p>	<p>75% of complaints lodged should be investigated, finalised and submitted to the PSC for approval within 3 months from the date of receipt of all documents</p> <p>All complaints handled in terms of Early Resolution to be closed within 30 days of receipt</p> <p>Research projects will be completed by the target date published in the OPSC Workplan</p>	<p>36.3% of complaints investigated were finalised within 3 months from the date of receipt of all documents</p> <p>29.2% of all complaints that were handled as Early Resolution, were closed within 30 days of receipt</p> <p>Research reports were completed by the target date published in the OPSC Workplan. Where the target date could not be met, approval was obtained from the PSC for the target date to be extended</p>
		<p>Quality:</p> <p>Investigation of complaints lodged will be conducted with due regard to the Guidelines for conducting public administration investigations by the PSC and other relevant prescripts, e.g. Public Service Act, Public Service Regulations and departmental Policies</p> <p>Findings will be made following proper analysis of all the facts after consulting with the department concerned</p>	<p>Investigation of complaints lodged will be conducted with due regard to the Guidelines for conducting public administration investigations by the PSC and other relevant prescripts, e.g. Public Service Act, Public Service Regulations and departmental policies</p> <p>Findings will be made following proper analysis of all the facts after consulting with the department concerned</p>	<p>Investigation of complaints lodged were conducted with due regard to the Guidelines for conducting public administration investigations. Compliance with the applicable prescripts were in all instances established, and where there was non-compliance, relevant findings and recommendations were made</p> <p>Subsequent to the investigation of complaints, findings were made following thorough analysis of all documentation obtained</p>



Main Services	Beneficiaries	Current/Actual Standard of Service	Desired Standard of Service	Actual Achievement
		<p>Advice on good practice will be given after proper research has been conducted</p> <p>Monitor the implementation of recommendations made and directions issued within 90 days and 60 days respectively</p>	<p>Advice on good practice will be given after proper research has been conducted</p> <p>Monitor the implementation of recommendations made and directions issued within 90 days and 60 days respectively</p>	<p>Where appropriate, advice on good practice was provided (supplementary to recommendations made and directions issued)</p> <p>EAs and HoDs were requested in writing to provide progress on the implementation of recommendations made and directions issued within 90 days and 60 days, respectively</p>

**Table 6: Batho Pele arrangements with beneficiaries**

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Consultation: To liaise with the complainant on the lodging and the handling of the complaint, as and when required</p> <p>Consultation to take place with Department of Public Service and Administration (DPSA) on the interpretation of prevailing prescripts as and when required</p> <p>Liaison to take place with identified departmental contact persons as and when required</p>	<p>To liaise with the complainant on the lodging and the handling of the complaint, as and when required</p> <p>Consultation to take place with DPSA on the interpretation of prevailing prescripts as and when required</p> <p>Liaison to take place with identified departmental contact persons as and when required</p>	<p>Complainants were assisted, as and when requested, regarding the different mechanisms, format and process followed during the lodging of complaints. Complainants were also interviewed during the course of investigations</p> <p>DPSA was consulted in writing, telephonically as well as electronically on the interpretation of prevailing prescripts, as and when clarity and guidance was required</p> <p>Contact persons identified by the respective departments were consulted in order to:</p> <ul style="list-style-type: none"> <li>▪ facilitate the gathering of information and documentation</li> <li>▪ arrange meetings with identified employees where appropriate</li> </ul>
<p>Approved draft report submitted to EA/ HoD to comment on the findings</p>	<p>Approved draft report submitted to EA/ HoD to comment on the findings</p>	<p>Approved reports were submitted to the relevant EA/HoD to comment on the findings made by the PSC</p>
<p>Final investigation report containing findings and recommendations/directions to be issued once comments on the findings were received from the EA or HoD</p>	<p>Final investigation report containing findings and recommendations/directions to be issued once comments on the findings were received from the EA or HoD</p>	<p>Final reports containing findings, recommendations, directions and advice were issued once comments on the findings were received from the EA or HoD and processed</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Access:</p> <p>Complaints are lodged via the National Anti-Corruption Hotline (NACH) or by completing complaints forms in terms of the Complaints Rules</p> <p>Complainants to be assisted by an official when lodging a complaint (e.g. completion of the forms and type of information to be provided)</p> <p>The outcome of the investigation reports is made available to complaints (either in writing, by uploading it on the PSC website and/or by updating the Case Management System (CMS) of the NACH, without divulging third party information)</p> <p>Role players are given access to information, research project reports and advice through e-mail, internet, website and telephone</p> <p>PSC published research reports are tabled in Parliament and distributed to stakeholders</p> <p>PSC published research reports are posted on the PSC website</p> <p>Final investigation report to be forwarded to the relevant EA/HoD or stakeholder</p>	<p>Complaints are lodged via the NACH or by completing complaints forms in terms of the Complaints Rules</p> <p>Complainants to be assisted by an official when lodging a complaint (e.g. completion of the forms and type of information to be provided)</p> <p>The outcome of the investigation reports is made available to complaints (either in writing, by uploading it on the PSC website and/or by updating the CMS of the NACH, without divulging third party information)</p> <p>Role players are given access to information, research reports and advice through e-mail, internet, website and telephone</p> <p>PSC published research reports are tabled in Parliament and distributed to stakeholders</p> <p>PSC published research reports are posted on the PSC website</p> <p>Final investigation report to be forwarded to the relevant EA/HoD or stakeholder</p>	<p>All complaints handled during the reporting period were lodged via the NACH or in terms of the Complaints Rules (i.e. by completing complaints forms or submitting a written complaint)</p> <p>Complainants were assisted, as and when requested, regarding the different mechanisms, format, type of information required and process followed during the lodging of complaints</p> <p>The outcome of investigations were made available:</p> <ul style="list-style-type: none"> <li>▪ to complainants by means of a letter (in cases where the details of complainants were provided and is known to the PSC)</li> <li>▪ to EAs/HoDs in writing</li> <li>▪ by updating the CMS of the NACH</li> </ul> <p>The PSC's research reports are placed on the PSC website. Information was provided to all role players through e-mail, website and telephone, depending on the medium through which the requests were received</p> <p>PSC's published research reports were tabled in Parliament and distributed to stakeholders</p> <p>PSC's published research project reports were posted on the PSC website</p> <p>Approved investigation reports were forwarded to the relevant EAs/HoDs</p>
<p>Courtesy:</p> <p>Conduct of officials to be governed by the Code of Conduct</p> <p>Identification during interviews/meetings by wearing identification cards and/or name tags</p>	<p>Conduct of officials to be governed by the Code of Conduct</p> <p>People lodging complaints in person to be attended immediately</p> <p>Receipt of complaints lodged in terms of the Complaints Rules to be acknowledged within 48 hours via e-mail/fax/SMS</p> <p>Identification during interviews/meetings by wearing identification cards and/or name tags</p> <p>Protocols to be observed during the conducting of investigations</p>	<p>Conduct of officials was governed by the Code of Conduct as contained in the Public Service Regulations as well as the Handbook for the SMS</p> <p>Complainants lodging complaints in person were attended to immediately by available investigators</p> <p>Receipt of complaints (lodged in terms of the Complaints Rules) were acknowledged within 48 hours via e-mail/fax/SMS</p> <p>Investigators were sensitised on an ongoing basis to identify themselves during interviews/meetings by wearing identification cards and/or name tags that have been issued to them</p> <p>The Guidelines for conducting public administration investigations were observed during the conducting of investigations</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Openness &amp; Transparency:</p> <p>Role players to be informed about the Terms of Reference</p> <p>Complaints lodged and referred for investigation to be regularly followed up to facilitate feedback</p> <p>Once a final investigation report is issued to an EA/HoD, a summary of the findings, recommendations, directions and advice, without divulging third party information, should be forwarded to complainants (either in writing or by updating the CMS of the NACH)</p> <p>Research reports tabled in Parliament/ issued to the relevant EA/HoD</p>	<p>The complainant and the EA/Accounting Officer to be informed about progress with investigations/research reports</p> <p>Complaints lodged and referred for investigation to be regularly followed up to facilitate feedback</p> <p>Once a final investigation report is issued to an EA/HoD, a summary of the findings, recommendations, directions and advice, without divulging third party information, should be forwarded to complainants (either in writing, by uploading it on the PSC website and/or by updating the CMS of the NACH)</p> <p>Research reports tabled in Parliament/ issued to the relevant EA/HoD</p>	<p>Complainants and/or the EA/Accounting Officer were informed of the terms of reference of the investigations</p> <p>Complaints lodged and referred to departments for investigation were regularly followed by means of electronic/ telephonic interaction or during meetings</p> <p>The outcome of investigations were made available:</p> <ul style="list-style-type: none"> <li>▪ to complainants by means of a letter (in cases where the details of complainants were provided and is known to the PSC)</li> <li>▪ to EAs/HoDs in writing</li> <li>▪ by updating the CMS of the NACH</li> </ul> <p>Once issued, reports are regarded as the property of the relevant EA/HoD and requests for access in this regard should be submitted to the relevant EA/HoD</p>
<p>Information:</p>	<p>Information on the mandate/services of the PSC to be available on its website</p> <p>Information to be provided to the role players through workshops and roundtable discussions</p> <p>Findings are made based on information obtained from the department concerned</p> <p>Liaison to take place with identified departmental contact persons as and when</p> <p>Final investigation report to be issued once comments on findings were received from the EA or HoD</p> <p>Research and investigation reports to be drafted in a user-friendly and understandable language</p> <p>Investigations reports to be made available to role players in printed or electronic format</p> <p>Published research reports to be available on the PSC's website</p>	<p>Information on the mandate/services of the PSC is posted on the PSC's website</p> <p>Information was shared with role players during roundtable discussions</p> <p>Subsequent to allegations being investigated, findings were made based on information and documentation obtained from the department concerned</p> <p>Contact persons identified by the respective departments were consulted in order to:</p> <ul style="list-style-type: none"> <li>▪ facilitate the gathering of information and documentation</li> <li>▪ arrange meetings with identified employees where appropriate</li> </ul> <p>Comments on findings were received from the EA or HoD upon which final investigation report was issued</p> <p>Final investigation reports were drafted in a user-friendly and understandable language</p> <p>All investigations reports were made available to role players in printed or electronic format</p> <p>PSC's published research reports were posted on the PSC website</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Redress:</p> <p>Complaint about the conduct of an officer of the OPSC, or the scope of investigations and projects to be addressed to the Director-General: OPSC</p>	<p>Complaint about the conduct of an officer of the OPSC, or the scope of investigations and projects to be addressed to the Director-General: OPSC</p> <p>Revised methodology to be followed to ensure that standards set in the Service Delivery Improvement Plan are met</p>	<p>Complaint about the conduct of officers of the OPSC during investigations were reported to either the DG of the OPSC or the EA</p> <p>In order to expedite the finalisation of complaints investigated, the Protocol Document on the conducting of public administration investigations was replaced during 2013 with the Guidelines for conducting public administration investigations. The Guidelines for conducting of public administration investigations will be reviewed once the review of the Complaints Rules is gazetted</p>
<p>Value for money:</p> <p>Investigations to be completed by the target date set in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC Workplan</p> <p>Individual performance ratings of fully effective or higher to be achieved by all officials within the Chief Directorate</p> <p>No over/under expenditure</p>	<p>Investigations to be completed by the target date set in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC Workplan</p> <p>Individual performance ratings of fully effective or higher to be achieved by all officials within the Chief Directorate</p> <p>No over/under expenditure</p>	<p>All investigations were completed within 90 days of receipt of the relevant/outstanding information or documentation</p> <p>Research reports were completed by the target date published in the OPSC Workplan. Where the target date could not be met, approval was obtained from the PSC for the target date to be extended</p> <p>Officials within the Chief Directorate achieved ratings of fully effective or higher during the previous performance assessments</p> <p>No over/under expenditure occurred</p>
<p>Time</p> <p>Investigations to be conducted in accordance with the time schedule in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC's Workplan</p>	<p>Proper advice offered by the Case Conference Committee to enhance the completion of investigations within the stipulated timeframes</p> <p>Investigations to be conducted in accordance with the time schedule in the approved Investigation Plan</p> <p>Research projects to be completed by the target date published in the OPSC Workplan</p> <p>Timeous communication to complainants via e-mail/fax/SMS</p>	<p>Proper advice and guidance was offered by the Grievance and Complaints Panel, thereby enhancing the completion of investigations within 90 days of receipt of the relevant/outstanding information or documentation</p> <p>Investigations were conducted in accordance with time frames stipulated in the approved Investigation Plan and finalised within 90 days of receipt of the last information or documentation</p> <p>Research reports were completed by the target date published in the OPSC Workplan. Where the target date could not be met, approval was obtained from the PSC for the target date to be extended</p> <p>Receipt of complaints were acknowledged within 48 hours of receipt thereof (complaints lodged in terms of the Complaints Rules) as well as updating complainants about progress as and when requested</p>

Current/Actual Arrangement	Desired Arrangement	Actual Achievements
<p>Cost:</p> <p>To operate within the Medium Term Expenditure Framework financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> <li>▪ Personnel costs</li> <li>▪ Travel and subsistence expenditure</li> <li>▪ Stationary</li> <li>▪ Printing of research reports</li> </ul>	<p>To operate within the Medium Term Expenditure Framework financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> <li>▪ Personnel costs</li> <li>▪ Travel and subsistence expenditure</li> <li>▪ Stationary</li> <li>▪ Printing of research reports</li> </ul>	<p>Operated within the Medium Term Expenditure Framework financial planning and/or allocated budget in terms of:</p> <ul style="list-style-type: none"> <li>▪ Personnel costs</li> <li>▪ Travel and subsistence expenditure</li> <li>▪ Stationary</li> <li>▪ No service provider was utilised to print research reports</li> </ul> <p>Expenditure was monitored on a monthly basis</p>
<p>Human resources:</p> <p>17 officials (i.e. 1 State Administration Officer, 1 Data Administrator &amp; 2 Administration Secretaries)</p> <p>Duties and responsibilities to be equally distributed amongst officials on the same level</p>	<p>Additional 40 posts (i.e. 2 Chief Directors, 2 Directors, 18 Deputy Directors and 18 Assistant Directors)</p> <p>Duties and responsibilities to be equally distributed amongst officials on the same level</p>	<p>The PSC took a decision to delay the filling of certain posts due to the institution undergoing an Institutional Practice Review</p> <p>Duties and responsibilities were equally distributed amongst officials on the same level</p>

**Table 7: Service delivery information tool**

Current/Actual Information Tool	Desired Information Tool	Actual Achievements
<p>In order to ensure wider accessibility, PSC reports are distributed to stakeholders</p>	<p>In order to ensure wider accessibility, PSC reports are distributed to stakeholders</p>	<p>All PSC reports were distributed in accordance with the distribution strategy. All published reports were placed on the PSC website (<a href="http://www.psc.gov.za">www.psc.gov.za</a>) for easy access</p>
<p>Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically</p>	<p>Hard copies of reports are distributed to affected stakeholders and in some instances, reports are distributed electronically</p>	<p>Hard copies of reports were distributed to affected stakeholders and selected PSC reports were published on the PSC website</p>

**Table 8: Complaints mechanism**

Current/Actual Complaints Mechanism	Desired Complaints Mechanism	Actual Achievements
<p>All complaints are recorded and responded to within the allocated time frames</p> <p>Complaints from the public are referred to the Public Protector</p>	<p>All complaints are recorded and responded to within the allocated time frames</p> <p>Complaints from the public are referred to the Public Protector</p>	<p>All complaints handled during the reporting period that were lodged via the NACH or in terms of the Complaints Rules were recorded on the status-of-cases database and responded to within the allocated time frames</p> <p>Investigations were conducted and finalised within 90 days of receipt of the relevant/outstanding information or documentation</p> <p>Complaints from the public were referred to the Public Protector in accordance with the MoU between the PSC and the Public Protector</p>

## 2.3 Organisational Environment

The PSC had a full complement of Commissioners, with the appointment of the following Commissioners, Dr MP Sithole (Commissioner, KwaZulu-Natal), Mr TG Mashamba (Commissioner, Limpopo) and the reappointment of Mr BM Mthembu (Commissioner, National Office) and Ms MA Marais-Martin (Commissioner, Northern Cape) for a second term of office. The President of the Republic of South Africa, Honourable Jacob Zuma designated Adv. RK Sizani as Chairperson of the PSC with effect from December 2015.

In June 2015, the former Director-General (DG) of the OPSC, Prof RM Levin was transferred to serve in a new capacity as the Principal of the National School of Government. In order to ensure stability and continuity, the Deputy Director-General: Integrity and Anti-Corruption, Dr DC Mamphiswana, was appointed as the acting DG. The post of Deputy Director-General: Monitoring and Evaluation (DDG: M&E) however still remained vacant.

The PSC commenced the 2015/16 financial year with new operational processes such as the implementation of the Governance Rules with effect from 1 April 2015. Emanating from the Governance Rules, the delegations to the Provincially Based Commissioners as well as assignment of duties to Commissioners and employees of the OPSC were approved. Following the approval of these processes, the work of the PSC has been decentralised to Provincially Based Commissioners and Nationally Based Commissioners have been assigned a specific cluster of departments. Through the decentralised process, the PSC has already witnessed the speedier finalisation of its outputs as well as increased visibility.

Due to financial constraints and the reduction on its budget, the PSC implemented a limited number of projects. Furthermore, the PSC took a decision to delay the filling of certain posts as well as to abolish certain posts in order to generate savings for its operations. The PSC also introduced further cost containment measures in areas such as travelling, which has for example generated savings of an estimated amount of R3 million as compared to the 2014/15 financial year. Although the PSC did attempt to cut costs, other unexpected costs arose. A case in point is that the National Office of the PSC relocated

to temporary accommodation whilst the Department of Public Works was in the process of procuring permanent accommodation. The temporary office building had a huge and unexpected rental increase. This is also worsened by the fact that selected provincial offices also relocated, which also resulted in increased costs for office accommodation.

The PSC is conducting an Institutional Practice Review in respect of the efficacy, desirability and legal compatibility of an independent constitutional institution being supported by a Public Service department. The need for the Review emanated from discussions by the PSC which revealed that the PSC and other important stakeholders are of the view that the independence, operational effectiveness and financial sustainability of the PSC are not best served by the OPSC being a Public Service department. The PSC is therefore exploring models, outside the Public Service, that will provide clear direction and a legal foundation for establishing a secretariat outside the Public Service to support the PSC in its work.

## 2.4 Key Policy Developments and Legislative Changes

In an attempt to continuously improve on the management of grievances, the PSC initiated a process to review the Rules for Dealing with Grievances of Employees in the Public Service as promulgated in the Government Gazette No. 25209 dated 25 July 2003. Following consultations with the OCSLA, it was agreed that the review of the Rules for Dealing with Grievances of Employees in the Public Service should be done by DPSA. The PSC should rather develop rules to guide itself on the handling of grievances that are referred to it by aggrieved employees and/or EAs. The draft PSC Rules on Referral and Investigation of Grievances of Employees in the Public Service have been submitted to the OCSLA for certification.

Similarly, in order to enhance the investigation of complaints, the PSC identified the need to review its existing Rules of the PSC: Lodging of Complaints regarding the Public Service (Complaints Rules) as promulgated in the Government Gazetted No. 23635 on 19 July 2002. The draft Rules of the PSC: Investigation, Monitoring and Evaluation of matters to which section 196 (4) of the Constitution relates have also been submitted to the OCSLA for certification.

The PSC continued with the process to amend the PSC Act. The PSC presented the PSC Amendment Bill to the MPSA and the Portfolio Committee on Public Service and Administration, Performance Monitoring and Evaluation. The Bill seeks to amend the PSC Act with regards to the process of the renewal of the term of office of a Commissioner and the appointment of an acting Chairperson in the absence of the Chairperson and the Deputy Chairperson.

### 3. STRATEGIC OUTCOME ORIENTED GOALS

During the reporting period, the PSC reviewed its strategic outcome oriented goals to the following:

- Make a positive impact on the attainment of an efficient, economic, effective and development-oriented Public Service
- Make a positive impact on the attainment of impartial and equitable service delivery that responds to the needs of the people and treat them with dignity

### 4. PERFORMANCE INFORMATION BY PROGRAMME

#### 4.1 Programme 1: Administration



**Ms B Lerumo**  
Deputy Director-General: Corporate Services

- Strengthened institutional capacity
- Make a positive impact on the attainment of sound labour relations and human resource management.

These goals are geared towards the promotion of good governance for a successful developmental state and improved performance of government in the equitable delivery of services.

In terms of government's outcomes, the PSC contributes to Outcome 12: "An efficient, effective and development-oriented Public Service". During the reporting period, the PSC made progress towards achieving its strategic outcomes oriented goals as well as contributing to government's Outcome 12 by, amongst others, promoting best practice in Public Service leadership and human resource management through quality research reports, contributing towards building a developmental state, undertaking public administration investigations and promoting a high standard of ethical conduct amongst public servants through the management of the FDF and NACH.

#### Purpose:

The programme provides overall management of the PSC and centralised support services.

#### Sub-programmes:

- Public Service Commission
- Management
- Corporate Services.



#### 4.1.1 Strategic Objectives

PROGRAMME: ADMINISTRATION					
Strategic Objectives	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Provide strategic support and administrative services to the PSC	100% support provided	100% support provided	100% support provided	Target achieved	-
Assist the Head of Department with the delivery of functions and responsibilities assigned either by legislation and/or by the PSC	Implementation of the 2014/15 Workplan was monitored on a quarterly basis	Monitor the implementation of the Workplan on a quarterly basis	Implementation of the 2015/16 Workplan was monitored on a quarterly basis	Target achieved	-
Provide continuous and adequate support service to the PSC and its Office towards achieving its strategic and operational goals	88% (of which 9% partially achieved) of performance targets achieved	80% of performance targets achieved	88.7% (of which 6.4% partially achieved) of performance targets achieved	Target exceeded by 8.7%	Additional targets achieved, due to amongst others, the ad hoc projects that were included in the Workplan

#### 4.1.2 Performance Indicators

PROGRAMME: ADMINISTRATION					
Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
<b>Internal Audit</b>					
A risk based annual and three year audit plan developed and implemented	Annual and three year audit plan was developed in February 2015 and the Internal Audit Coverage Plan was implemented on an ongoing basis	Provide effective and efficient internal audit services by March 2016	Annual and three year audit plan was developed and approved during the 2014/15 financial year and the Internal Audit Coverage Plan was implemented on an ongoing basis	Target achieved	-
Updated Gift Register	Gift Register was updated on an ongoing basis	Gift Register maintained and assessed for potential conflicts of interest by March 2016	Gift Register was maintained and assessed for potential conflicts of interest on an ongoing basis	Target achieved	-



**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Risk management strategy implemented	<p>Top Ten Strategic Risk Register was reviewed on a regular basis and reported to the Plenary held in May, August and November 2014 and February 2015</p> <p>Fraud Prevention and Risk Management Committee held meetings in May 2014 and March 2015</p> <p>Report on the Fraud Risk Assessment conducted was approved in December 2014</p> <p>Whistle-Blowing Log was maintained to keep a record of cases of fraud and corruption reported through the various access mechanisms</p>	An integrated risk management system implemented by March 2016	<p>Top Ten Strategic Risk Register was reviewed on an ongoing basis and reported to the Plenary held in May, August and November 2015, as well as February 2016</p> <p>Fraud Prevention and Risk Management Committee held meetings in June and October 2015, and March 2016</p> <p>Report on the Fraud Risk Assessment conducted was approved in December 2015</p> <p>Whistle-Blowing Log was maintained on an ongoing basis to keep a record of cases of fraud and corruption reported through the various access mechanisms</p>	Target achieved	-
<b>Legal Services</b>					
Number of legal opinions and advice provided	10 legal opinions were provided in consultation with the OCSLA	Legal support provided by March 2016	10 legal opinions were provided in consultation with the OCSLA	Target achieved	-
Number of contracts drafted/vetted	All 9 contracts submitted were vetted		All 9 contracts submitted were vetted	Target achieved	-
Approved notice which adheres to the Promotion of Access to Information Act	Section 15 Notice approved in May 2014 and submitted to the South African Human Rights Commission	Review of Section 15 Notice conducted by March 2016	Reviewed Section 15 Notice was approved in March 2016	Target achieved	-
Approved manual which adheres to the Promotion of Access to Information Act	Promotion of Access to Information Manual was not produced	Review of the Promotion of Access to Information Manual conducted by March 2016	Reviewed Promotion of Access to Information Manual was approved in March 2016	Target achieved	-
Approved Section 32 Report	-	Section 32 Report produced by March 2016	Section 32 Report was approved in March 2016	Target achieved	-

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
<b>International and Regional Integration</b>					
Approved reports on events and minutes of meetings	Two Executive Committee (EXCO) meetings were held in May and September 2014, respectively. Secretaries' meeting was held in May 2014  Reports and minutes of these meetings were produced	Meetings and events of Association of African Public Services Commissions (AAPSComs) held by March 2016	An EXCO meeting and a General Assembly of AAPSComs were held in April 2015 in Livingstone, Zambia	Target achieved	Minutes of the meetings were not approved as the next meetings will only take place in the 2016/17 financial year
Website updated quarterly	Website was updated on a quarterly basis	Effective and operational AAPSComs website by March 2016	Website was updated on an ongoing basis	Target achieved	-
Continuous liaison maintained	Engagements held with stakeholders such as the United Nations Development Programme and the African Union	Liaison with stakeholders on AAPSComs activities by March 2016	Engagements and liaison with AAPSComs EXCO, Vice Presidents and members of AAPSComs were maintained	Target achieved	-
<b>Planning and Reporting</b>					
Service Delivery Improvement Plan (SDIP) reviewed	No work undertaken during the financial year	SDIP reviewed by June 2015	No work undertaken during the financial year	Target not achieved	Current SDIP covered the 2015/16 financial year
Approved Annual Report that adheres to National Treasury Guidelines	PSC Annual Report for the 2013/14 financial year that adheres to National Treasury Guidelines was approved in July 2014	PSC Annual Report produced by August 2015	PSC Annual Report for the 2014/15 financial year that adheres to National Treasury Guidelines was approved in July 2015	Target achieved 1 month earlier than planned	Sufficient time for the printing of the report had to be allocated
Approved Annual Report to Citizens	PSC Annual Report to Citizens was approved in December 2014	PSC Annual Report to Citizens produced by March 2016	PSC Annual Report to Citizens was approved in October 2015	Target achieved 5 months earlier than planned	Approval was earlier than anticipated
Approved report within the set time frame	No work undertaken during the financial year	End term review on the work of the PSC conducted by December 2015	No work undertaken during the financial year	Target achieved	Review was done during the 2014 PSC Strategic Planning Session
Approved Annual Performance Plan that adheres to National Treasury Guidelines	Annual Performance Plan that adheres to National Treasury Guidelines was approved in January 2015	Annual Performance Plan produced by January 2016	Annual Performance Plan that adheres to National Treasury Guidelines was approved in March 2016	Target achieved	-

<b>PROGRAMME: ADMINISTRATION</b>					
<b>Performance Indicator</b>	<b>Actual Achievement 2014/2015</b>	<b>Planned Target 2015/2016</b>	<b>Actual Achievement 2015/2016</b>	<b>Deviation from Planned Target to Actual Achievement for 2015/2016</b>	<b>Comment on Deviations</b>
Management Performance Assessment Tool (MPAT) results submitted within the set time frame	MPAT assessment was submitted to the Department of Planning, Monitoring and Evaluation (DPME) in October 2014	Coordinate MPAT by March 2016	MPAT results were submitted to DPME in October 2015	Target achieved	-
Approved reports on performance information submitted quarterly	Quarterly reports on performance information were submitted to National Treasury and DPME on a quarterly basis	Quarterly report on the workplan produced by March 2016	All quarterly reports on performance information were approved and submitted quarterly to DPME, National Treasury and Parliament	Target achieved	-
Management Committee (MANCO) meetings and Provincial Directors Forum held quarterly	MANCO meetings and Provincial Directors Forum were held on a quarterly basis OPSC Strategic Planning Session was held in August 2014	MANCO meetings, Provincial Directors Forum and other OPSC events held by March 2016	MANCO meetings and Provincial Directors Forum were held on a quarterly basis OPSC Operational Planning Session was held in August 2015	Target achieved	-
<b>PSC Support</b>					
Number of engagements held	-	Engagements with Parliament and the provincial legislatures held by March 2016	23 engagements held with Parliament 19 engagement held with the provincial legislatures	Target achieved	-
<b>Financial Management</b>					
Funds surrendered to the National Treasury do not exceed 2%	Funds surrendered to National Treasury amounted to R141 000 which translated to 0.06% of the total budget	Expenditure against budget properly monitored by March 2016	Funds surrendered to National Treasury amounted to R431 which translated to 0.19% of the total budget	Target achieved	-
4 budget submissions submitted to National Treasury	Four budget submissions were submitted to National Treasury by the set time frames	Budget submission inputs produced:	Inputs were submitted in April 2015	Target achieved	-
		<ul style="list-style-type: none"> <li>Original budget inputs by April 2015</li> </ul>	Inputs were submitted in August 2015	Target achieved	Submission date determined by National Treasury was met
		<ul style="list-style-type: none"> <li>Medium Term Expenditure Framework by July 2015</li> </ul>	Inputs were submitted in October 2015	Target achieved	Submission date determined by National Treasury was met
		<ul style="list-style-type: none"> <li>Adjusted Estimates on National Expenditure by September 2015</li> </ul>			

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
		<ul style="list-style-type: none"> <li>Estimates on National Expenditure by November 2015</li> </ul>	Inputs were submitted in November 2015	Target achieved	-
All financial transactions accurately recorded	12 In-Year Monitoring and 12 Compliance Certificates were submitted to National Treasury	Financial reports that fairly and accurately presents the financial position of the PSC produced by March 2016	12 In-Year Monitoring and 12 Compliance Certificates were submitted to National Treasury	Target achieved	-
100% reduction of all audit findings relating to financial prescripts	Unqualified audit report was received for the 2013/14 financial year	Clean audit report received by March 2016: <ul style="list-style-type: none"> <li>financial governance compliance and sound control environment ensured</li> </ul>	Clean audit report was received for the 2014/15 financial year	Target achieved	-
	6 out of 7 963 (0.07%) of payments were not processed within 30 days of receipt of invoice	<ul style="list-style-type: none"> <li>payments processed within 30 days of receipt of invoice</li> </ul>	7 out of 13 920 (0.01%) payments were not processed within 30 days of receipt of invoice	Target partially achieved	Delays due to disputes with suppliers
	Financial Circular on cost cutting measures was approved in June 2014	<ul style="list-style-type: none"> <li>review financial policies as and when necessary</li> </ul>	Revised Basic Accounting System (BAS) User Manual was approved in February 2016  A memorandum on cost cutting measures was issued by the acting Chairperson in June 2015	Target achieved	-
100% updated Asset Register	Asset Register was updated on a regular basis. Redundant and obsolete assets were disposed throughout the financial year  Bi-annual physical verification for all assets was conducted twice for both national and provincial offices	Efficient and effective asset management by March 2016	Asset Register was updated on an ongoing basis. Redundant and obsolete assets were disposed throughout the financial year  Bi-annual physical verification of all assets were conducted twice at the provincial offices and once at the National Office	Target achieved	-

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
<b>Supply Chain Management</b>					
SCM policy reviewed and implemented	SCM prescripts and guidelines were implemented on an ongoing basis	SCM policy reviewed in compliance with prescripts and guidelines, and implemented by March 2016	SCM prescripts and guidelines were implemented on an ongoing basis	Target partially achieved	No fundamental legal changes to necessitate the review of the policy
All service level agreements (SLAs) signed within 3 months of contract award	All (20) SLAs were signed within 3 months of contract award	SLAs in place and monitored by March 2016	Three (3) SLAs were signed, of which 2 were signed within 2 months of contract award	Target partially achieved	Delay in the finalisation of 1 SLA
<b>Facilities and Logistics Management</b>					
Office accommodation leases procured 3 months before the expiry of lease agreements	Due to the expansion of the provincial offices, the Department of Public Works (DPW) was requested to procure office accommodation 3 months before the expiry of lease agreements	OPSC leased immovable properties properly maintained by March 2016	DPW was requested to procure office accommodation 3 months before the expiry of lease agreements and the following were procured: <ul style="list-style-type: none"> <li>▪ Alternative office accommodation for the North West and the KwaZulu-Natal provincial offices</li> <li>▪ Interim office accommodation for the National Office</li> </ul>	Target achieved	-
Business Continuity Plan tested	Business Continuity Plan was tested in February 2015	Business Continuity Plan implemented, monitored and tested by March 2016	Transversal systems were tested in January 2016	Target partially achieved	Training of employees did not take place due to budgetary constraints
Logistics Management policies implemented	Revised Travel Policy and Postal Policy were approved in April and August 2014, respectively	Logistics Management Policies in compliance with prescripts and guidelines implemented by March 2016	Revised Travel Policy was approved in February 2016  Other Logistics Policies were implemented on an ongoing basis	Target achieved	-
Records Management Policy implemented	Revised Records Management Policy was approved in March 2015	Records Management Policy in compliance with prescripts and guidelines implemented by March 2016	No work undertaken during the financial year	Target not achieved	Delay due to capacity constraints

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Standardised filing system in place	Document on the standardisation of Commissioners' filing system was produced in February 2015		Filing system was implemented on an ongoing basis	Target achieved	-
Filing system audited	Audit on filing system was conducted in March 2015		No work undertaken during the financial year	Target not achieved	Audit will only be conducted after the relocation of the National Office to permanent office accommodation
<b>Security Services</b>					
Security Policy and Procedure manuals implemented	Reviewed Security Policy was produced and submitted for approval  3 investigations were conducted and presented to the Loss Control Committee	Security Policy and Procedure manuals implemented by March 2016	Reviewed Security Policy was approved in December 2015 and implemented  4 investigations were finalised and presented to the Loss Control Committee	Target achieved	-
5 workshops conducted	5 workshops were conducted in the provincial offices		5 workshops were conducted	Target achieved	-
<b>Communication and Information Services</b>					
12 DG's newsletter produced	12 editions of the DG's newsletter were produced	Newsletter produced by March 2016	12 editions of the DG's newsletter were produced	Target achieved	-
6 internal newsletters produced	6 internal newsletters were produced	Bi-monthly internal newsletter produced by March 2016	6 internal newsletters were produced	Target achieved	-
12 lift and washroom news produced	12 lift and washroom news were produced	Lift and washroom news produced by March 2016	12 lift and washroom news were produced	Target achieved	-
4 Information and Learning Sessions held	4 Information and Learning Sessions were held	Information and Learning Sessions held by March 2016	6 Information and Learning Sessions were held	Target exceeded by 2	Additional Session held due to demand
Information needs analysis of users conducted	2 book exhibitions were held to assess the information needs of users	Information Resource Centre equipped with relevant material by March 2016	Book exhibition was held in June 2015 to assess the needs of users	Target achieved 9 months earlier than planned	Dependent on the availability of service providers
Relevant material secured within 45 days of request	Library material was procured within 30 days of receipt of request		Requests for library material were secured for users through inter-library loan within 45 days of request	Target achieved	-

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
<p>Media liaison activities successfully coordinated</p>	<p>Media liaison activities were successfully coordinated. Media briefings on the following events received good media coverage:</p> <ul style="list-style-type: none"> <li>▪ Signing of MoU between the PSC and Association of Public Accounts Committee</li> <li>▪ Inspections at Steve Biko, Chris Hani and Pelonomi hospitals</li> </ul> <p>Extensive media coverage was also received as a result of the following events arranged by the PSC:</p> <ul style="list-style-type: none"> <li>▪ Developmental State Conference</li> <li>▪ Celebration of International Anti-Corruption Day</li> <li>▪ Inspections on Learner Teacher Support Material</li> </ul>	<p>Media relations managed by March 2016</p>	<p>Media liaison activities were successfully coordinated. Media briefings on the following events received good media coverage:</p> <ul style="list-style-type: none"> <li>▪ Signing of MoU between the PSC and UNISA</li> <li>▪ Members of the Gauteng and Mpumalanga Provincial Legislatures on the Performance Report of the PSC</li> <li>▪ Service delivery inspections at Montshiwa Clinic, Mankweng Hospital and Maseru Bridge Boarder Post</li> <li>▪ Briefing focusing on current projects as well as update on the verification of qualifications in Limpopo</li> <li>▪ Joint public lecture between the PSC and UNISA</li> </ul> <p>Extensive media coverage was also received as result of the following events:</p> <ul style="list-style-type: none"> <li>▪ Consolidated report on public hearings on compliance with government's 30 day payment period to service providers</li> <li>▪ Celebration of International Anti-Corruption Day</li> </ul> <p>Media inquiries were also responded to within 24 hours</p>	<p>Target achieved</p>	<p>-</p>

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Approved PSC Magazine within set time frame	Approval of the PSC Magazine is in progress	PSC Magazine produced by March 2016	Replaced by Quarterly Bulletin of the PSC which was approved in October 2015	Target achieved 5 months earlier planned	Compilation of the bulletin did not require input from the external stakeholders
4 provincial events hosted	<p>14 stakeholder engagement sessions were held in the following provinces:</p> <ul style="list-style-type: none"> <li>▪ Gauteng</li> <li>▪ Eastern Cape</li> <li>▪ Limpopo</li> <li>▪ Mpumalanga</li> </ul>	Stakeholder engagement sessions held by March 2016	<p>As part of stakeholder engagement, the PSC interacted with stakeholders through inspections held at the following places:</p> <ul style="list-style-type: none"> <li>▪ Mankgweng Hospital (Limpopo)</li> <li>▪ Maseru Border Post (Free State)</li> <li>▪ Lebombo Border Post (Mpumalanga)</li> <li>▪ Oshoek Boarder Post (Mpumalanga)</li> </ul> <p>Furthermore, a Joint Public Lecture between the PSC and UNISA was held in March 2016</p>	Target achieved	Public lecture was held at national level
Work of the PSC marketed	<p>A radio campaign aimed at popularising the Developmental State Conference was conducted</p> <p>An e-mail marketing system was used to promote organisational products and services including PSC events</p> <p>The visibility programme aimed at raising the profile of the work of the PSC was implemented</p>	PSC visibility programme implemented by March 2016	<p>An e-mail marketing system, social media networks and website were used to promote organisational products and services, including PSC events</p> <p>PSC visibility programme was approved in February 2016 and implemented</p>	Target achieved	-
<b>Information Technology</b>					
96% network connectivity uptime achieved	Network connectivity uptime of 98% was achieved	Information technology (IT) infrastructure, systems and services maintained by March 2016	Network connectivity uptime of 100% was achieved	Target exceeded by 4%	Wide Area Network was stable



**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
<b>Human Resource Management</b>					
Vacancies filled within 4 months after becoming vacant	Out of 36 vacant posts, 7 were filled within 4 months after becoming vacant and 17 were filled later than the 4 month period  The 12 remaining posts were not yet filled	Vacancies timeously filled by March 2016	Out of 31 vacant posts, 4 were filled within 4 months after becoming vacant and 6 were filled later than the 4 month period  The 21 remaining posts were not yet filled	Target partially achieved	Due to financial constraints, the PSC took a decision to delay the filling of certain posts
People with Disabilities (PWDs) to comprise at least 2% of staff employed	As at 31 March 2015, the OPSC had 4 PWDs which translated to 1.45% of the staff complement	PWDs employed by March 2016	As at 31 March 2016, the OPSC had 5 PWDs which translated to 1.87% of the staff complement	Target partially achieved	PWDs did not apply for vacant posts and there was high demand for PWDs amongst departments
Women to comprise at least 55% of staff employed at management level	As at 31 March 2015, women at middle and senior management level comprised 48% of the staff complement	Women employed in management levels by March 2016	As at 31 March 2016, women at middle and senior management level comprised 46% of the staff complement	Target partially achieved	Potential female candidates interviewed were found not suitable for appointment
5 approved human resource policies	2 policies were approved	Human resource policies revised and implemented by March 2016	The following 2 policies were approved: <ul style="list-style-type: none"> <li>▪ Security Administration Policy in December 2015</li> <li>▪ Performance Management and Development System Policy in February 2016</li> </ul>	Target partially achieved	Delay in the finalisation of the policies was due to the unavailability of Task Team members of the Departmental Bargaining Council (DBC)

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Database developed	Database was developed	Database of job evaluation results, job descriptions, adverts and workplans developed by March 2016	Database was developed as follows: <ul style="list-style-type: none"> <li>16 posts were job evaluated</li> <li>221 Workplans were developed for employees on salary levels 2 - 12</li> <li>42 Workplans were developed for SMS members</li> <li>169 job descriptions were developed</li> <li>22 advertisements were developed</li> </ul>	Target achieved	-

**Human Resource Development**

Workplace Skills Plan and Annual Training Report submitted to Public Service Sector Education and Training Authority (PSETA)	Workplace Skills Plan and the Annual Training Report was approved in April 2014 and submitted to PSETA  Implementation was on an ongoing basis	Workplace Skills Plan and the Annual Training Report developed by July 2015	Workplace Skills Plan and Annual Training Report was approved in May 2015 and submitted to PSETA	Target achieved 2 months earlier than planned	PSETA revised the due date for submission
60% training programmes conducted	-	Capacity building programmes implemented by March 2016	Capacity building programmes were implemented on an ongoing basis  214 (72%) employees received training	Target exceed by 12%	Additional training conducted due to capacity building needs
1 MoU entered with institutions of higher learning	No MoU signed during the financial year	Customised capacity building programme conducted by March 2016	PSC entered into a MoU with UNISA in August 2015  15 employees attended a customised research training course at UNISA between October and November 2015	Target achieved	-

**PROGRAMME: ADMINISTRATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Performance agreements and workplans submitted by all employees	43 out of 44 performance agreements and 162 out of 231 workplans were submitted	Employee Performance Management and Improvement System (EPMIS) and Performance Management Development System (PMDS) linked to the PSC's objectives, and applied in a sound, reliable and objective manner by May 2015, May 2015 and October 2015	44 out of 44 performance agreements and 220 out of 233 workplans were submitted	Target partially achieved	Not all employees submitted timeously
Bi-annual performance assessments conducted	201 half-yearly performance reports were submitted  Annual performance evaluation process for 2013/14 was completed in November 2014		213 half-yearly performance reports were submitted  Annual performance evaluation process for 2014/15 was completed in December 2015	Target not achieved	Delay due to the late submission of documentation by employees
10 junior officials mentored	No work was undertaken during the financial year	In-house mentorship programme implemented by March 2016	No work was undertaken during the financial year	Target achieved	No structured in-house mentorship programme has been developed
Interns equal to 5% of the staff establishment placed in the OPSC	16 interns were placed and 10 Further Education and Training student interns were placed	Graduate and student (Further Education and Training certificates) interns placed by March 2016	No interns were placed during the financial year	Target not achieved	Placement put on hold due to financial constraints
Employee Wellness Programme (EWP) utilisation monitored on a quarterly basis	The utilisation of the EWP was monitored on a quarterly basis	EWP promoted, monitored and evaluated by March 2016	The utilisation of the EWP was promoted, monitored and evaluated on a quarterly basis	Target achieved	-
5 events hosted	10 events were hosted	National and international special events and programmes commemorated in line with the National Calendar of Events from the Presidency (Special Programmes) by March 2015	6 events were hosted	Target exceeded by 4	Events cancelled due to financial constraints
Grievances resolved within the set time frame	Out of the 9 grievances lodged during the 2013/14 financial year; 8 were withdrawn by the PSCBC and 1 was referred to the EA  1 grievance was lodged during the 2014/15 financial year and was resolved	Grievances in the OPSC managed by March 2016	Out of the 3 grievances lodged during the 2015/16 financial year; 1 was finalised outside the set time frame and 2 were in progress	Target not achieved	Delay due to capacity constraints

## PROGRAMME: ADMINISTRATION

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Consultations with organised labour on matters of mutual interest held quarterly	7 DBC meetings were held	OPSC DBC supported by March 2016	6 DBC meetings were held	Target achieved	-
Disciplinary resolution mechanisms in place	Grievance Resolution Policy is implemented on an ongoing basis	Policies regarding disciplinary procedure and processes in place by March 2016	Grievance Resolution Policy was implemented on an ongoing basis	Target achieved	-
6 workshops conducted	No workshops conducted		No workshops were conducted	Target not achieved	Workshops not held due to the lack of facilitators

### Summary of programme performance

The promotion of good corporate governance and sound financial management are of outmost importance to the PSC. There are corporate governance structures in place to manage budget and risks and ensure that the budget is managed in a transparent manner. A structure was also put in place to improve the quality of finance reports in order for them to be more informative, transparent and detailed. During the reporting period, the PSC successfully spent 99.81% of its budget allocation. Cost cutting measures were also implemented to ensure that the PSC does more with less.

The PSC has established various procurement committees in place to ensure that procurement of goods and services is transparent and compliant with prescribed norms and standards. The Procurement Committee members are appointed by the Accounting Officer for a period of 2 financial years on a rotational basis.

In an effort to increase its visibility, the PSC conducted service delivery inspections at selected schools on the availability of LTSM during January and February 2016. The inspections sought to amongst others, determine the availability of LTSM at schools and the readiness of schools to commence with learning. A Report with findings and recommendations was subsequently compiled and it is hoped that the recommendations contained in the Report will assist the Department of Basic Education and provincial

departments of Education in improving service delivery.

As part of stakeholder engagement, the PSC in the provinces interacted with stakeholders through inspections at:

- Mankweng Hospital (Limpopo)
- Maseru Border Post (Free State)
- Oshoek Border Post (Mpumalanga)
- Lebombo Border Post (Mpumalanga).

Furthermore, a Joint Public Lecture between the PSC and UNISA was held. The PSC has also approved a visibility plan which outlined activities that the PSC will undertake in order to raise its profile. With regards to internal communications, a monthly communiqué by the DG, *MaPhungo* which is aimed at keeping officials abreast of developments in the organisation was issued on a monthly basis. Likewise, the bi-annual newsletter, **Izwi lase OPSC** was also issued every second month.

The Directorate: Information Technology (D: IT) has prescribed to the Corporate Governance of Information and Communications Technology (ICT) Policy Framework by appointing a Governance Champion and having an approved IT Governance Charter. To enhance productivity and the effective utilisation of network resources, a network monitoring tool was implemented. This tool is also used for bandwidth management and to restrict counter-productive websites like Facebook, Twitter, and YouTube.

In line with cost cutting measures, the Internet Protocol Telephony was fully implemented at the National Office and in 8 provincial offices.

#### 4.1.3 Strategy to overcome Areas of under Performance

Financial constraints impacted on the programme's ability to undertake projects as priority was on the key performance

areas. Going forward, during the planning stage, projects that are not funded will not be included in the Workplan.

#### 4.1.4 Changes to Planned Targets

The PSC approved the removal of the output on Complaints and Grievance Management System Enhanced on the Workplan due to financial constraints.

#### 4.1.5 Linking Performance with Budgets

2015/2016				2014/2015		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000
Public Service Commission	19 358	19 338	20	19 630	19 619	11
Management	5 999	5 829	170	8 300	8 333	(3)
Corporate Services	61 319	61 289	30	62 777	62 535	242
Property Management	21 491	21 491	-	12 756	12 756	-
<b>TOTAL</b>	<b>108 167</b>	<b>107 947</b>	<b>220</b>	<b>103 463</b>	<b>103 243</b>	<b>250</b>

Prior year figures were restated

## 4.2 Programme 2: Leadership and Management Practices



**Ms K Sedibe**

Deputy Director-General: Leadership and Management Practices

#### Purpose:

The programme promotes sound Public Service leadership, human resource management, labour relations and labour practices.

#### Sub-programmes:

- Labour Relations Improvement
- Leadership and Human Resource Reviews.

## 4.2.1 Strategic Objectives

PROGRAMME: LEADERSHIP AND MANAGEMENT PRACTICES					
Strategic Objectives	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Enhance labour relations in the Public Service through timeous investigation of all properly referred grievances	872 grievances were received of which 781 (90%) were concluded	68% of grievances concluded	682 grievances were on the database, of which 605 (89%) were concluded	Target exceeded by 21%	Improvement due to amongst others, the implementation of the Delegations Framework and Assignments to Commissioners
Promote best practice in Public Service leadership and human resource management through quality research reports	4	5	5	Target achieved	-

## 4.2.2 Performance Indicators

PROGRAMME: LEADERSHIP AND MANAGEMENT PRACTICES					
Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
<b>Sub-programme: Labour Relations Improvement</b>					
80% of grievances received within the financial year finalised within 3 months from date of receipt of all relevant documentation	<p>As at 31 March 2015, the PSC had 872 grievances on its database, of which -</p> <ul style="list-style-type: none"> <li>▪ 323 were carried over from the 2013/14 financial year; and</li> <li>▪ 549 were received during the 2014/15 financial year</li> </ul> <p>Of the 323 grievances carried over, 313 (97%) were concluded. Of the 549 grievances lodged during the 2014/15 financial year, 468 (85%) grievances were concluded</p> <p>In total, from the 872 grievances, 781 (90%) were concluded</p>	<p>Grievance management in the Public Service:</p> <ul style="list-style-type: none"> <li>▪ Grievances investigated by March 2016</li> </ul>	<p>As at 31 March 2016, the PSC had 682 grievances on its database, of which 95 were carried over from the 2014/15 financial year</p> <p>Of the 682 grievances, 484 were properly lodged and 198 were not properly lodged</p> <p>431 (89%) of the properly lodged grievances were investigated and concluded – inclusive of the 95 carry over grievances, and 174 (87%) of the not properly lodged cases were closed</p> <p>In total, from the 682 grievances, 605 (89%) were concluded</p>	Target exceeded by 9%	Improvement due to amongst others, the implementation of the Delegations Framework and Assignments to Commissioners

**PROGRAMME: LEADERSHIP AND MANAGEMENT PRACTICES**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Monthly reports on status of grievances produced	Monthly reports on the status of grievances were produced	<ul style="list-style-type: none"> <li>Database on grievances managed by March 2016</li> </ul>	Database was managed and monthly reports on the status of grievances were produced	Target achieved	-
2 technical briefs produced	<p>1<sup>st</sup> technical brief was produced and approved by the PSC in August 2014</p> <p>2<sup>nd</sup> technical brief was produced and approved by the PSC in February 2015</p>	<ul style="list-style-type: none"> <li>6 monthly reports on departmental grievance resolution compiled by August 2015 and February 2016</li> </ul>	<p>1<sup>st</sup> technical brief was approved in August 2015</p> <p>2<sup>nd</sup> technical brief was approved in February 2016</p>	Target achieved	-
Approved factsheet within the set time frame	Factsheet was approved by the PSC in November 2014	<ul style="list-style-type: none"> <li>Trends analysis on grievances conducted by December 2015</li> </ul>	Factsheet was approved in November 2015	Target achieved 1 month earlier than planned	Improvement due to the implementation of the Delegations Framework and Assignments to Commissioners
1 <sup>st</sup> issue published within the set time frame	-	PSC Grievance Newsletter (Bulletin) produced by October 2015	<p>1<sup>st</sup> issue of the Grievance Management Communiqué (Newsletter) was approved in September 2015 and published on the PSC website</p> <p>2<sup>nd</sup> issue of the Grievance Management Communiqué was approved in March 2016 and published on the PSC website</p>	Target exceeded by 1 issue	Additional issue published due to the need to share a critical subject
Approved report within the set time frame	-	Assess the effective, efficient and economic functioning of the Office of the State Attorney by March 2016	Report was approved in March 2016	Target achieved	-
Approved report within the set time frame	-	Assess the effective, efficient and economic functioning of the Office of the Chief State Law Advisor by March 2016	Report was approved in March 2016	Target achieved	-

**PROGRAMME: LEADERSHIP AND MANAGEMENT PRACTICES**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Reviewed rules produced	-	Developing PSC Rules on referral of grievances by March 2016	PSC Rules on Referral and Investigation of Grievances of Employees in the Public Service were produced and finalised in March 2016	Target achieved	-
4 workshops conducted	-	Workshops on grievance management in Free State by March 2016	4 workshops were held in June, October and December 2015, and March 2016	Target achieved	-

**Sub-programme: Leadership and Human Resource Reviews**

Approved report within the set time frame	Draft report was produced in February 2015 and finalised by the OPSC in March 2015	Skills and competency audit of human resource and financial management of senior managers in the Western Cape by April 2015	Report was approved in March 2015	Target achieved 1 month earlier than planned	Approval was earlier than anticipated
Approved report within the set time frame	Report was finalised by the OPSC in March 2015	Discussion of findings of studies on leadership and management practices that impact on Public Service functionality and strategies to enhance the effectiveness and functionality of the Public Service by April 2015	Report was approved in May 2015	Target achieved	Report was already finalised in March 2015
Data analysed	-	An assessment of the effects of organisational restructuring on service delivery in Gauteng: <ul style="list-style-type: none"> <li>▪ Data analysis completed by February 2016</li> </ul>	Analysis of the prescripts and literature review were conducted and data collection instruments were developed	Target not achieved	Data collection and analysis did not commence due to delays in the finalisation of data collection instruments
Approved report within the set time frame	-	An assessment of the management of service terminations and pension payouts in the Public Service by March 2016	Report was finalised in March 2016	Target achieved	-



**PROGRAMME: LEADERSHIP AND MANAGEMENT PRACTICES**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Presentation produced within the set time frame	-	Presentation on the Occupation Specific Dispensation framework by December 2015	Presentation was produced in November 2015	Target achieved	-
Approved factsheet within the set time frame	-	Factsheet on irregular appointments in the Public Service by March 2016	Factsheet was approved in March 2016	Target achieved	-
Approved report within the set time frame	-	Audit on the recruitment and selection processes in the Gauteng Department of Finance by September 2015	Report was approved in October 2015	Target achieved 1 month later than planned	Delay due to the late submission of feedback on the draft report by the Province, which was received in September 2015
Approved report within the set time frame	-	An assessment of the handling of disciplinary cases in the Public Service by February 2016	Report was finalised in February 2016 and approved in March 2016	Target achieved	-
Approved report within the set time frame	-	Audit on the human resource capacity and effectiveness of the Eastern Cape Department of Health by December 2015	Draft report was produced in March 2016	Target not achieved	Delay due to capacity constraints
Approved report within the set time frame	-	Monitoring and evaluation of the management of career incidents of HoDs by March 2016	Factsheet on compliance with the submission of HoD performance agreements was approved in February 2016  In addition, a factsheet on the implementation of the HoD deviation was finalised in February 2016	Target achieved earlier than planned and exceeded by 1	Additional factsheet produced due to the need to monitor and report on the implementation of the HoD evaluation deviation that was issued by the Minister for Public Service and Administration in June 2015

**PROGRAMME: LEADERSHIP AND MANAGEMENT PRACTICES**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Inputs submitted	-	PSC inputs to the Presidential Remuneration Review Commission by March 2016	Inputs on the Conditions of Service for Educators submitted in August 2015. In addition, inputs on Call for Public Service departments excluding Educators were submitted in October 2015	Target achieved earlier than planned	Inputs were submitted based on the deadline for call for inputs
Approved report within the set time frame	Drafting of the report is in progress	An assessment of the implementation of the PMDS for senior managers in the Eastern Cape for the 2014/15 financial year by May 2015	Draft report was produced in March 2016	Target not achieved	Delay due to capacity constraints
Approved report within the set time frame	-	Audit of qualifications of SMS members in Limpopo by September 2016	Data collection instruments were developed and data was collected from all 12 provincial departments	Target achieved as output on track to meet target	-

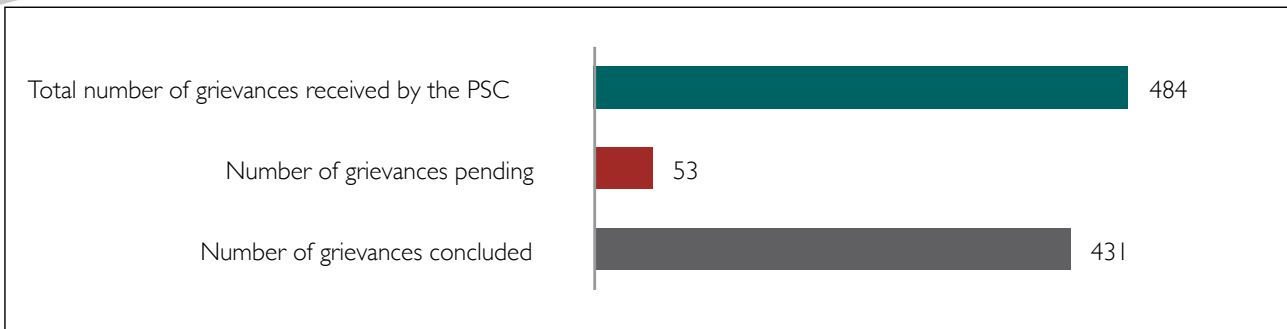
**Summary of performance for sub-programme: Labour Relations Improvement**

On its own accord, the PSC conducted two studies with a specific focus on critical functions that are located within the DoJCD. The studies were designed to assess the effectiveness and efficiency of the Office of the State Attorney and the Office of the Chief State Law Advisor. For both studies, information was gathered from a variety of stakeholders, including national government departments, Premier's Offices, Bar Councils and Lawyers Associations. Hearings were also hosted with key stakeholders, which served as a basis for the PSC's findings and recommendations. The two reports have been submitted to the Minister for Justice and Correctional Services and the DG for the DoJCD.

With respect to grievance management, as at 31 March 2016, the PSC had a total of 682 cases on its database, inclusive of 392 properly lodged grievances received during the 2015/16 financial year, 95 properly lodged grievances

which were carried over from the 2014/15 financial year and 198 cases which were not properly lodged. Grievances that are not properly lodged include grievances of former employees that the PSC does not have jurisdiction over, grievances that are prematurely referred to the PSC by aggrieved employees, grievances that are lodged outside the 90 days period and grievances that are referred to the PSC on behalf of the EA by employees who do not have delegated authority. Of the 198 grievances which were not properly lodged, 174 (87%) were closed after engaging with the aggrieved employees and guiding them on the processes to be followed.

**Figure 1** on the next page serves to illustrate that 431 (89%) of the 484 properly lodged grievances were investigated and concluded, of which all 95 carry over grievance cases were finalised. The 53 properly lodged grievances that remain pending have been carried over to the 2016/17 financial year.



**Figure 1: Status of properly lodged grievances as at 31 March 2016**

Overall, of the total of 484 properly lodged grievances, 262 (54%) were lodged by males, 221 (46%) by females and the gender for the remaining 1 (0%) could not be determined due to incomplete information provided by the department. The most common reported nature of grievances were salary related problems, followed by performance assessment and unfair treatment.

As part of its oversight and monitoring function, the PSC produced a Factsheet on Grievance Resolution in the Public Service for the 2014/15 Financial Year. To promote sound labour relations in the Public Service and information sharing with labour relations practitioners and employees in general, the PSC published a Grievance Management Communiqué.

During the reporting period, the PSC initiated a process to review the Rules for Dealing with Grievances of Employees in the Public Service. However, based on the advice from the Office of the Chief State Law Advisor, it was agreed that DPSA would review the Rules for Dealing with Grievances of Employees in the Public Service and that the PSC should develop rules to guide itself on the handling of grievances that are referred to it by aggrieved employees and/or EAs. To this end, the PSC Rules on Referral and Investigation of Grievances of Employees in the Public Service were drafted and submitted to the OCSLA for certification.

**Summary of performance for sub-programme: Leadership and Human Resource Reviews**

The PSC continued to monitor compliance with the signing and filing of performance agreements by HoDs and conducted an inquiry into the implementation of the HoD evaluation deviation that was issued by the Minister for Public Service and Administration.

Research was also conducted in key areas related to human resource management. The findings of the Assessment of the Handling of Disciplinary Cases in the Public Service revealed that many employees are aware of the disciplinary codes and procedures and other prescripts relating to the management of discipline. However, there are concerns regarding inconsistency in the implementation of sanctions and arbitration awards in some departments. Some of the challenges experienced in the handling of disciplinary cases include delays in the finalisation of cases, perceived manipulation of processes and the lack of systems to monitor the handling of disciplinary cases.

Due to an increase in the number of grievances and complaints relating to irregular appointments, the PSC decided to analyse the complaints and grievance investigation reports to establish the extent of irregular appointments and the contributing factors and published its findings through the Factsheet on Irregular Appointments in the Public Service. The analysis revealed that many of the alleged irregular appointment cases reported to the PSC through the NACH and in terms of the Complaints Rules were not investigated due to a lack of adequate information provided mainly by anonymous complainants and of those that were investigated, many were found to be unsubstantiated. The factors contributing to irregular appointments include non-compliance with Public Service prescripts and departmental recruitment and selection policies and procedures, disregard for the minimum requirements stipulated in adverts during the shortlisting process, poor record keeping throughout the recruitment and selection process, failure to verify qualifications and/or conduct reference and security checks as a standard rule, and the signing of official documents by officials who do not have the delegated authority.

After receiving numerous complaints from different retirees relating to delays with the processing of pension pay-outs, the PSC conducted a study on the assessment of the management of service terminations and pension pay-outs in the Public Service. The study revealed that departments have service termination policies and procedures, however, in some departments there is inadequate capacity due to a lack of structured training for human resource practitioners dealing with service terminations. The study further revealed that delays in the processing of pension pay-outs are also caused by employees who do not update their pension beneficiary information with the employer, thus resulting in challenges in the event of death. The PSC's involvement in resolving some of the complaints revealed that in some instances delays in pension pay-outs dragged for periods ranging between one and ten years, thus resulting in adverse effects on the welfare and livelihood of Public Service retirees and their dependants, and the beneficiaries of deceased employees.

#### 4.2.3 Strategy to overcome Areas of under Performance

In line with the delegations framework, the PSC implemented the decentralised grievance management process. Although this process was implemented for the first time and there were challenges experienced during the infancy stages, it is clear that the process is effective, as illustrated by the conclusion of 89% of properly referred grievances. When capacity challenges were experienced, employees were re-deployed to assist in those areas.

#### 4.2.5 Linking Performance with Budgets

Sub-Programme Name	2015/2016			2014/2015		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Labour Relations Improvement	23 500	23 477	23	22 415	22 412	3
Leadership and Human Resource Reviews	13 155	13 037	118	13 333	13 330	3
Programme Manager: LMP	1 653	1 650	3	1 589	1 589	-
<b>TOTAL</b>	<b>38 308</b>	<b>38 164</b>	<b>144</b>	<b>37 337</b>	<b>37 331</b>	<b>6</b>

Prior year figures were restated

#### 4.2.4 Changes to Planned Targets

The PSC approved the extension of target dates for the following outputs on the Workplan and the reasons thereof:

- Assess the effective, efficient and economic functioning of the Office of the State Attorney (December 2015 to March 2016) – To accommodate inputs from public hearings that were not previously planned
- Assess the effective, efficient and economic functioning of the Office of the Chief State Law Advisor (December 2015 to March 2016) - To accommodate inputs from public hearings that were not previously planned
- Review of the PSC Grievance Rules (December 2015 to March 2016) as well as the revision of the output to Developing of PSC Rules on referral of grievances – Change in approach as advised by the OCSLA
- Presentation on the Occupation Specific Dispensation framework (September to December 2015) – Re-prioritising of projects due to capacity constraints
- Audit on the human resource capacity and effectiveness of the Eastern Cape Department of Health (September to December 2015) – Capacity constraints.

In addition, the Audit of Qualifications of SMS members in Limpopo was included as an ad hoc project.

### 4.3 Programme 3: Monitoring and Evaluation

#### Purpose:

The programme is responsible for establishing a high standard of service delivery, monitoring and good governance in the Public Service.

#### Sub-programmes:

- Governance Monitoring
- Service Delivery and Compliance Evaluations.

#### 4.3.1 Strategic Objectives

PROGRAMME: MONITORING AND EVALUATION					
Strategic Objectives	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Promote the values in Section 195 of the Constitution: Undertake promotional activities	-	1	3	Target exceeded by 2	Need for additional consultations was identified
Maintain a data warehouse containing data about the performance of the Public Service against the 9 values in Section 195 of the Constitution	-	1	0	Target not achieved	Delay experienced with the appointment of a suitable service provider
To produce one report on a government delivery programme or a significant public administration issue and make recommendations	Draft evaluation research report was produced	2	4	Target exceeded by 2	In response to demand by stakeholders
Promote Public Service delivery through annual citizens focused evaluations, monitoring of service delivery mechanisms/processes and organisational reviews	6	7	16	Target exceeded by 9	Prioritised inspections on selected critical service delivery sites

### 4.3.2 Performance Indicators

PROGRAMME: MONITORING AND EVALUATION					
Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
<b>Sub-programme: Governance Monitoring</b>					
Warehouse developed	Data centre was updated on an ongoing basis with information on the performance of the Public Service	Integrated data centre for the PSC developed by March 2016	<p>Concept design of the data warehouse was completed and detailed specifications developed. In addition, data that was used to prepare presentations to parliamentary portfolio committees on the performance of departments was maintained</p> <p>Service provider to assist in the establishment of the data warehouse was appointed in March 2016</p>	Target not achieved	Delay experienced with the appointment of a suitable service provider
Analytical tool procured	-		PSC took a decision to utilise the existing analytical tool that has a license, namely Microsoft SQL Power Business Intelligence	Target achieved	-
Guideline developed within the set time frame	-	Methodology for analysing Strategic Plans, Annual Performance Plans and Annual Reports developed by March 2016	Drafting of the guideline is in progress	Target not achieved	Delay due to capacity constraints occasioned by the ad hoc outputs in response to stakeholder demands
Workshop hosted	-	<p>Template for requisite institutional performance issues produced:</p> <ul style="list-style-type: none"> <li>Internal workshop held by March 2016</li> </ul>	Workshops were held in August and October 2015	Target exceeded by 1	Additional workshop held for Working Team
Approved report within set time frame	-	Roundtable on the 2014 State of the Public Service Report hosted by November 2015	Roundtable was hosted in November 2015	Target not achieved	Report could not be produced within the same month of the event taking place

**PROGRAMME: MONITORING AND EVALUATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Proposal for improved performance developed within the set time frame	Draft intervention and project plan was produced in February 2015	Support to the Department of Public Works in Limpopo on performance management by September 2015	Proposal was developed and draft report was produced in June 2015	Target achieved 3 month earlier than planned	Request by department was prioritised
Proposal on creation and retention of capabilities developed within the set time frame	Draft intervention and project plan was produced in February 2015	Support the Department of Economic Development in Limpopo on the creation and maintenance of key capabilities by September 2015	Diagnostic analysis report and proposal were developed in May 2015	Target achieved 4 month earlier than planned	Request by department was prioritised
Document on lessons learnt produced within set time frame	-	Document lessons learnt with support initiatives and diagnostic and solutions methodology developed by March 2016	Discussion document was produced in March 2016	Target achieved	-
Methodology developed within set time frame	-		Methodology was developed in March 2016	Target achieved	-
Discussion document produced within set time frame	-	Review of occupational classification within the South African Public Service by November 2015	Discussion document was produced in July 2015	Target achieved 4 months earlier than planned	Discussion document was submitted as part of call for written submissions by the Presidential Remuneration Review Commission
Criteria/principles developed	-	Proposal on the role of the PSC in monitoring and evaluating the organisation and administration of the Public Service: <ul style="list-style-type: none"> <li>▪ Development of criteria and/ or principles by March 2016</li> </ul>	Set of principles were developed in November 2015	Target achieved 4 months earlier than planned	Proper risk management
Approved report within the set time frame	Approval of the report is in progress	Annual report on tracking of the PSC recommendations produced by May 2015	Report was approved in October 2015	Target achieved 5 months later than planned	Delay in timeous feedback by departments

**PROGRAMME: MONITORING AND EVALUATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Approved report within the set time frame	Draft evaluation research report was produced	An evaluation of the capacity of the South African Public Service to operate collaboratively with focus on the Department of Rural Development and Land Reform by May 2015	Report was finalised in March 2016	Target achieved 10 months later than planned	Delay due to the need for a an international peer review to be conducted
Presentation produced within the set time frame	-	Presentation for the Committee for the Review of Social Welfare White Paper by April 2015	Presentation was produced in April 2015	Target achieved	-
Presentation produced within the set time frame	-	Engagement with the Portfolio Committee on Agriculture for the Strategic Planning Session by April 2015	Presentation was produced in April 2015	Target achieved	-
Presentation produced within the set time frame	-	Engagement with the Portfolio Committee on Health on the report on the distribution of medicines by May 2015	Presentation was produced in May 2015	Target achieved	-
Presentation produced within the set time frame	Presentation produced in July 2014	Engagement with the Standing Committee on Appropriations on the Appropriations Bill by May 2015	Presentation was produced in May 2015	Target achieved	-
Outline produced within the set time frame	-	Customised training course on research for the officials of the OPSC by November 2015	Customised training course was produced in October 2015	Target achieved 1 month earlier than planned	Efficient project management
Presentation produced within the set time frame	-	Engagement with the Portfolio Committee on Human Settlements about the capacity of the Department to spend its budget by October 2015	Presentation was produced in October 2015	Target achieved	-



**PROGRAMME: MONITORING AND EVALUATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Presentation produced within the set time frame	-	Engagement with Standing Committee on Public Accounts on annual report of the Department of Correctional Services by October 2015	Presentation was produced in November 2015	Target achieved	Date dependent on the availability of the Portfolio Committee
Presentation produced within the set time frame	Presentation produced in November 2014	Engagement with Standing Committee on Appropriations on The Medium Term Budget Policy Statement by October 2015	Presentation was produced in October 2015	Target achieved	-
Presentation produced within the set time frame	-	Engagement with the Standing Committee on Appropriations on the national departments performance vs. expenditure by December 2015	Presentation was produced in December 2015	Target achieved	-
Public lecture hosted	-	Public Lecture on Building a Capable, Career-Oriented and Professional Public Service for a Developmental State as stated in the National Development Plan Vision 2030 by March 2016	Public lecture was held in March 2016	Target achieved	-
Template developed within the set timeframe	-	Profiling of departments at national and provincial level by March 2016	Template was developed in March 2016	Target achieved	-
<b>Sub-programme : Service Delivery and Compliance Evaluations</b>					
Approved report within the set time frame	<p>Lekwa Municipality:</p> <ul style="list-style-type: none"> <li>▪ 71% of the decisions implemented</li> <li>▪ Report was approved by the PSC in January 2015</li> </ul> <p>Thembisile Hani Municipality:</p> <ul style="list-style-type: none"> <li>▪ Report was approved by the PSC in January 2015</li> </ul>	Monitoring and facilitation of the implementation of the decisions of the Citizen Forums at Lekwa and Thembisile Hani Municipality in Mpumalanga by March 2016	Drafting of the report is in progress	Target not achieved	Delay due to lack of timeous feedback by implementing agencies

**PROGRAMME: MONITORING AND EVALUATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Approved report within the set time frame	-	Inspections conducted at hospitals in Mpumalanga by September 2015	Report was approved in July 2015	Target achieved 2 month earlier than planned	Approval was earlier than anticipated
Approved report within the set time frame	-	Inspections conducted at hospitals in Free State by September 2015	Report was approved in February 2016	Target achieved 5 months later than planned	Delay due to the need to strengthen the contents of the report
Approved report within the set time frame	-	Inspections conducted at hospitals in Gauteng by September 2015	Report was approved in August 2015	Target achieved 1 month earlier than planned	Approval was earlier than anticipated
Inspections conducted	-	Inspections of border gates in Mpumalanga: <ul style="list-style-type: none"> <li>▪ Inspections conducted by March 2016</li> </ul>	Inspections were conducted at Lebombo and Oshoek border gates on February 2016	Target achieved 1 month earlier than planned	Inspection conducted earlier than planned
Citizen Forum conducted	-	Citizen Forum Toolkit applied at Marikana in the North West: <ul style="list-style-type: none"> <li>▪ Citizen Forum conducted by March 2016</li> </ul>	Engagements with relevant stakeholders is in progress	Target not achieved	Delay due to the need for further engagements with other key stakeholders
Citizen Forum conducted	-	Citizen Forum Toolkit applied at Matsatseng in the North West: <ul style="list-style-type: none"> <li>▪ Citizen Forum conducted by March 2016</li> </ul>	Engagements with relevant stakeholders is in progress	Target not achieved	Delay due to the need for further engagements with other key stakeholders
Approved report within the set time frame	-	Inspections to assess the availability of medicines and medical equipment at selected hospitals in Gauteng conducted by March 2016	Report was approved in January 2016	Target achieved 2 months earlier than planned	Approval was earlier than anticipated
Approved report within the set time frame	-	Inspection in Free State Department of Home Affairs by December 2015	Report was approved in February 2016	Target achieved 2 months later than planned	Delay due to the need to produce a consolidated report with Mpumalanga

**PROGRAMME: MONITORING AND EVALUATION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Technical brief produced within the set time frame	Inspections conducted during February 2015	Inspections on the availability of Learner Teacher Support Material at schools conducted by August 2015	Technical brief was approved in August 2015	Target achieved	-
Technical brief produced within the set time frame	-	Inspections on the availability of Learner Teacher Support Material at schools conducted by June 2016	Inspections were conducted in January and February 2016	Target achieved as output on track to meet target	-
Approved report within the set time frame	Approval of the report is in progress	Consolidated report on inspections: Availability of medicines and medical equipment by May 2015	Report was approved in May 2015	Target achieved	-
Approved report within the set time frame	-	Rapid assessment of the implementation of the Central Application Clearing House in enhancing the application process of the first year undergraduate students in institutions of Higher Learning by December 2015	Report was finalised in March 2016	Target achieved 3 months later than planned	Project delayed due to employee assigned to the project being re-assigned to a support initiative in the Eastern Cape
Campaigns hosted	-	Promotion of the Constitutional Values and Principles: <ul style="list-style-type: none"> <li>▪ 3 advocacy campaigns held by March 2016</li> </ul>	The following promotional engagements were held: <ul style="list-style-type: none"> <li>▪ Engagement with MEC: Health, Western Cape with resultant engagements with the Health Department held in March, April, June 2015</li> <li>▪ Engagement with the Gauteng Legislature held in November 2015</li> <li>▪ Internal engagement held in August and October 2015</li> </ul>	Target achieved	-

## PROGRAMME: MONITORING AND EVALUATION

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
Approved report within the set time frame	-	Evaluation of high performing rural schools in Limpopo by August 2015	Report was approved in August 2015	Target achieved	-
Approved report within the set time frame	-	Inspection conducted at the Limpopo South African Police Service Service Garage by March 2016	Report was approved in March 2016	Target achieved	-

### **Summary of performance for sub-programme: Governance Monitoring**

The main focus of the sub-programme was to prepare material for the promotion of the nine values and principles in Section 195 of the Constitution and a framework for the evaluation of departments against the values. The framework defines each of the values, spells out the scope and content of each of the values and proposes a number of indicators that will be used for the evaluation of departments.

During the period under review, the PSC completed the concept design of a data warehouse that will store the data that will be used in evaluations and such data will provide the evidence for any evaluative comment of the PSC about the Public Service. Since annual reports are a valuable source of information on the performance of departments, the PSC has developed guidelines on analysing strategic plans and annual reports. As the PSC cannot only evaluate departments but must also propose measures to improve performance, it has strengthened its methodology for diagnosing the underlying causes of problems and developing implementable solutions.

### **Summary of performance for sub-programme: Service Delivery and Compliance Evaluations**

During the reporting period, the PSC conducted 16 inspections of service delivery sites, including inspections of hospitals, the supply of medicines, border posts and the delivery of Learner and Teacher Support Material. The

inspections provided the PSC with valuable information on practical service delivery challenges at the coal face.

### **4.3.3 Strategy to overcome Areas of under Performance**

The work of this programme requires strong analytical, research and project management capacities. With regard to improving the research skills, the PSC has entered into a MoU with UNISA to develop a customised course in research. The first course was offered in November 2015. With regard to project management, the PSC has introduced the Enterprise Project Management tool and employees have received training on its utilisation.

### **4.3.4 Changes to Planned Targets**

The PSC approved the extension of target dates for the following outputs on the Workplan:

- Methodology for analysing Strategic Plans, Annual Performance Plans and Annual Reports developed (August 2015 to March 2016) – Capacity constraints
- Roundtable on the 2014 State of the Public Service Report hosted (May to November 2015) – Capacity constraints
- Inspections on the availability of Learner Teacher Support Material at schools conducted (June to August 2015) as well inclusion as an ad hoc project – Capacity constraints
- Evaluation of high performing rural schools in Limpopo (June to August 2015) – Capacity constraints.

The following ad hoc outputs were incorporated into the Workplan and had an impact on the re-prioritisation of target dates for other outputs:

- Presentation for the Committee for the Review of Social Welfare White Paper
- Engagement with the Portfolio Committee on Agriculture for the Strategic Planning Session
- Engagement with the Portfolio Committee on Health on the report on the distribution of medicines
- Engagement with the Standing Committee on Appropriations on the Appropriations Bill
- Customised training course on research for the officials of the OPSC
- Engagement with the Portfolio Committee on Human Settlements about the capacity of the Department to spend its budget
- Engagement with the Standing Committee on Public Accounts on annual report of the Department of Correctional Services

- Engagement with the Standing Committee on Appropriations on The Medium Term Budget Policy Statement
- Engagement with the Standing Committee on Appropriations on the national departments performance vs. expenditure
- Inspection conducted at the Limpopo South African Police Service Garage.

The following outputs were removed from the Workplan, with the reasons thereof:

- Annual report on tracking of the PSC recommendations produced - Report now forms part of the Section 196 (4) (e) report that has been included in the 2016/17 Workplan
- Support to the PSC on inputs for the Presidential Remuneration Review Commission – Output merged with the work under taken by the sub-programme: Leadership and Human Resource Reviews.

#### 4.3.5 Linking Performance with Budgets

2015/2016				2014/2015		
Sub-Programme Name	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000
Governance Monitoring	17 439	17 428	11	20 809	20 807	2
Service Delivery and Compliance Evaluations	18 022	18 006	16	16 526	16 523	3
Programme Manager: M&E	723	721	2	390	391	(1)
<b>TOTAL</b>	<b>36 184</b>	<b>36 155</b>	<b>29</b>	<b>37 725</b>	<b>37 721</b>	<b>4</b>

Prior year figures were restated

## 4.4 Programme 4: Integrity and Anti-Corruption



**Dr DC Mamphiswana**

*Deputy Director- General: Integrity and Anti-Corruption*

### Purpose:

The programme is responsible for undertaking public administration investigations, promoting a high standard of professional ethical conduct amongst public servants and contributing to the prevention and combating of corruption.

### Sub-programmes:

- Public Administration Investigations
- Professional Ethics.

### 4.4.1 Strategic Objectives

PROGRAMME: INTEGRITY AND ANTI-CORRUPTION					
Strategic Objectives	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
To investigate and improve public administration practices by conducting audits and investigations into public administration practices and by making recommendations to departments on how to promote good governance and to issue directions regarding compliance with the <i>Public Service Act, 1994</i>	Number of public administration investigations successfully concluded: <ul style="list-style-type: none"> <li>▪ 107 investigations</li> <li>▪ 90 early resolution cases finalised</li> <li>▪ 147 early resolution cases closed</li> </ul>	100	510 complaints were on the database, of which 371 (73%) were concluded	Target exceeded by 271	Improvement due to amongst others, the implementation of the Delegations Framework and Assignments to Commissioners

**PROGRAMME: INTEGRITY AND ANTI-CORRUPTION**

Strategic Objectives	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
To promote ethical conduct amongst public servants through the management of the Financial Disclosure Framework, the National Anti-Corruption Hotline and provide advice on professional and ethical conduct in the Public Service	100% (9 692)	100% (10 100)	100% (8 986)	Target achieved	-

**4.4.2 Performance Indicators**

**PROGRAMME: INTEGRITY AND ANTI-CORRUPTION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
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**Sub-programme: Public Administration Investigations**

Investigations received by December 2015 finalised within 3 months from date of receipt of all relevant documentation	<p>Complaints Rules cases:</p> <ul style="list-style-type: none"> <li>As at 31 March 2015, 419 complaints were lodged with the PSC of which 167 were carried over from the 2013/14 financial year and 252 were lodged during the 2014/15 financial year</li> <li>Of the 167 complaints carried over; 84 were finalised. Of the 252 complaints lodged during the 2014/15 financial year; 153 were finalised</li> </ul> <p>In total, of the 419 complaints lodged, 237 (57%) were finalised during the 2014/15 financial year</p>	<p>Investigations conducted by March 2016 either of its own accord or on receipt of any complaints lodged and requests emanating from:</p> <ul style="list-style-type: none"> <li>The Commission (proactively)</li> <li>Legislatures</li> <li>Executive Authorities</li> <li>Public servants</li> <li>Complaints/whistle-blowing; e.g. NACH</li> <li>Ad hoc investigations</li> </ul>	<p>Complaints Rules cases:</p> <ul style="list-style-type: none"> <li>As at 31 March 2016, 381 complaints were lodged with the PSC of which 182 were carried over from the 2014/15 financial year and 199 were lodged during the 2015/16 financial year</li> <li>Of the 182 complaints carried over; 134 were finalised. Of the 199 complaints lodged during the 2015/16 financial year; 153 were finalised</li> </ul> <p>In total, of the 381 complaints lodged, 287 (75%) were finalised during the 2015/16 financial year</p>	Target achieved	Improvement due to amongst others, the implementation of the Delegations Framework and Assignments to Commissioners
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**PROGRAMME: INTEGRITY AND ANTI-CORRUPTION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
	<p>NACH cases (not corruption related):</p> <ul style="list-style-type: none"> <li>As at 31 March 2015, 190 complaints were lodged with the PSC of which 116 were carried over from the 2013/14 financial year and 74 were lodged during the 2014/15 financial year</li> <li>Of the 116 complaints carried over, 76 were finalised. Of the 74 complaints lodged during the 2014/15 financial year, 31 were finalised</li> </ul> <p>In total, out of the 190 complaints lodged, 107 (56%) were finalised during the 2014/15 financial year</p>		<p>NACH cases (not corruption related):</p> <ul style="list-style-type: none"> <li>As at 31 March 2016, 129 complaints were lodged with the PSC of which 83 were carried over from the 2014/15 financial year and 46 were lodged during the 2015/16 financial year</li> <li>Of the 83 complaints carried over, 65 were finalised. Of the 46 complaints lodged during the 2015/16 financial year, 19 were finalised</li> </ul> <p>In total, out of the 129 complaints lodged, 84 (65%) were finalised during the 2015/16 financial year</p> <p>Combining both complaints lodged through the Complaints Rules and the NACH, 510 complaints were lodged with the PSC, of which 371 (73%) were finalised</p>		
Factsheet produced within the set time frame	-	Factsheet on completed disciplinary proceedings for the 2014/15 financial year produced by November 2015	Factsheet was finalised in November 2015	Target achieved	-
Approved rules and protocol within the set time frame	-	Review of the Complaints Rules and Guidelines for conducting investigations lodged with the PSC by March 2016	Reviewed Rules were finalised in March 2016	Target achieved	-
Report produced within the set time frame	-	An investigation and evaluation of the awarding of higher salaries on appointment and counter offers in the national departments of Transport and Labour by June 2016	Drafting of the reports for the departments of Transport and Labour is in progress	Target achieved as output is on track to meet target	None



**PROGRAMME: INTEGRITY AND ANTI-CORRUPTION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations																																																																																																								
<b>Sub-programme: Professional Ethics</b>																																																																																																													
Drafting of report commenced	Data capturing for the report on the overview of the FDF commenced in March 2015	Management of the FDF: <ul style="list-style-type: none"> <li>Drafting of the report on the assessment of the implementation of the FDF for the 2014/15 financial year by March 2016</li> </ul>	All 8 986 financial disclosure forms received were scrutinised and therefore commenced with the drafting of the report	Target achieved	-																																																																																																								
All NACH cases referred to the respective departments within 21 days of receipt of case reports	Summary of NACH cases as at 31 March 2015: <table border="1"> <thead> <tr> <th>National/Province</th> <th>Cases Referred</th> <th>Feedback Received</th> <th>% Cases Closed</th> </tr> </thead> <tbody> <tr><td>National</td><td>6 257</td><td>4 508</td><td>59%</td></tr> <tr><td>Eastern Cape</td><td>697</td><td>554</td><td>23%</td></tr> <tr><td>Free State</td><td>314</td><td>120</td><td>23%</td></tr> <tr><td>Gauteng</td><td>1 760</td><td>1 449</td><td>71%</td></tr> <tr><td>KwaZulu-Natal</td><td>682</td><td>265</td><td>18%</td></tr> <tr><td>Limpopo</td><td>480</td><td>459</td><td>64%</td></tr> <tr><td>Mpumalanga</td><td>1 085</td><td>942</td><td>81%</td></tr> <tr><td>North West</td><td>415</td><td>253</td><td>40%</td></tr> <tr><td>Northern Cape</td><td>106</td><td>60</td><td>40%</td></tr> <tr><td>Western Cape</td><td>491</td><td>429</td><td>57%</td></tr> <tr><td>Public Entities</td><td>3 168</td><td>2 903</td><td>92%</td></tr> <tr><td><b>TOTAL</b></td><td><b>15 455</b></td><td><b>11 942</b></td><td><b>64%</b></td></tr> </tbody> </table>	National/Province	Cases Referred	Feedback Received	% Cases Closed	National	6 257	4 508	59%	Eastern Cape	697	554	23%	Free State	314	120	23%	Gauteng	1 760	1 449	71%	KwaZulu-Natal	682	265	18%	Limpopo	480	459	64%	Mpumalanga	1 085	942	81%	North West	415	253	40%	Northern Cape	106	60	40%	Western Cape	491	429	57%	Public Entities	3 168	2 903	92%	<b>TOTAL</b>	<b>15 455</b>	<b>11 942</b>	<b>64%</b>	Management of the NACH by March 2016: <ul style="list-style-type: none"> <li>Complaints received through NACH referred to departments</li> <li>Feedback on cases monitored and assessed</li> </ul>	Summary of NACH cases as at 31 March 2016: <table border="1"> <thead> <tr> <th>National/Province</th> <th>Cases Referred</th> <th>Feedback Received</th> <th>% Cases Closed</th> </tr> </thead> <tbody> <tr><td>National</td><td>6 666</td><td>5 962</td><td>87%</td></tr> <tr><td>Eastern Cape</td><td>740</td><td>676</td><td>90%</td></tr> <tr><td>Free State</td><td>335</td><td>311</td><td>93%</td></tr> <tr><td>Gauteng</td><td>1 912</td><td>1 752</td><td>92%</td></tr> <tr><td>KwaZulu-Natal</td><td>750</td><td>671</td><td>89%</td></tr> <tr><td>Limpopo</td><td>511</td><td>471</td><td>91%</td></tr> <tr><td>Mpumalanga</td><td>1 121</td><td>1 069</td><td>95%</td></tr> <tr><td>North West</td><td>441</td><td>404</td><td>91%</td></tr> <tr><td>Northern Cape</td><td>129</td><td>103</td><td>80%</td></tr> <tr><td>Western Cape</td><td>539</td><td>476</td><td>86%</td></tr> <tr><td>Public Entities</td><td>4 049</td><td>4 004</td><td>99%</td></tr> <tr><td><b>TOTAL</b></td><td><b>17 193</b></td><td><b>15 899</b></td><td><b>91%</b></td></tr> </tbody> </table>	National/Province	Cases Referred	Feedback Received	% Cases Closed	National	6 666	5 962	87%	Eastern Cape	740	676	90%	Free State	335	311	93%	Gauteng	1 912	1 752	92%	KwaZulu-Natal	750	671	89%	Limpopo	511	471	91%	Mpumalanga	1 121	1 069	95%	North West	441	404	91%	Northern Cape	129	103	80%	Western Cape	539	476	86%	Public Entities	4 049	4 004	99%	<b>TOTAL</b>	<b>17 193</b>	<b>15 899</b>	<b>91%</b>	Target achieved	-
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Approved report within the set time frame	Draft report produced in March 2015	Research report on the nature and extent of the protection of whistleblowers and investigators in the Public Service by June 2015	Report was approved in June 2015	Target achieved	-																																																																																																								

**PROGRAMME: INTEGRITY AND ANTI-CORRUPTION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
10 workshops conducted	<p>17 workshops were conducted with the following stakeholders:</p> <ul style="list-style-type: none"> <li>▪ Department of Home Affairs (3 workshops)</li> <li>▪ Department of Education, KwaMhlanga</li> <li>▪ Provincial departments in Mpumalanga and Free State</li> <li>▪ Department of Public Works and Roads, North West (2 workshops)</li> <li>▪ National Consumer Commission</li> <li>▪ PSC (4 workshops)</li> <li>▪ Madibeng Local Municipality</li> <li>▪ University of Pretoria</li> <li>▪ Education Labour Relations Council</li> <li>▪ Department of Economic Development</li> </ul>	Promotion of professional ethics (3 year strategy) by March 2016	<p>27 workshops were conducted with the following stakeholders:</p> <ul style="list-style-type: none"> <li>▪ Department of Labour</li> <li>▪ Hospitals in the Western Cape (5 workshops)</li> <li>▪ OPSC National and Provincial Office</li> <li>▪ Eastern Cape: Provincial Anti-Corruption Forum</li> <li>▪ Department of International Relations and Cooperation (3 workshops)</li> <li>▪ DPME</li> <li>▪ National Consumer Commission</li> <li>▪ National Department of Health</li> <li>▪ North West Department of Public Works and Roads</li> <li>▪ North West Department of Education and Sports</li> <li>▪ North West Provincial Government</li> <li>▪ Department of Economic Development</li> <li>▪ Small Enterprise Development Agency</li> <li>▪ Department of Science and Technology</li> <li>▪ Department of Women (3 workshops)</li> <li>▪ Government Pensions Administration Agency</li> <li>▪ Unemployment Insurance Fund ( 2 workshops)</li> </ul>	Target exceeded by 17	Target exceeded due to demand by stakeholders
Investigations through early resolution finalised within 1 month from date of receipt of complaint	-	Investigations by March 2016 through early resolution conducted and requests emanating from: <ul style="list-style-type: none"> <li>▪ Complaints Rules</li> <li>▪ NACH</li> <li>▪ Ad hoc complaints through walk-in disclosures</li> </ul>	As at 31 March 2016, 154 cases were received, of which all (100%) were finalised (not all cases could be finalised within one month from the date of receipt of the complaint due to the delay in the submission of all relevant documentation, however all cases were resolved after the submission of all relevant documentation)	Target achieved	-

**PROGRAMME: INTEGRITY AND ANTI-CORRUPTION**

Performance Indicator	Actual Achievement 2014/2015	Planned Target 2015/2016	Actual Achievement 2015/2016	Deviation from Planned Target to Actual Achievement for 2015/2016	Comment on Deviations
12 workshops conducted	-	Workshops on professional ethics conducted in Limpopo by December 2015	43 workshops were conducted in the following departments: <ul style="list-style-type: none"> <li>▪ Department of Transport (7)</li> <li>▪ Department of Justice (11)</li> <li>▪ Department of Water and Sanitation</li> <li>▪ Government Communication and Information Services</li> <li>▪ Office of the Premier (2)</li> <li>▪ Department of Labour (3)</li> <li>▪ Department of Public Works (3)</li> <li>▪ South African Social Security Agency</li> <li>▪ Department of Justice</li> <li>▪ Department of Health (4)</li> <li>▪ Department of Social Development (8)</li> <li>▪ Department of Safety, Security and Liaison</li> </ul>	Target exceeded by 31	Additional workshops held due to demand by stakeholders

**Summary of performance for sub-programme: Public Administration Investigations**

The PSC is a key role player in enhancing public administration practices in the Public Service. This role is accomplished through conducting public administration investigations and producing reports thereon that comprise, *inter alia*, findings, advice, recommendations and directions. The advice/ recommendations/ directions are made to either the EAs or HoDs.

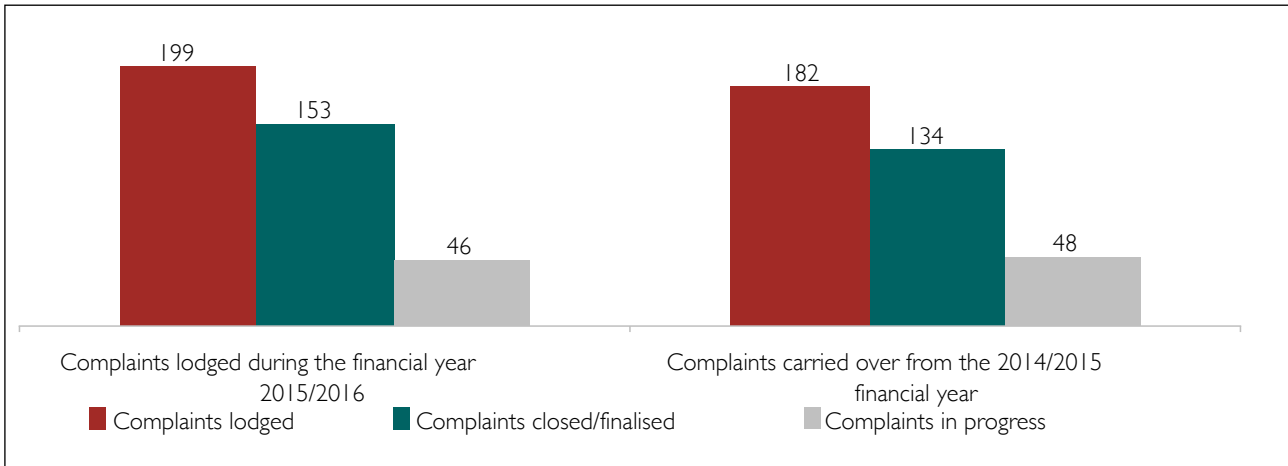
Since the 2001/02 financial year, the PSC has on an annual basis published a report or factsheet on finalised cases of financial misconduct. In order to deepen the analysis on finalised cases of financial misconduct reported, the PSC requests departments to report on, amongst others, the amount involved and the amount of money recovered in a financial year. The PSC has over the years found that most departments do not specify whether the department has recovered the money lost or there is no loss to state.

During this reporting period, the PSC produced a factsheet on completed disciplinary proceedings for the 2014/15 financial year.

The PSC was also conducting an investigation and assessment of the awarding of higher salaries on appointment and counter offers in the national departments of Transport and Labour. The project will be finalised into the 2016/17 financial year.

**Complaints lodged in terms of the Complaints Rules**

In relation to complaints lodged with the PSC in terms of the Complaints Rules, as at 31 March 2016, a total of 381 complaints/requests for investigations were lodged with the PSC, of which 199 were lodged during the 2015/16 financial year and 182 were carried over from the previous financial years. The chart on the next page provides an overview of the status of the complaints lodged with the PSC during the reporting period.



**Figure 2: Status of complaints lodged with the PSC in terms of the Complaints Rules**

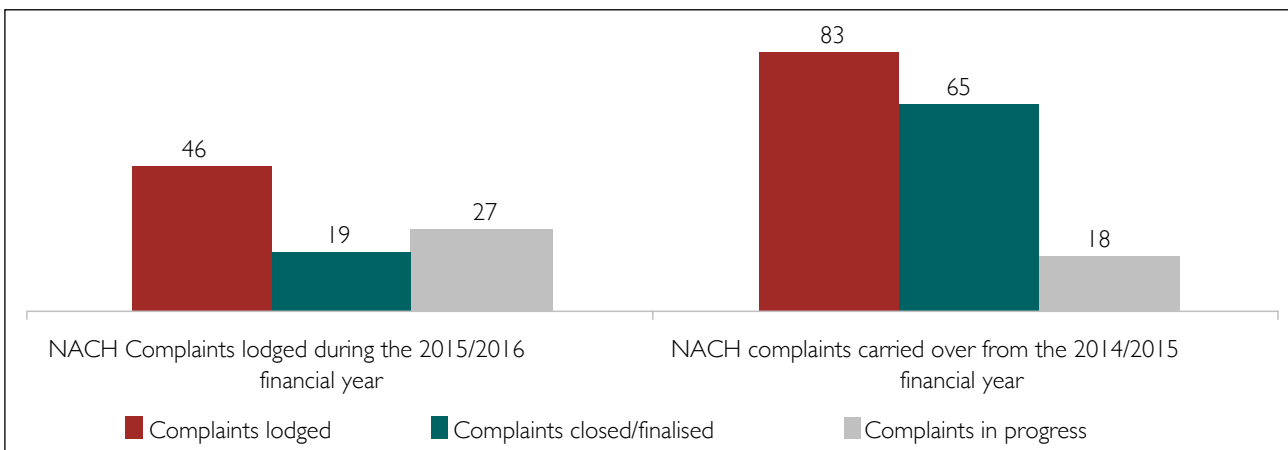
The above figure indicates that of the 199 complaints lodged during the 2015/16 financial year, 153 (77%) were closed/finalised, and where applicable, findings/ recommendations/ directions were provided to departments. Forty-six (23%) complaints lodged in the 2015/16 financial year were in progress. Of the 182 complaints carried over from the previous financial years, 134 (74%) were closed/finalised and 48 (26%) were in progress. A total of 287 (75%) complaints were closed during the 2015/16 financial year.

In terms of the nature of complaints lodged with the PSC, human resource related complaints (e.g. irregular filling of posts), maladministration and poor service

delivery represented the majority of the complaints. These categories were also the highest in the previous financial year.

**Complaints lodged in terms of the NACH**

In relation to service delivery related complaints lodged through the NACH, as at 31 March 2016, a total of 129 complaints were lodged with the PSC of which 46 were lodged during the 2015/16 financial year and 83 were carried over from the previous financial years. The chart below provides an overview of the status of the complaints lodged through the NACH during the reporting period.



**Figure 3: Number of complaints lodged with the PSC in terms of the NACH**

The figure in the previous page indicates that of the 46 complaints lodged through the NACH during the 2015/16 financial year, 19 (41%) have been closed/finalised, and where applicable, findings/ recommendations/ directions were provided to departments. Twenty seven (59%) complaints lodged in 2015/2016 were in progress. Of the 83 complaints carried over from the previous financial years, 65 (78%) were closed/finalised and 18 (22%) were in progress. A total of 84 (65%) complaints were closed/finalised.

**Summary of performance for sub-programme: Professional Ethics**

The PSC has a constitutional mandate to promote professional ethics in the Public Service. In order to execute this mandate, the PSC promotes ethical conduct amongst public servants by providing advice on professional and ethical conduct in the Public Service, by managing the NACH and through the management of the Financial Disclosure Framework for senior managers.

The PSC has developed a three year strategy on promoting professional ethics in the Public Service. Following on this, the PSC hosted various workshops with a particular focus on selected departments in the Western Cape and North West provinces as well as with the departments of International Relations and Cooperation and Labour. This included workshops relating to the management of conflicts of interests, the Code of Conduct and financial misconduct.

The NACH is an important mechanism government has implemented to combat maladministration and corruption in the Public Service. The uptake of the NACH has been successful since its inception in 2004. During the 2015/16 financial year, the PSC received 48 424 calls on the NACH. Out of 48 424 calls, a total of 2 499 case reports were generated. This shows that the NACH is supported by members of the public and they deem it as a reliable mechanism to report cases of alleged corruption in the Public Service.

Through early resolution, the PSC closed 1 125 cases on the NACH database. These complaints were not investigated beyond the initial assessment stage. The reasons for not investigating the complaints beyond the initial assessment are a combination of the following:

- The complaints did not reasonably raise a suspicion of misconduct.
- The complainants were informed that another law enforcement agency or court was more appropriate to deal with the matter.
- The matter fell outside of the mandate of the Public Service.

The PSC subsequently referred 1 374 cases to national and provincial departments and public entities.

In addition to the promotion of ethical Public Service, the PSC manages the implementation of the Financial Disclosure Framework in the Public Service. In terms of this Framework, all members of the SMS in the Public Service are required to disclose their registrable interests annually to their respective EAs. The EAs are, in turn, required to submit copies of the financial disclosure form to the PSC by 31 May of each year.

The following is the summary of statistics relating to the submission of financial disclosure forms as at the due date of 31 May 2015:

- National departments: 4 264 (74%)
- Provincial departments: 3 949 (95%)
- Overall: 8 213 (82%).

The submission rate as at the end of the financial year (31 March 2016) is as follows:

- National departments: 4 834 (83%)
- Provincial departments: 4 152 (99.7%)
- Overall: 8 986 (90%).

Upon receipt of the financial disclosure forms, the PSC validated with the respective departments the total number of SMS members against the records held by the PSC. The PSC managed to scrutinise a 100% (8 986) of the financial disclosure forms received for the second consecutive year. This can be attributed to increased capacity and decentralisation of the activities relating to the management of conflicts of interest to provincial offices.

The financial disclosure forms were scrutinised in terms of Chapter 3 G of the Public Service Regulations, to assess both compliance and whether the involvement of officials in any activities of the companies could lead to potential and/or actual conflicts of interest. The financial interests of SMS members who did not submit their financial disclosure

forms were also scrutinised to assess their involvement in any activities of the companies that could lead to potential and/or actual conflicts of interest.

Where applicable, consultations were conducted in terms of Chapter 3 G.1 of the Public Service Regulations, with SMS members who were found to be involved in activities that could be construed as posing conflicts of interest. The purposes of the consultations were to verify the information at the PSC's disposal in order to substantiate the PSC's findings and recommendations. The individual departmental reports were submitted to the respective EAs.

#### 4.4.3 Strategy to overcome Areas of under Performance

No strategy was implemented as all the projects were completed.

#### 4.4.5 Linking Performance with Budgets

Sub-Programme Name	2015/2016			2014/2015		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Public Administration Investigation	19 476	19 466	10	19 038	19 037	1
Professional Ethics	25 546	25 518	28	26 617	26 616	1
Programme Manager: IAC	2 071	2 069	2	1 851	1 852	(1)
<b>TOTAL</b>	<b>47 093</b>	<b>47 053</b>	<b>40</b>	<b>47 506</b>	<b>47 505</b>	<b>1</b>

#### 4.4.4 Changes to Planned Targets

The PSC approved the extension of the target date for the Review of the Complaints Rules and Guidelines for conducting investigations lodged with the PSC (September 2015 to March 2016) – Delay in the review by the DoJCD.

The production of a schedule was changed to a factsheet on completed disciplinary proceedings for the 2014/15 financial year – to provide more comprehensive reporting.

Workshops on professional ethics conducted in Limpopo were added as an ad hoc project on the Workplan.

The roundtable discussion on what constitutes financial misconduct in the Public Service was removed from the Workplan as National Treasury agreed to host the roundtable.

## 5. TRANSFER PAYMENTS

### 5.1 Transfer Payments to Public Entities

The PSC has not made any transfer payments to public entities during the reporting period.

### 5.2 Transfer Payments to all Organisations other than Public Entities

The PSC has not made any transfer payments to any organisation during the reporting period.

## **6. CONDITIONAL GRANTS**

### **6.1 Conditional Grants and Earmarked Funds Paid**

No conditional grants and earmarked funds were paid during the period 1 April 2015 to 31 March 2016.

### **6.2 Conditional Grants and Earmarked Funds Received**

No conditional grants and earmarked funds were received during the period 1 April 2015 to 31 March 2016.

## **7. DONOR FUNDS**

### **7.1 Donor Funds Received**

The PSC received donor funds from GIZ amounting to R1 513 000 for the establishment of the data centre.

## **8. CAPITAL INVESTMENT**

### **8.1 Capital Investment, Maintenance and Asset Management Plan**

During the reporting period, no infrastructure projects were done, and there were no plans to close down or downgrade any of the current facilities. There were no day-to-day and major maintenance projects undertaken or maintenance backlog experienced.

All official assets in the PSC were captured in the asset register in accordance with the minimum requirements as set by National Treasury. Furthermore, bi-annual asset verification was conducted twice to ensure that the asset register reflected credible information.



# PART C

## GOVERNANCE



## 1. INTRODUCTION

The structures that are central to the functionality of the PSC are the following: Plenary, Executive Committee, Specialist Teams, Audit Committee, Executive Management Committee, Fraud Prevention and Risk Management Committee, Information Technology Steering Committee, Budget Committee and supply chain structures such as the Bid Evaluation Committee and Bid Adjudication Committee. In addition to these, supplementary structures, such as the Management Committee and the Provincial Directors' Forum have been established to facilitate operational performance reporting, information sharing and coordination between management and staff.

## 2. RISK MANAGEMENT

The PSC has a Risk Management Framework that includes a Risk Management Policy and Strategy, Risk Appetite Statement and Risk Management Implementation Plan. These were approved by the acting Accounting Officer and Chairperson of the Audit Committee in November 2015.

The PSC held its Strategic Planning Session in July 2015. During this Session, discussions on the PSC's strategic objectives over the next 5 years, the strategic risks associated with these objectives and flagship projects based on the strategic objectives were identified and discussed. A Top Ten Risk Register was maintained and presented to the PSC Plenary meetings and the Audit Committee on a quarterly basis.

Each of the branches in the Office has a Risk Coordinator to reflect joint ownership of risk management responsibilities. The Risk Coordinators are responsible for ensuring that the Risk Registers are discussed at branch meetings, risk-mitigating strategies/ plans to manage and keep risks at an acceptable level are developed, new and emerging risks are identified and reflected in the risk registers. These are monitored through appropriate reporting channels.

## 3. FRAUD AND CORRUPTION

The PSC has an approved Fraud Prevention Plan that is managed by the Fraud Prevention and Risk Management Committee. The Plan includes Whistle-Blowing Guidelines

to provide employees with a mechanism to raise concerns about fraud and corruption. The Guidelines are intended to encourage and enable employees to raise serious concerns about fraud and corruption within the PSC rather than overlooking such a problem or "blowing the whistle" outside. The Guidelines provide steps for reporting within the PSC (e.g. Director-General and EA) and to the NACH. In addition, a Whistle-Blowing Log is maintained to keep a record of cases of fraud and corruption reported through the various access mechanisms.

The Fraud Prevention and Risk Management Committee provided oversight over the implementation of the Risk Management Implementation Plan, the Fraud Prevention Plan and the Minimum Anti-Corruption Capacity action plan.

## 4. MINIMISING CONFLICT OF INTEREST

All members of the SMS were required to submit financial disclosure forms to the EA by the due date of 30 April 2015. These forms, as well as the Gift Register, were scrutinised for actual or potential conflicts of interest. Furthermore, all employees in the PSC are required to request permission from the EA or Director-General (as delegated authority) before they perform remunerative work outside the Public Service.

Members of different committees responsible for SCM had to declare and sign declaration of interests during their committee meetings. They also undertook to adhere to the requirements of the code of conduct for bid adjudication committees. SCM Practitioners were issued with a code of conduct for SCM Practitioners and are required to sign the code of conduct form for SCM Practitioners.

## 5. CODE OF CONDUCT

The Code of Conduct for the Public Service is a guiding document for the good conduct of employees in the OPSC. The OPSC complies with the Code in that it enforces the Code of Conduct. The Disciplinary Code and Procedures for the Public Service applies to instances of non-compliance or a breach of the Code of Conduct.

## 6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The PSC has a committee that is responsible for Occupational, Health and Safety (OHS) issues and there is an approved OHS Policy in place. The PSC believes that a safe and hazard free working environment is one of the most important factors in promoting the commitment and unquestionable performance of employees.

## 7. PORTFOLIO COMMITTEES

No issues on the PSC's performance or functioning were raised during the reporting period.

## 8. SCOPA RESOLUTIONS

There were no issues raised by the Standing Committee on Public Accounts (SCOPA).

## 11. INTERNAL AUDIT AND AUDIT COMMITTEES

**Table 9: Audit Committee members**

Name	Qualifications	Internal or External	Date of Appointment	Date Resigned (End of contract)	No of Meetings Attended
Mr AS Simelane	B Com (Hons), MBA	External	1 April 2014	31 March 2017	5
Prof DP van der Nest	B Com (Hons), MCom, D Tech	External	1 August 2014	31 July 2017	5
Mr ME Zakwe	B Com (Hons), MBA, CA (SA)	External	1 May 2015	30 April 2018	4
Ms AL Mazibuko	BCompt (Hons), CIA (SA)	External	21 July 2014	20 July 2015	1

## 9. PRIOR MODIFICATIONS TO AUDIT REPORTS

There were no prior modifications to audit report for the period under review.

## 10. INTERNAL CONTROL UNIT

The PSC has effective and efficient systems of financial, risk management and internal control as required in section 38 of the PFMA. However due to budgetary constraints, the PSC does not have an internal control unit.

## 12. AUDIT COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2016.

### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38(1) (a) (ii) of the PFMA Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter; has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

### The Effectiveness of Internal Control

The PSC has outsourced its internal audit services to Sizwe Ntsaluba Gobodo, for a period of 3 years, 1 January 2015 to 31 December 2017.

The purpose of the internal audit of the PSC is to evaluate and improve effectiveness of governance, risk management and control processes. This provides the PSC, Accounting Officer and senior management with assurance that assists in fulfilling their duties to the organisation and its stakeholders.

Our review of the findings of the internal audit work, which was based on the risk assessments conducted in the PSC revealed certain weaknesses, which were then raised with the PSC.

The following internal audit work was completed during the year under review:

- Human Capital Review
- IT General Controls Review
- Audit of predetermined objectives
- Applications control review
- Fixed asset management review
- Procure to pay review.

Based on the work performed by the internal auditors, no specific areas of concern were identified. The system of internal control and the concomitant control environment

within the PSC were reasonably effective as the various reports of the AG and Internal Audit will attest.

### In Year Management and Monthly/Quarterly Report

The PSC has been reporting monthly and quarterly to the Treasury as required by PFMA.

### Evaluation of Financial Statements

We have reviewed the annual financial statements prepared by the PSC.

### Auditor-General's Report

The Audit Committee would like to thank Ms Mazibuko, whose term came to an end in July 2015. She has contributed immensely towards the PSC's record of sound financial management, risk management and internal audit practices.

The Committee wishes to acknowledge the dedication and hard work performed by the Commission, DG, PSC management and officials. The Audit Committee wishes to express its appreciation to the DG, management of the PSC, the AGSA and the Internal Audit Unit for their co-operation and for the information they have provided to enable us to compile this report.



**MR SAKHISENI SIMELANE**  
**CHAIRPERSON OF THE AUDIT COMMITTEE**  
**PUBLIC SERVICE COMMISSION**  
**31 AUGUST 2016**



# PART D

## HUMAN RESOURCE MANAGEMENT

## 1. INTRODUCTION

In compliance with the Public Service Regulations, 2001, as amended, the information contained in this chapter of the annual report has been prescribed by the Minister for Public Service and Administration for all government departments within the Public Service.

## 2. OVERVIEW OF HUMAN RESOURCES

During the financial year under review, human resources has achieved some remarkable progress in terms of exceeding the target of 50% to recruit women in the SMS by 1.2% and for the majority of the period under review a vacancy rate below 10% was maintained.

### Organisational Structure

The PSC's organisational structure was approved by the Executive Authority on 28 September 2015.

The PSC is conducting an Institutional Practice Review in respect of the efficacy, desirability and legal compatibility of an independent constitutional institution being supported by a Public Service department. The PSC and other important stakeholders are of the view that the independence of the PSC is not best served by the OPSC being a Public Service department. The NDP specifies that there is potential for the OPSC's status as a Public Service department to compromise the PSC's independence.

### Recruitment

The PSC's reviewed Recruitment and Selection Policy was approved on 8 March 2016 to incorporate, amongst others, the DPSA's Directive on Compulsory Capacity Development, Mandatory Training Days and Minimum Entry Requirements for SMS. The Directive determines compulsory capacity development linked to the competency framework for the SMS prioritising strategic capability and leadership, people management and leadership, programme and project management, financial management and change management.

Management took a decision to delay the filling of posts deemed not critical due to budgetary constraints, however, critical SMS posts were advertised and filled.

### Performance Management

The PSC is still exploring the possibility of piloting the automation of the PMDS in order to work smart and reduce the administrative challenges associated with the process. A Policy on the PMDS for the SMS was approved on 18 February 2016 and will be used to assess performance of senior managers for the 2015/16 assessments.

### Employee Wellness

The PSC is committed to promoting the quality of work-life and the creation of a conducive work environment for its employees as a result, the service provider Healthi Choices is in the second year after being re-appointed for a further period of 2 years. A Wellness Day event was held in the OPSC focusing on test for HIV/AIDS coupled with a counselling session by qualified personnel, eye tests and high blood pressure.

### Human Resources Challenges

The following are the human resources challenges experienced:

- Constraints in recruiting persons with disabilities especially in the SMS.
- Lack of human resource capacity in the organisation due to budgetary constraints. As a knowledge-based institution, the PSC should take the lead in Monitoring and Evaluation, Leadership and Management Practices, thus the need to recruit and retain employees with critical skills in these fields. However, the reduction in the budget allocated is hampering such efforts.
- The structure of the OPSC is not aligned to the strategic goals of the PSC to enable the PSC to execute its mandate.

## Human Resources Priorities for 2016/2017

- To reduce the vacancy rate and fill posts within four months from becoming vacant;
- To ensure that all approved posts on the staff establishment have job descriptions, advertisements and workplans; and
- The introduction of a customised training programme resulted in employees attending training courses such as, Legislative Drafting, Investigation of Complaints/Requests and Research.

## 3. HUMAN RESOURCES OVERSIGHT STATISTICS

### 3.1 Personnel Related Expenditure

The following tables summarise final audited personnel related expenditure by programme and salary band. In particular, it provides an indication of the following:

- amount spent on personnel
- amount spent on salaries, overtime, home owner's allowances and medical aid.

**Table 3.1.1 - Personnel expenditure by programme for the period 1 April 2015 to 31 March 2016**

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Programme 1	105 915	52 415	1 062	2 610	49	480
Programme 2	37 706	30 510	0	79	81	565
Programme 3	35 934	28 836	0	43	80	514
Programme 4	46 776	36 751	0	3 385	79	583
Theft and losses	0	0	0	0	0	0
<b>TOTAL</b>	<b>226 331</b>	<b>148 512</b>	<b>1 062</b>	<b>6 117</b>	<b>73</b>	<b>513</b>

**Table 3.1.2 - Personnel costs by salary band for the period 1 April 2015 to 31 March 2016**

Salary band	Personnel expenditure (R'000)	% of total personnel expenditure	Number of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	782	1	8	97
Skilled (Levels 3-5)	5 564	4	42	132
Highly skilled production (Levels 6-8)	13 074	9	60	217
Highly skilled supervision (Levels 9-12)	74 483	50	115	647
Senior and top management (Levels 13-16)	50 163	34	43	1 166
Contract (Levels 1-2)	1 476	1	15	98
Contract (Levels 3-5)	0	0	0	0
Contract (Levels 6-8)	0	0	0	0
Contract (Levels 9-12)	560	0.3	1	560
Contract (Levels 13-16)	2 410	2	5	482
Periodical remuneration	0	0	0	0
Abnormal appointment	0	0	0	0
<b>TOTAL</b>	<b>148 512</b>	<b>66</b>	<b>289</b>	<b>513</b>

**Table 3.1.3 - Salaries, overtime, home owners allowance and medical aid by programme for the period 1 April 2015 to 31 March 2016**

Programme	Salaries		Overtime		Home Owners Allowance (HOA)		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Programme 1	39 392	75	712	1	1 315	3	1 516	3
Programme 2	23 982	79	0	0	484	2	780	3
Programme 3	22 731	79	32	0.1	425	1.4	865	3
Programme 4	28 063	76	9	0.02	517	1.4	859	2
<b>TOTAL</b>	<b>114 168</b>	<b>77</b>	<b>753</b>	<b>0.5</b>	<b>2 741</b>	<b>1.8</b>	<b>4 020</b>	<b>2.7</b>

**Table 3.1.4 - Salaries, overtime, home owners allowance and medical aid by salary band for the period 1 April 2015 to 31 March 2016**

Salary band	Salaries		Overtime		Home Owners Allowance		Medical aid	
	Amount (R'000)	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Lower skilled (Levels 1-2)	530	68	0	0	54	7	71	9
Skilled (Levels 3-5)	1 787	32	530	10	444	8	351	6
Highly skilled production (Levels 6-8)	9 863	75	92	0.7	729	6	867	7
Highly skilled supervision (Levels 9-12)	58 328	78	113	0.2	809	1	1 565	2
Senior management (Levels 13-16)	41 136	82	0	0	705	1	1 159	2
Contract (Levels 1-2)	1 069	72	18	1	0	0	0	0
Contract (Levels 3-5)	0	0	0	0	0	0	0	0
Contract (Levels 6-8)	0	0	0	0	0	0	0	0
Contract (Levels 9-12)	519	92	0	0	0	0	0	0
Contract (Levels 13-16)	936	39	0	0	0	0	7	0.3
Periodical remuneration	0	0	0	0	0	0	0	0
Abnormal appointment	0	0	0		0	0	0	0
<b>TOTAL</b>	<b>114 168</b>	<b>77</b>	<b>753</b>	<b>0.5</b>	<b>2 741</b>	<b>1.8</b>	<b>4 020</b>	<b>2.7</b>

## 3.2 Employment and Vacancies

The tables in this section summarise the position with regard to employment and vacancies.

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. The information is presented in terms of three key variables:

- programme
- salary band
- critical occupations.

Departments have identified critical occupations that need to be monitored. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. The vacancy rate therefore reflects the percentage of posts that are not filled.

**Table 3.2.1 - Employment and vacancies by programme as at 31 March 2016**

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	*Number of employees additional to the establishment
Programme 1	109	95	13	9
Programme 2	59	54	8	0
Programme 3	60	56	7	0
Programme 4	71	63	11	2
<b>TOTAL</b>	<b>299</b>	<b>268</b>	<b>10</b>	<b>11</b>

**Table 3.2.2 - Employment and vacancies by salary band as at 31 March 2016**

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Lower skilled (Levels 1-2)	8	8	0	11
Skilled (Levels 3-5)	44	42	5	0
Highly skilled production (Levels 6-8)	72	60	17	0
Highly skilled supervision (Levels 9-12)	127	115	9	0
Senior management (Levels 13-16)	48	43	10	0
<b>TOTAL</b>	<b>299</b>	<b>268</b>	<b>10</b>	<b>11</b>



**Table 3.2.3 - Employment and vacancies by critical occupation as at 31 March 2016**

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate %	Number of employees additional to the establishment
Administrative related	4	4	0	0
Cleaner	10	10	0	0
Switchboard operator	1	1	0	0
Communication and information related	5	4	20	0
Finance and economics related	1	1	0	0
Financial and related professionals	7	6	14	0
Financial clerks	5	3	40	0
Head of Department	1	0	0	0
Human resources & organisation development related	83	75	10	0
Human resources clerks	12	12	0	0
Human resources related	32	26	18	11
Information technology	1	1	0	0
Other communication related	0	0	0	0
Library related personnel	1	1	0	0
Driver	1	1	0	0
Logistical support personnel	3	3	0	0
Material recording and transport clerks	13	12	8	0
Messengers	1	1	0	0
Other administrative and related clerks	2	2	0	0
Other administrative policy and related officers	7	7	0	0
Other information technology personnel	6	5	17	0
Others occupations	0	0	0	0
Secretaries	44	38	14	0
Security officers	12	12	0	0
Senior managers	47	43	0	0
<b>TOTAL</b>	<b>299</b>	<b>268</b>	<b>10</b>	<b>11</b>

### 3.3 Filling of SMS Posts

The tables in this section provide information on employment and vacancies as it related to members of the SMS by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed time frames and disciplinary steps taken.

**Table 3.3.1 – SMS posts information as at 31 March 2016**

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	0	0	1	100
Salary Level 16	0	0	0	0	0
Salary Level 15	4	3	75	1	25
Salary Level 14	7	6	86	1	14
Salary Level 13	36	34	94	2	6
<b>TOTAL</b>	<b>48</b>	<b>43</b>	<b>90</b>	<b>5</b>	<b>10</b>

**Table 3.3.2 – SMS posts information as at 30 September 2015**

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/Head of Department	1	0	0	1	100
Salary Level 16	0	0	0	0	0
Salary Level 15	4	3	75	1	25
Salary Level 14	7	5	71	2	29
Salary Level 13	36	33	92	3	8
<b>TOTAL</b>	<b>48</b>	<b>41</b>	<b>85</b>	<b>7</b>	<b>15</b>

**Table 3.3.3 – Advertising and filling of SMS posts for the period 1 April 2015 to 31 March 2016**

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/Head of Department	1	0	0
Salary Level 16, but not HoD	0	0	0
Salary Level 15	0	0	0
Salary Level 14	1	1	0
Salary Level 13	1	0	1
<b>TOTAL</b>	<b>3</b>	<b>1</b>	<b>1</b>

**Table 3.3.4 – Reasons for not having complied with the filling of funded vacant SMS posts – advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2015 to 31 March 2016**

<b>Reasons for vacancies not advertised within six months</b>
The filling of vacant posts put on hold to due to financial constraints
<b>Reasons for vacancies not filled within twelve months</b>
The filling of vacant posts put on hold to due to financial constraints

**Table 3.3.5 – Disciplinary steps taken for not complying with the prescribed time frames for filling of SMS posts within 12 months for the period 1 April 2015 to 31 March 2016**

<b>Disciplinary steps taken</b>
None – The PSC put the filling of vacant posts put on hold to due to financial constraints

### 3.4 Job Evaluation

Within a nationally determined framework, EAs may evaluate or re-evaluate any job in their organisation. In terms of the Regulations, all vacancies on salary levels 9 and higher must be evaluated before they are filled. The following table summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

**Table 3.4.1 - Job evaluation by salary band for the period 1 April 2015 to 31 March 2016**

Salary band	Number of posts on approved establishment	Number of jobs evaluated	% of posts evaluated by salary band	Posts upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	8	0	0	0	0	0	0
Skilled (Levels 3-5)	44	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	72	3	4	1	1	0	0
Highly skilled supervision (Levels 9-12)	127	7	6	2	2	2	2
Senior Management Service Band A	36	3	8	0	0	0	0
Senior Management Service Band B	7	2	29	0	0	0	0
Senior Management Service Band C	4	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
<b>TOTAL</b>	<b>299</b>	<b>15</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>

The following table provides a summary of the number of employees whose positions were upgraded due to their post being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

**Table 3.4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2015 to 31 March 2016**

Gender	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	0	0	0	0	0
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Employees with disabilities</b>					<b>0</b>

The following table summarises the number of cases where remuneration bands exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

**Table 3.4.3 - Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2015 to 31 March 2016**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Deputy Director	2	11	12	The posts were evaluated while occupied by the employees on salary level 12
<b>Total number of employees whose salaries exceeded the level determined by job evaluation</b>				<b>2</b>
<b>Percentage of total employed</b>				<b>1</b>

The following table summarises the beneficiaries of the above in terms of race, gender and disability.

**Table 3.4.4 - Profile of employees who have salary levels higher than those determined by job evaluation for the period 1 April 2015 to 31 March 2016**

Gender	African	Asian	Coloured	White	Total
Female	1	0	0	0	1
Male	1	0	0	0	1
<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Employees with disabilities</b>					<b>0</b>

<b>Total number of employees whose remuneration exceeded the grade determined by job evaluation</b>	<b>None</b>
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### 3.5 Employment Changes

This section provides information on changes in employment during the financial period. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band and critical occupation.

**Table 3.5.1 - Annual turnover rates by salary band for the period 1 April 2015 to 31 March 2016**

Salary band	Number of employees at beginning of period - April 2015	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate
Lower skilled (Levels 1-2)	6	3	0	0
Skilled (Levels 3-5)	40	2	1	3
Highly skilled production (Levels 6-8)	63	3	8	13
Highly skilled supervision (Levels 9-12)	119	4	9	8
Senior Management Service Band A	33	3	2	6
Senior Management Service Band B	6	1	1	17
Senior Management Service Band C	3	0	0	0
Senior Management Service Band D	1	0	1	100
Contracts	0	0	0	0
<b>TOTAL</b>	<b>271</b>	<b>16</b>	<b>22</b>	<b>8</b>

**Table 3.5.2 - Annual turnover rates by critical occupation for the period 1 April 2015 to 31 March 2016**

Critical occupation	Number of employees at beginning of period - April 2015	Appointments and transfers into the PSC	Terminations and transfers out of the PSC	Turnover rate %
Lower skilled	6	3	0	0
Skilled	40	2	1	3
Highly skilled production	63	3	8	13
Highly skilled supervision	119	4	9	8
Senior Management Service	43	4	4	9
<b>TOTAL</b>	<b>271</b>	<b>16</b>	<b>22</b>	<b>8</b>

The table below identifies the major reasons why staff left the organisation.

**Table 3.5.3 - Reasons why staff left the PSC for the period 1 April 2015 to 31 March 2016**

Termination type	Number	% of total resignations
Death	1	2
Resignation	5	11
Expiry of contract	24	53
Dismissal – operational changes	0	0
Dismissal – misconduct	1	2

Termination type	Number	% of total resignations
Dismissal – inefficiency	0	0
Discharged due to ill-health	1	2
Retirement	2	4
Transfer to other Public Service Departments	11	24
Other	0	0
<b>TOTAL</b>	<b>45</b>	
<b>Total number of employees who left as a % of total employment</b>		<b>17</b>

**Table 3.5.4 - Promotions by critical occupation for the period 1 April 2015 to 31 March 2016**

Occupation	Employees as at 1 April 2015	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Lower skilled	6	0	0	0	0
Skilled	40	0	0	7	18
Highly skilled production	63	3	5	39	62
Highly skilled supervision	119	4	3	47	39
Senior management	43	0	0	36	84
<b>TOTAL</b>	<b>271</b>	<b>7</b>	<b>3</b>	<b>129</b>	<b>48</b>

**Table 3.5.5 - Promotions by salary band for the period 1 April 2015 to 31 March 2016**

Salary band	Employees as at 1 April 2015	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled (Levels 1-2)	6	0	0	0	0
Skilled (Levels 3-5)	40	0	0	7	18
Highly skilled production (Levels 6-8)	63	3	5	39	62
Highly skilled supervision (Levels 9-12)	119	4	3	47	39
Senior management (Levels 13-16)	43	0	0	36	84
<b>TOTAL</b>	<b>271</b>	<b>7</b>	<b>3</b>	<b>129</b>	<b>48</b>

### 3.6 Employment Equity

**Table 3.6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2016**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Levels 13 – 16)	14	4	1	2	17	1	1	3	43
Professionals (Levels 9 – 12)	53	2	1	8	40	3	2	6	115
Technicians and associate professionals (Levels 6 – 8)	13	1	0	0	43	1	1	1	60
Clerks (Levels 3 – 5)	16	0	0	0	23	2	1	0	42
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations (Levels 1 – 2)	1	0	0	0	7	0	0	0	8
<b>TOTAL</b>	<b>97</b>	<b>7</b>	<b>2</b>	<b>10</b>	<b>130</b>	<b>7</b>	<b>5</b>	<b>10</b>	<b>268</b>
<b>Employees with disabilities</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>

**Table 3.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2016**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management (Levels 15 – 16)	1	0	0	0	2	0	0	0	3
Senior management (Levels 13 – 14)	13	4	1	2	15	1	1	3	40
Professionally qualified and experienced specialists and mid-management (Levels 9 – 12)	53	2	1	8	40	3	2	6	115

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (Levels 6 – 8)	13	1	0	0	43	1	1	1	60
Semi-skilled and discretionary decision making (Levels 3 – 5)	16	0	0	0	23	2	1	0	42
Unskilled and defined decision making (Levels 1 – 2)	1	0	0	0	7	0	0	0	8
<b>TOTAL</b>	<b>97</b>	<b>7</b>	<b>2</b>	<b>10</b>	<b>130</b>	<b>7</b>	<b>5</b>	<b>10</b>	<b>268</b>
<b>Employees with disabilities</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>

**Table 3.6.3 - Recruitment for the period 1 April 2015 to 31 March 2016**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	3	0	0	0	4
Professionally qualified and experienced specialists and mid-management	3	0	0	0	0	0	0	1	4
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	3	0	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	2	0	0	0	2
Unskilled and defined decision making	0	0	0	0	3	0	0	0	3
<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>16</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Table 3.6.4 - Promotions for the period 1 April 2015 to 31 March 2016**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	0	0	0	0	3	0	0	0	3
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 3.6.5 - Terminations for the period 1 April 2015 to 31 March 2016**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	0	0	0	1	0	0	0	0	1
Senior management	0	0	0	0	2	0	1	0	3
Professionally qualified and experienced specialists and mid-management	4	0	1	1	3	0	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	5	0	0	0	1	0	1	1	8
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	1

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>22</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 3.6.6 - Disciplinary action for the period 1 April 2015 to 31 March 2016**

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
	0	0	0	0	0	0	0	0	0

**Table 3.6.7 – Skills development for the period 1 April 2015 to 31 March 2016**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior officials and managers (Level 13-16)	10	2	2	1	9	1	1	0	26
Professionally qualified and experienced specialists and middle management (Level 9-12)	31	1	2	4	28	1	2	1	70
Skilled technical, junior management and supervisors (Level 6-8)	16	0	0	0	18	0	0	0	34
Semi-skilled workers (Level 3-5)	15	0	0	0	3	0	0	0	18
Elementary occupations (Level 1-2)	9	0	0	0	6	1	0	0	16
<b>TOTAL</b>	<b>81</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>64</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>164</b>
<b>Employees with disabilities</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>

### 3.7 Signing of Performance Agreements by SMS Members

All members of the SMS must conclude and sign performance agreements within specific time frames. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed time frames and disciplinary steps taken is presented here.

**Table 3.7.1 – Signing of performance agreements by SMS members as at 31 May 2015**

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/Head of Department	1	1	1	100
Salary Level 16, but not HoD	0	0	0	0
Salary Level 15	4	3	3	100
Salary Level 14	7	6	6	100
Salary Level 13	36	33	33	100
<b>TOTAL</b>	<b>48</b>	<b>43</b>	<b>43</b>	<b>100</b>

**Table 3.7.2 – Reasons for not having concluded performance agreements for all SMS members as at 31 May 2015**

Reasons
None

**Table 3.7.3 – Disciplinary steps taken against SMS members for not having concluded performance agreements at 31 May 2015**

Reasons
None

### 3.8 Performance Rewards

To encourage good performance, the organisation has granted the following performance rewards during the year under review. The information is presented in terms of (race, gender and disability), salary band and critical occupation.

**Table 3.8.1 – Performance rewards by race, gender and disability for the period 1 April 2015 to 31 March 2016**

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee (R'000)
<b>African</b>					
Male	62	95	65	1 194	19
Female	73	129	57	1 303	17
<b>Asian</b>					
Male	1	2	50	16	16
Female	4	5	80	62	15
<b>Coloured</b>					
Male	3	7	43	94	31
Female	4	7	57	80	20
<b>White</b>					
Male	8	9	89	180	22
Female	7	9	78	207	29
<b>Employees with a disability</b>	<b>3</b>	<b>5</b>	<b>60</b>	<b>59</b>	<b>19</b>
<b>TOTAL</b>	<b>165</b>	<b>268</b>	<b>62</b>	<b>3 195</b>	<b>19</b>

**Table 3.8.2 – Performance rewards by salary band for personnel below SMS for the period 1 April 2015 to 31 March 2016**

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee (R'000)	
Lower skilled (Level 1-2)	4	8	50	24	6	0.01
Skilled (Level 3-5)	36	42	86	353	9	0.2
Highly skilled production (Level 6-8)	53	60	88	867	16	1
Highly skilled supervision (Level 9-12)	62	115	54	1 683	27	1
<b>TOTAL</b>	<b>155</b>	<b>225</b>	<b>69</b>	<b>2 927</b>	<b>18</b>	<b>2</b>

**Table 3.8.3 – Performance rewards by critical occupation for the period 1 April 2015 to 31 March 2016**

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total cost (R'000)	Average cost per employee (R'000)
Senior management (Levels 13-16)	10	43	23	268	26
Professionally qualified and experienced specialists and middle management (Levels 9-12)	62	115	54	1 683	27
Skilled technical and academically qualified workers, junior management, supervisors, (Levels 6-8)	53	60	88	867	16
Semi-skilled and discretionary decision making (Levels 3-5)	36	42	86	353	9
Unskilled and defined decision making (Levels 1-2)	4	8	50	24	6
<b>TOTAL</b>	<b>165</b>	<b>268</b>	<b>62</b>	<b>3 195</b>	<b>19</b>

**Table 3.8.4 – Performance related rewards (cash bonus), by salary band for SMS for the period 1 April 2015 to 31 March 2016**

Salary band	Beneficiary profile			Cost		Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within salary bands	Total cost (R'000)	Average cost per employee	
Band A (Level 13)	8	34	24	206	25	0.1
Band B (Level 14)	2	6	33	62	31	0.04
Band C (Level 15)	0	3	0	0	0	0
Band D (Level 16)	0	0	0	0	0	0
<b>TOTAL</b>	<b>10</b>	<b>43</b>	<b>23</b>	<b>268</b>	<b>26</b>	<b>0.2</b>

### 3.9 Foreign Workers

The tables below summarise the employment of foreign nationals in the organisation in terms of salary band and by major occupation.

**Table 3.9.1 – Foreign workers by salary band for the period 1 April 2015 to 31 March 2016**

Salary band	1 April 2015		31 March 2016		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0

Salary band	1 April 2015		31 March 2016		Change	
	Number	% of total	Number	% of total	Number	% change
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
Contract (Level 9-12)	0	0	0	0	0	0
Contract (Level 13-16)	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 3.9.2 – Foreign workers by major occupation for the period 1 April 2015 to 31 March 2016**

Major occupation	1 April 2015		31 March 2016		Change	
	Number	% of total	Number	% of total	Number	% change
Professionals and managers	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 3.10 Leave Utilisation

The PSC identified the need for careful monitoring of sick leave within the Public Service. The following tables provide an indication of the use of sick leave and disability leave. In both cases, the estimated cost of the leave is also provided.

**Table 3.10.1 – Sick leave for the period 1 January 2015 to 31 December 2015**

Salary band	Total days	% days with medical certification	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Lower skilled (Levels 1-2)	43	44	6	2.4	7	17
Skilled (Levels 3-5)	189	66	32	13	6	128
Highly skilled production (Levels 6-8)	449	70	58	23	8	491
Highly skilled supervision (Levels 9-12)	912	77	108	43	8	2 055
Senior management (Levels 13-16)	200	80	30	12	7	713
Contract (Levels 1-2)	69	44	17	7	4	16
Contract (Levels 3-5)	0	0	0	0	0	0
Contract (Levels 6-8)	0	0	0	0	0	0
Contract (Levels 9-12)	15	100	2	1	8	35
Contract (Levels 13-16)	5	80	1	0.4	5	24
<b>TOTAL</b>	<b>1 882</b>	<b>73</b>	<b>254</b>	<b>100</b>	<b>7</b>	<b>3 479</b>

**Table 3.10.2 – Disability leave (temporary and permanent) for the period 1 January 2015 to 31 December 2015**

Salary band	Total days	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated cost (R'000)
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	116	100	5	63	23	244
Senior management (Levels 13-16)	42	100	3	38	14	138
<b>TOTAL</b>	<b>158</b>	<b>100</b>	<b>8</b>	<b>100</b>	<b>20</b>	<b>382</b>

The table below summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

**Table 3.10.3 – Annual leave for the period 1 January 2015 to 31 December 2015**

Salary band	Total days taken	Number of employees using annual leave	Average per employee
Lower skilled (Level 1-2)	146	7	21
Skilled (Level 3-5)	963	41	23
Highly skilled production (Level 6-8)	1 585	68	23
Highly skilled supervision (Level 9-12)	3 294.92	127	26
Senior management (Level 13-16)	1 427	52	27
Contract (Levels 1-2)	249	27	9
Contract (Levels 3-5)	0	0	0
Contract (Levels 6-8)	0	0	0
Contract (Levels 9-12)	19	2	10
Contract (Levels 13-16)	78	7	11
<b>TOTAL</b>	<b>7 761.92</b>	<b>331</b>	<b>23</b>

**Table 3.10.4 – Capped leave for the period 1 January 2015 to 31 December 2015**

Salary band	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Average capped leave per employee as at 31 December 2015
Lower skilled (Level 1-2)	0	0	0	0
Skilled (Levels 3-5)	1	1	1	22
Highly skilled production (Level 6-8)	1	1	1	33
Highly skilled supervision (Level 9-12)	17	4	4	45
Senior management (Level 13-16)	2	1	2	54
<b>TOTAL</b>	<b>21</b>	<b>7</b>	<b>3</b>	<b>43</b>

The following table summarises payments made to employees as a result of leave that was not taken.

**Table 3.10.5 – Leave payouts for the period 1 April 2015 to 31 March 2016**

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payouts for 2015/16 due to non-utilisation of leave for the previous cycle	66	2	33
Capped leave payouts on termination of service for 2015/16	211	3	70
Current leave payouts on termination of service for 2015/16	196	23	9
<b>TOTAL</b>	<b>473</b>	<b>28</b>	<b>17</b>

### 3.11 HIV/AIDS and Health Promotion Programmes

**Table 3.11.1 – Steps taken to reduce the risk of occupational exposure**

Units/categories of employees identified to be at high risk of contracting HIV and related diseases (if any)	Key steps taken to reduce the risk
None	None

**Table 3.11.2 – Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)**

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E.5 (c) of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position	√		Mr DC Ndondlozi, Director: Human Resource Management Development
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	√		<ul style="list-style-type: none"> <li>▪ 24 Employment Equity Consultative Forum Members</li> <li>▪ Budget of R366 000 allocated for the 2015/2016 financial year</li> </ul>



Question	Yes	No	Details, if yes
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme	√		<p>The programme aims to:</p> <ul style="list-style-type: none"> <li>▪ Encourage and assist employee to overcome personal problems affecting their work performance negatively</li> <li>▪ Provide an effective framework for wellness promotion and preventative services</li> <li>▪ In so far as it is possible to provide a reasonable, confidential and professional counselling service to all employees and their immediate families within the context of issues affecting the employee in order to enhance and sustain the quality of life</li> <li>▪ Enhance and maintain high productivity levels of all employees</li> <li>▪ Establish a working relationship with other departments and stakeholders who are involved in employee wellness</li> <li>▪ Prevent unnecessary absenteeism and low productivity caused by social, physical and psychological factors</li> <li>▪ Allow supervisors to manage their human resources in an objective and consistent manner</li> </ul>
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter I of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent	√		<p>Ms D Nkwanyana – Chairperson  Mr SR Mnguni – Deputy Chairperson  Mr DC Ndlondlozi – Human Resource Representative  Mr E Zulu – Human Resource Representative  Ms MS de Jenga – National Office  Mr FS Thabetha – Security Services  Mr JH Joubert – Supply Chain Management  Ms KL Mothoagae – Secretariat  Mr EPTsoanyane – National Office  Mr LM Nkgadima – National Office  Ms MM Mathebola – National Office  Ms ME Mogano – People with Disabilities  Mr CM Malebana – People with Disabilities  Ms MV Slier – Western Cape  Ms AN Mabilane – Mpumalanga  Ms YPB Mtshali – KwaZulu-Natal  Ms FD Coleridge – Northern Cape  Ms MRTshabalala – Free State  Mr RA Chauke – Limpopo  Mr JL Mautlwa – North West  Ms Z Koko – Eastern Cape  Ms AM Molotsane – Gauteng  Ms HN Lediga – PSA Representative  Mr N Maile – NEHAWU Representative</p>
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed	√		<ul style="list-style-type: none"> <li>▪ Employee Wellness Management Policy is in the process of being reviewed</li> <li>▪ HIV/AIDS, TB and STI Policy to be tabled at the DBC</li> <li>▪ Safety, Health, Environmental, Risk and Quality Policy to be tabled at the DBC</li> <li>▪ Health and Productivity Policy to be tabled at the DBC</li> </ul>

Question	Yes	No	Details, if yes
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures	√		<ul style="list-style-type: none"> <li>HIV/AIDS and Employee Wellness Programme Policies</li> <li>Contracted Healthi Choices for another two year period with effect from 1 April 2015 to 31 March 2017</li> </ul>
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved	√		<ul style="list-style-type: none"> <li>Employees are encouraged to use facilities offered by Healthi Choices</li> <li>Positive results have been achieved since employees are utilising the service effectively</li> </ul>
8. Has the department developed measures/ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures/indicators	√		<ul style="list-style-type: none"> <li>Quarterly and annual reports received from Healthi Choices</li> <li>Outcome of Health Risk Assessment, VCT and TB sessions conducting during the Wellness Day event and World Aids Day celebrations</li> <li>Condom dispensers are monitored on a quarterly basis to determine the utilisation thereof by employees</li> </ul>

### 3.12 Labour Relations

**Table 3.12.1 – Collective agreements for the period 1 April 2015 to 31 March 2016**

<b>Total number of collective agreements</b>	<b>None</b>
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The following table summarises the outcome of disciplinary hearings conducted within the organisation for the year under review.

**Table 3.12.2 - Misconduct and disciplinary hearings finalised for the period 1 April 2015 to 31 March 2016**

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	0	0
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal*	1	100%
Not guilty	0	0
Case withdrawn	0	0
<b>TOTAL</b>	<b>1</b>	<b>100%</b>

\*A member of the SMS was dismissed for abscondment and there was no disciplinary hearing

**Table 3.12.3 - Types of misconduct addressed at disciplinary hearings for the period 1 April 2015 to 31 March 2016**

Type of misconduct	Number	% of total
Absconding	1	100
<b>TOTAL</b>	<b>1</b>	<b>100</b>

**Table 3.12.4 - Grievances lodged for the period 1 April 2015 to 31 March 2016**

Grievances	Number	% of total
Number of grievances resolved	1	33
Number of grievances not resolved	2	67
<b>Total number of grievances lodged</b>	<b>3</b>	<b>100</b>

**Table 3.12.5 - Disputes lodged with Councils for the period 1 April 2015 to 31 March 2016**

Disputes	Number	% of total
Number of disputes upheld	0	0
Number of disputes dismissed	0	0
<b>Total number of disputes lodged</b>	<b>0</b>	<b>0</b>

**Table 3.12.6 - Strike actions for the period 1 April 2015 to 31 March 2016**

Total number of persons working days lost	0
Total costs (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	<b>0</b>

**Table 3.12.7 - Precautionary suspensions for the period 1 April 2015 to 31 March 2016**

Number of people suspended	0
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0
Cost (R'000) of suspensions	0

### 3.13 Skills Development

This section highlights the efforts of the organisation with regard to skills development.

**Table 3.13.1 - Training needs identified for the period 1 April 2015 to 31 March 2016**

Occupational category	Gender	Number of employees as at 1 April 2015	Training needs identified at start of reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	23	0	46	5	51
	Male	20	0	40	4	44
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	52	0	104	15	119
	Male	67	0	134	16	150
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	46	0	96	13	109
	Male	17	0	34	2	36
Semi-skilled and discretionary decision making (Levels 3-5)	Female	24	0	48	8	56
	Male	16	0	32	2	34
Unskilled and defined decision making (Levels 1-2)	Female	5	0	10	0	10
	Male	1	0	1	0	1
<b>Sub Total</b>	<b>Female</b>	<b>150</b>	<b>0</b>	<b>304</b>	<b>41</b>	<b>345</b>
	<b>Male</b>	<b>121</b>	<b>0</b>	<b>241</b>	<b>24</b>	<b>265</b>
<b>TOTAL</b>		<b>271</b>	<b>0</b>	<b>545</b>	<b>65</b>	<b>610</b>

**Table 3.13.2 - Training provided for the period 1 April 2015 to 31 March 2016**

Occupational category	Gender	Number of employees as at 1 April 2015	Training provided within the reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
Senior management (Levels 13-16)	Female	23	0	3	5	8
	Male	20	0	3	4	7
Professionally qualified and experienced specialists and middle management (Levels 9-12)	Female	52	0	3	16	19
	Male	67	0	3	12	15
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendent (Levels 6-8)	Female	46	0	0	0	0
	Male	17	0	0	0	0
Semi-skilled and discretionary decision making (Levels 3-5)	Female	24	0	7	1	8
	Male	16	0	7	0	7
Unskilled and defined decision making (Levels 1-2)	Female	5	0	3	0	3
	Male	1	0	3	0	3

Occupational category	Gender	Number of employees as at 1 April 2015	Training provided within the reporting period			
			Learnerships	Skills programmes & other short courses	Other forms of training	Total
<b>Sub Total</b>	<b>Female</b>	<b>150</b>	<b>0</b>	<b>16</b>	<b>22</b>	<b>38</b>
	<b>Male</b>	<b>121</b>	<b>0</b>	<b>16</b>	<b>16</b>	<b>32</b>
<b>TOTAL</b>		<b>271</b>	<b>0</b>	<b>32</b>	<b>38</b>	<b>70</b>

### 3.14 Injury on Duty

The following table provide basic information on injury on duty.

**Table 3.14.1 - Injury on duty for the period 1 April 2015 to 31 March 2016**

Nature of injury on duty	Number	% of total
Required basic medical attention only	1	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
<b>TOTAL</b>	<b>1</b>	<b>100</b>

### 3.15 Utilisation of Consultants

The following tables relates to information on the utilisation of consultants in the organisation. In terms of the Public Service Regulations "consultant" means a natural or juristic person or a partnership who or which provides in terms of a specific contract on an ad hoc basis any of the following professional services to a department against remuneration received from any source:

- The rendering of expert advice,
- The drafting of proposals for the execution of specific tasks, and
- The execution of a specific task which is of a technical or intellectual nature, but excludes an employee of a department.

**Table 13.5.1 - Report on consultant appointments using appropriated funds for the period 1 April 2015 to 31 March 2016**

Project title	Total number of consultants that worked on the project	Duration (work days)	Contract value in Rand
Development of a Handbook on the Conditions of Service of Members of the PSC	2	20	394 714
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration (work days)</b>	<b>Total contract value in Rand</b>
1	2	20	315 771.28 (paid to date)

**Table 13.5.2 - Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2015 to 31 March 2016**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Development of a Handbook on the Conditions of Service of Members of the PSC	0	0	0

**Table 13.5.3 - Report on consultant appointments using donor funds for the period 1 April 2015 to 31 March 2016**

Project title	Total number of consultants that worked on the project	Duration (work days)	Donor and contract value in Rand
Establishment of a PSC data centre	10	80	R958 602
Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
1	10	80	R958 602

**Table 13.5.4 – Analysis of consultant appointments using donor funds, in terms of HDIs for the period 1 April 2014 to 31 March 2015**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that worked on the project
Establishment of a PSC data centre	100	100	10

### 3.16 Severance Packages

**Table 3.16.1 – Granting of employee initiated severance packages for the period 1 April 2015 to 31 March 2016**

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by the PSC
Lower skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# PART E

## FINANCIAL INFORMATION

## **Report of the Auditor-General**

As at 31 March 2016

### **1. REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON VOTE NO.10: PUBLIC SERVICE COMMISSION**

#### **Report on the financial statements**

##### **Introduction**

1. I have audited the financial statements of the Public Service Commission set out on pages 109 to 169, which comprise the appropriation statement, the statement of financial position as at 31 March 2016, the statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

##### **Accounting officer's responsibility for the financial statements**

2. The Accounting Officer is responsible for the preparation and fair presentation of these financial statements in accordance with the Modified Cash Standard (MCS) prescribed by the National Treasury and the requirements of the PFMA of South Africa, 1999 (Act No.1 of 1999), and for such internal control as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

##### **Auditor-General's responsibility**

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the

audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

##### **Opinion**

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the PSC as at 31 March 2016 and its financial performance and cash flows for the year then ended, in accordance with MCS and the requirements of the PFMA.

##### **Additional matter**

7. I draw attention to the matter below. My opinion is not modified in respect of this matter.



## Report of the Auditor-General

As at 31 March 2016

### Unaudited supplementary schedules

8. The supplementary information set out on pages 170 to 178 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

### Report on other legal and regulatory requirements

9. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading, but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion thereon.

### Predetermined objectives

10. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2016:

- Programme 2: Leadership and Management Practices on pages 47 to 54
- Programme 3: Monitoring and Evaluation on pages 55 to 63
- Programme 4: Integrity and Anti-Corruption on pages 64 to 72.

11. I evaluated the usefulness of the reported performance information to determine whether

it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information*.

12. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

13. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following programmes:

- Programme 2: Leadership and Management Practices
- Programme 3: Monitoring and Evaluation
- Programme 4: Integrity and Anti-Corruption.

### Additional matters

14. Although I raised no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matters:

### Achievement of planned targets

15. Refer to the annual performance report on pages 33 to 72 for information on the achievement of the planned targets for the year.

### Adjustment of material misstatements

16. We identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of Integrity and Anti-Corruption programme. As management

## **Report of the Auditor-General**

As at 31 March 2016

subsequently corrected the misstatements, we did not raise any material findings on the usefulness and reliability of the reported performance information.

### **Unaudited supplementary**

17. The supplementary information set out on pages 170 to 178 does not form part of the annual performance report and is presented as additional information. We have not audited these schedules and, accordingly, we do not express a conclusion thereon.

### **Compliance with legislation**

18. I performed procedures to obtain evidence that the department had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

### **Procurement and contract management**

19. A contract was awarded to a bidder who had not submitted a declaration of past supply chain practices such as fraud, abuse of the supply chain management system and non-performance, as prescribed, in order to comply with treasury regulation 16A9.2.

### **Internal control**

20. I considered internal control relevant to my audit of the financial statements, predetermined objective and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

### **Financial and performance management**

21. Inadequate review and monitoring of compliance with all applicable legislation.

*Auditor-General*

**Pretoria  
31 JULY 2016**



**AUDITOR-GENERAL  
SOUTH AFRICA**

*Auditing to build public confidence*

## Appropriation Statement

For the year ended 31 March 2016

### 2. ANNUAL FINANCIAL STATEMENTS

Appropriation per programme									
2015/16								2014/15	
Voted Funds	Ad-justed Appro-riation	Shifting of Funds	Vire-ment	Final Appro-riation	Actual Expen-diture	Variance	Expen-diture as % of final appro-riation	Final Appro-riation	Actual Expen-diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Programme</b>									
<b>1. Administra-tion</b>	101,952	-	6,215	108,167	107,947	220	99.8%	<b>103,463</b>	103,243
<b>2. Leadership and Man-agement Practices</b>	39,557	-	(1,249)	38,308	38,164	144	99.6%	<b>37,337</b>	37,331
<b>3. Monitoring and Evalua-tion</b>	37,713	-	(1,529)	36,184	36,155	29	99.9%	<b>37,725</b>	37,721
<b>4. Integrity and An-ti-Corrup-tion</b>	50,530	-	(3,437)	47,093	47,053	40	99.9%	<b>47,506</b>	47,505
<b>TOTAL</b>	<b>229,752</b>	<b>-</b>	<b>-</b>	<b>229,752</b>	<b>229,320</b>	<b>432</b>	<b>99.8%</b>	<b>226,031</b>	<b>225,800</b>
<b>Reconciliation With Statement of Financial Performance</b>									
<b>ADD</b>									
Departmental receipts				<b>211</b>				<b>281</b>	-
Aid assistance								-	-
<b>Actual Amounts Per Statement of Financial Performance (Total Revenue)</b>				<b>229,963</b>				<b>226,312</b>	-
<b>ADD</b>									
Aid assistance				-				-	
<b>Actual Amounts Per Statement of Financial Performance (Total Expenditure)</b>					<b>229,320</b>				<b>225,800</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Appropriation Statement

For the year ended 31 March 2016

Appropriation per economic classification									
	2015/16							2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic classification</b>									
<b>Current payments</b>	<b>228,114</b>	-	<b>(1,080)</b>	<b>227,034</b>	<b>226,611</b>	<b>423</b>	<b>99.8%</b>	<b>218,986</b>	<b>218,755</b>
<b>Compensation of employees</b>	<b>180,674</b>	-	<b>(13,257)</b>	<b>167,417</b>	<b>167,108</b>	<b>309</b>	<b>99.8%</b>	<b>155,584</b>	<b>155,362</b>
Salaries and wages	172,629	-	(23,868)	<b>148,761</b>	148,452	309	99.8%	<b>138,519</b>	138,443
Social contributions	8,045	-	10,611	<b>18,656</b>	18,656	-	100.0%	<b>17,065</b>	16,919
<b>Goods and services</b>	<b>47,440</b>	-	<b>12,177</b>	<b>59,617</b>	<b>59,502</b>	<b>115</b>	<b>99.8%</b>	<b>63,402</b>	<b>63,393</b>
Administrative fees	48	-	72	<b>120</b>	82	38	68.3%	<b>162</b>	163
Advertising	3	-	319	<b>322</b>	360	(38)	111.8%	<b>1,661</b>	1,660
Minor Assets	3,636	-	(3,494)	<b>142</b>	142	-	100.0%	<b>403</b>	403
Audit costs:									
External	2,081	-	937	<b>3,018</b>	3,017	1	100.0%	<b>3,909</b>	3,909
Bursaries:									
Employees	154	-	426	<b>580</b>	559	21	96.4%	<b>1,431</b>	1,431
Catering	200	-	314	<b>514</b>	528	(14)	102.6%	<b>804</b>	797
Communication	2,539	-	1,043	<b>3,582</b>	3,563	19	99.5%	<b>3,385</b>	3,377
Computer services	895	-	8,181	<b>9,076</b>	9,076	-	100.0%	<b>5,695</b>	5,695
Consultants:									
Business advisory services	3,635	-	2,492	<b>6,127</b>	6,116	11	99.8%	<b>7,240</b>	7,245
Legal services	21	-	7	<b>28</b>	28	-	100.0%	<b>167</b>	167
Contractors	55	-	240	<b>295</b>	295	-	100.0%	<b>441</b>	442
Agency and support / outsourced services	-	-	67	<b>67</b>	67	-	100.0%	<b>33</b>	33
Fleet services	175	-	1,212	<b>1,387</b>	1,388	(1)	100.1%	<b>1,441</b>	1,440
Inventory: Clothing and accessories	10	-	155	<b>165</b>	165	-	100.0%	<b>1</b>	-
Consumables supplies	16	-	173	<b>189</b>	189	-	100.0%	<b>539</b>	542
Consumable:									
Stationery, printing and office supplies	445	-	983	<b>1,428</b>	1,426	2	99.9%	<b>1,609</b>	1,604
Operating leases	21,930	-	(4,103)	<b>17,827</b>	17,827	-	100.0%	<b>11,071</b>	11,071
Property payments	1,129	-	3,371	<b>4,500</b>	4,495	5	99.9%	<b>2,420</b>	2,420
Travel and subsistence	6,872	-	646	<b>7,428</b>	7,360	68	99.1%	<b>15,227</b>	15,225

## Appropriation Statement

For the year ended 31 March 2016

Appropriation per economic classification									
	2015/16							2014/15	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Variance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Training and development	1,832	-	(770)	<b>1,062</b>	1,062	-	100.0%	<b>1,227</b>	1,227
Operating payments	1,282	-	412	<b>1,694</b>	1,693	1	99.9%	<b>2,701</b>	2,705
Venues and facilities	572	-	(557)	<b>15</b>	15	-	100.0%	<b>1,835</b>	1,837
Rental and hiring	-	-	51	<b>51</b>	51	-	100.0%	<b>-</b>	<b>-</b>
<b>Transfers and subsidies</b>	<b>720</b>	<b>-</b>	<b>120</b>	<b>840</b>	<b>835</b>	<b>5</b>	<b>99.4%</b>	<b>1,159</b>	<b>1,158</b>
Foreign governments and international organisations	16	-	(16)	<b>-</b>	-	-	-	<b>57</b>	57
Non-profit institutions	-	-	-	<b>-</b>	-	-	-	<b>505</b>	<b>505</b>
<b>Households</b>	<b>704</b>	<b>-</b>	<b>136</b>	<b>840</b>	<b>835</b>	<b>5</b>	<b>99.4%</b>	<b>597</b>	<b>596</b>
Social benefits	704	-	136	<b>840</b>	835	5	99.4%	<b>597</b>	596
<b>Payments for capital assets</b>	<b>918</b>	<b>-</b>	<b>934</b>	<b>1,852</b>	<b>1,848</b>	<b>4</b>	<b>99.8%</b>	<b>5,704</b>	<b>5,705</b>
<b>Machinery and equipment</b>	<b>918</b>	<b>-</b>	<b>934</b>	<b>1,852</b>	<b>1,848</b>	<b>4</b>	<b>99.8%</b>	<b>4,421</b>	<b>4,422</b>
Other machinery and equipment	918	-	934	<b>1,852</b>	1,848	4	99.8%	<b>4,421</b>	4,422
<b>Software &amp; other intangible assets</b>								<b>1,283</b>	<b>1,283</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>-</b>	<b>100.0%</b>	<b>182</b>	<b>182</b>
<b>TOTAL</b>	<b>229,752</b>	<b>-</b>	<b>-</b>	<b>229,752</b>	<b>229,320</b>	<b>432</b>	<b>99.8%</b>	<b>226,031</b>	<b>225,800</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Appropriation Statement

For the year ended 31 March 2016

PROGRAMME I: ADMINISTRATION									
2015/16								2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Sub programme</b>									
<b>1. Public Service Commission</b>	19,757	-	(399)	<b>19,358</b>	19,338	20	99.9%	<b>19,630</b>	19,619
<b>2. Management</b>	6,324	-	(325)	<b>5,999</b>	5,829	170	97.2%	<b>8,300</b>	8,333
<b>3. Corporate Services</b>	53,543	-	7,776	<b>61,319</b>	61,289	30	100.0%	<b>62,777</b>	62,535
<b>4. Property Management</b>	22,328	-	(837)	<b>21,491</b>	21,491	-	100.0%	<b>12,756</b>	12,756
<b>TOTAL:</b>	<b>101,952</b>	<b>-</b>	<b>6,215</b>	<b>108,167</b>	<b>107,947</b>	<b>220</b>	<b>99.8%</b>	<b>103,463</b>	<b>103,243</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>101,047</b>	<b>-</b>	<b>5,354</b>	<b>106,401</b>	<b>106,183</b>	<b>218</b>	<b>99.8%</b>	<b>97,127</b>	<b>96,907</b>
<b>Compensation of employees</b>	63,595	-	(4,495)	<b>59,100</b>	58,928	172	99.7%	<b>57,391</b>	57,177
Salaries and wages	59,524	-	(6,936)	<b>52,588</b>	52,415	173	99.7%	<b>51,110</b>	51,052
Social contributions	4,071	-	2,441	<b>6,512</b>	6,514	(2)	100.0%	<b>6,281</b>	6,125
<b>Goods and services</b>	<b>37,452</b>	<b>-</b>	<b>9,849</b>	<b>47,301</b>	<b>47,255</b>	<b>46</b>	<b>99.9%</b>	<b>39,736</b>	<b>39,730</b>
Administrative fees	10	-	72	<b>82</b>	82	-	100.0%	<b>145</b>	145
Advertising	3	-	207	<b>210</b>	210	-	100.0%	<b>226</b>	225
Minor assets	3,636	-	(3,499)	<b>137</b>	137	-	100.0%	<b>403</b>	403
Audit costs:									
External	2,081	-	937	<b>3,018</b>	3,017	1	100.0%	<b>3,909</b>	3,909
Bursaries:									
Employees	145	-	414	<b>559</b>	559	-	100.0%	<b>1,431</b>	1,431
Catering: Departmental activities	117	-	289	<b>406</b>	401	5	98.8%	<b>405</b>	402
Communication (G&S)	1,052	-	771	<b>1,823</b>	1,814	9	99.5%	<b>1,874</b>	1,872
Computer services	895	-	8,180	<b>9,075</b>	9,075	-	100.0%	<b>5,695</b>	5,695
Consultants:									
Business and advisory services	422	-	2,189	<b>2,611</b>	2,611	-	100.0%	<b>1,912</b>	1,916
Legal services	21	-	7	<b>28</b>	28	-	100.0%	<b>167</b>	167
Contractors	39	-	138	<b>177</b>	178	(1)	100.3%	<b>134</b>	134
Agency and support / outsourced services	-	-	3	<b>3</b>	3	-	100.0%	<b>-</b>	-

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

# Appropriation Statement

For the year ended 31 March 2016

<b>PROGRAMME I: ADMINISTRATION</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Entertainment	-	-	-	-	-	-	-	-	-
Fleet services (including government motor transport)	51	-	440	<b>491</b>	491	-	100.0%	<b>469</b>	468
Inventory: Clothing material and accessories	10	-	155	<b>165</b>	165	-	100.0%	<b>1</b>	-
Consumable supplies	11	-	140	<b>151</b>	149	2	98.6%	<b>497</b>	498
Consumable: Stationery, printing and office supplies	89	-	724	<b>813</b>	813	-	100.0%	<b>597</b>	593
Operating leases	21,930	-	(4,103)	<b>17,827</b>	17,827	-	100.0%	<b>11,071</b>	11,071
Property payments	431	-	3,293	<b>3,724</b>	3,724	-	100.0%	<b>1,800</b>	1,800
Travel and subsistence	3,229	-	317	<b>3,546</b>	3,518	28	99.2%	<b>5,840</b>	5,839
Training and development	1,832	-	(770)	<b>1,062</b>	1,062	-	100.0%	<b>1,227</b>	1,227
Operating payments	972	-	361	<b>1,333</b>	1,332	1	100.0%	<b>946</b>	947
Venues and facilities	476	-	(467)	<b>9</b>	9	-	100.0%	<b>987</b>	988
Rental and hiring	-	-	-	<b>51</b>	51	-	100.0%	<b>-</b>	-
Interest and rent on land	-	-	-	<b>-</b>	-	-	-	<b>-</b>	-
<b>Transfers and subsidies</b>	<b>47</b>	<b>-</b>	<b>30</b>	<b>77</b>	<b>77</b>	<b>-</b>	<b>100.0%</b>	<b>861</b>	<b>861</b>
Foreign governments and international organisations	16	-	(16)	<b>-</b>	-	-	-	<b>49</b>	49
Non-profit institutions	-	-	-	<b>-</b>	-	-	-	<b>505</b>	505
<b>Households</b>	<b>31</b>	<b>-</b>	<b>46</b>	<b>77</b>	<b>77</b>	<b>-</b>	<b>100.0%</b>	<b>307</b>	<b>307</b>
Social benefits	31	-	46	<b>77</b>	<b>77</b>	-	100.0%	<b>307</b>	<b>307</b>
Other transfers to households	-	-	-	<b>-</b>	-	-	-	<b>-</b>	-
<b>Payments for capital assets</b>	<b>858</b>	<b>-</b>	<b>805</b>	<b>1,663</b>	1,661	2	99.9%	<b>5,293</b>	<b>5,293</b>

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

## Appropriation Statement

For the year ended 31 March 2016

<b>PROGRAMME I: ADMINISTRATION</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- priation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- priation</b>	<b>Actual Expen- diture</b>	<b>Variance</b>	<b>Expen- diture as % of final appro- priation</b>	<b>Final Appro- priation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Machinery and equipment</b>	858	-	805	<b>1,663</b>	1,661	2	99.9%	<b>4,251</b>	<b>4,251</b>
Other machinery and equipment	858	-	805	<b>1,663</b>	1,661	2	99.9%	<b>4,251</b>	4,251
Software and other intangible assets	-	-	-	-	-	-	-	<b>1,042</b>	1,042
<b>Payments for financial assets</b>	-	-	<b>26</b>	<b>26</b>	<b>26</b>	-	<b>100.0%</b>	<b>182</b>	<b>182</b>
<b>TOTAL</b>	<b>101,952</b>	-	<b>6,215</b>	<b>108,167</b>	<b>107,947</b>	<b>220</b>	<b>99.8%</b>	<b>103,463</b>	<b>103,243</b>



**Public Service Commission**

Financial Statements for the year ended 31 March 2016

# Appropriation Statement

For the year ended 31 March 2016

SUBPROGRAMME 1.1 PUBLIC SERVICE COMMISSION									
	2015/16							2014/15	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Variance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic classification</b>									
<b>Current payments</b>	19,757	-	(399)	<b>19,358</b>	19,338	20	99.9%	<b>19,393</b>	<b>19,382</b>
<b>Compensation of employees</b>	<b>16,855</b>	-	<b>(681)</b>	<b>16,174</b>	<b>16,172</b>	<b>2</b>	<b>100.0%</b>	<b>14,766</b>	<b>14,759</b>
Salaries and wages	16,855	-	(2079)	<b>14,776</b>	14,772	4	100.0%	<b>13,469</b>	13,462
Social contributions	-	-	1,398	<b>1,398</b>	1,400	(2)	100.1%	<b>1,297</b>	1,297
<b>Goods and services</b>	<b>2,902</b>	-	<b>282</b>	<b>3,184</b>	<b>3,166</b>	<b>18</b>	<b>99.4%</b>	<b>4,627</b>	<b>4,623</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-
Catering:									
Departmental activities	59	-	158	<b>217</b>	212	5	97.7%	<b>207</b>	205
Communication (G&S)	510	-	(252)	<b>258</b>	252	6	97.6%	<b>250</b>	249
Consultants:									
Business and advisory services	-	-	316	<b>316</b>	316	-	100.0%	<b>182</b>	181
Contractors	-	-	12	<b>12</b>	12	-	100.0%	-	-
Fleet services (including government motor transport)	-	-	2	<b>2</b>	2	-	100.0%	-	-
Consumable supplies	-	-	-	-	1	(1)	-	-	-
Consumable: Stationery, printing and office supplies	26	-	115	<b>141</b>	142	(1)	100.5%	<b>128</b>	128
Property payments	-	-	1	<b>1</b>	1	-	100.0%	-	-
Travel and subsistence	1,972	-	186	<b>2,158</b>	2,150	8	99.6%	<b>3,239</b>	3,238
Operating payments	9	-	61	<b>70</b>	70	-	100.0%	<b>8</b>	9
Venues and facilities	326	-	(317)	<b>9</b>	9	-	100.0%	<b>613</b>	613

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

## Appropriation Statement

For the year ended 31 March 2016

<b>SUBPROGRAMME I.1 PUBLIC SERVICE COMMISSION</b>									
	<b>2015/16</b>							<b>2014/15</b>	
	<b>Adjust- ed Appro- priation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- priation</b>	<b>Actual Expen- diture</b>	<b>Variance</b>	<b>Expen- diture as % of final appro- priation</b>	<b>Final Appro- priation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Transfers and subsidies</b>	-	-	-	-	-	-	-	<b>237</b>	<b>237</b>
<b>Households</b>	-	-	-	-	-	-	-	<b>237</b>	<b>237</b>
Social benefits	-	-	-	-	-	-	-	<b>237</b>	<b>237</b>
<b>TOTAL</b>	<b>19,757</b>	-	<b>(399)</b>	<b>19,358</b>	<b>19,338</b>	<b>20</b>	<b>99.9%</b>	<b>19,630</b>	<b>19,619</b>

**Public Service Commission**

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# Appropriation Statement

For the year ended 31 March 2016

<b>SUBPROGRAMME 1.2 MANAGEMENT</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>6,308</b>	-	<b>(335)</b>	<b>5,973</b>	<b>5,803</b>	<b>170</b>	<b>97.2%</b>	<b>8,251</b>	<b>8,284</b>
<b>Compensation of employees</b>	<b>5,443</b>	-	<b>(419)</b>	<b>5,024</b>	<b>4,861</b>	<b>163</b>	<b>96.8%</b>	<b>6,199</b>	<b>6,079</b>
Salaries and wages	5,365	-	(795)	<b>4,570</b>	4,407	163	96.4%	<b>5,619</b>	5,568
Social contributions	78	-	376	<b>454</b>	454	-	100.0%	<b>580</b>	511
<b>Goods and services</b>	<b>865</b>	-	<b>84</b>	<b>949</b>	<b>942</b>	<b>7</b>	<b>99.3%</b>	<b>2,052</b>	<b>2,205</b>
Advertising	2	-	50	<b>52</b>	52	-	100.0%	-	-
Catering:									
Departmental activities	33	-	36	<b>69</b>	68	1	98.6%	<b>48</b>	47
Communication (G&S)	116	-	12	<b>128</b>	128	-	100.0%	<b>119</b>	139
Consultants:									
Business and advisory services	-	-	54	<b>54</b>	54	-	100.0%	<b>192</b>	196
Legal services	21	-	7	<b>28</b>	28	-	100.0%	<b>167</b>	167
Consumable:									
Stationery, printing and office supplies	11	-	27	<b>38</b>	38	-	100.0%	<b>96</b>	96
Travel and subsistence	403	-	45	<b>448</b>	442	6	98.7%	<b>833</b>	962
Operating payments	129	-	3	<b>132</b>	132	-	100.0%	<b>229</b>	229
Venues and facilities	150	-	(150)	-	-	-	-	<b>368</b>	369
<b>Transfers and subsidies</b>	<b>16</b>	-	<b>10</b>	<b>26</b>	<b>26</b>	-	<b>100.0%</b>	<b>49</b>	<b>49</b>
Foreign governments and international organisations	16	-	(16)	-	-	-	-	<b>49</b>	49
<b>Households</b>	-	-	<b>26</b>	<b>26</b>	<b>26</b>	-	<b>100.0%</b>	-	-
Social benefits	-	-	26	<b>26</b>	26	-	100.0%	-	-
<b>TOTAL</b>	<b>6,324</b>	-	<b>(325)</b>	<b>5,999</b>	<b>5,829</b>	<b>170</b>	<b>97.2%</b>	<b>8,300</b>	<b>8,333</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Appropriation Statement

For the year ended 31 March 2016

SUB PROGRAMME 1.3: CORPORATE SERVICES									
2015/16								2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic classification</b>									
<b>Current payments</b>	<b>52,654</b>	-	<b>6,925</b>	<b>59,579</b>	<b>59,551</b>	<b>28</b>	<b>100.0%</b>	<b>56,727</b>	<b>56,485</b>
<b>Compensation of employees</b>	<b>41,297</b>	-	<b>(3,395)</b>	<b>37,902</b>	<b>37,895</b>	<b>7</b>	<b>100.0%</b>	<b>36,426</b>	<b>36,339</b>
Salaries and wages	37,304	-	(4,062)	<b>33,242</b>	33,236	6	100.0%	<b>32,022</b>	32,022
Social contributions	3,993	-	667	<b>4,660</b>	4,659	1	100.0%	<b>4,404</b>	4,317
<b>Goods and services</b>	<b>11,357</b>	-	<b>10,320</b>	<b>21,677</b>	<b>21,656</b>	<b>21</b>	<b>99.9%</b>	<b>20,301</b>	<b>20,146</b>
Administrative fees	10	-	72	<b>82</b>	82	-	100.0%	<b>145</b>	145
Advertising	1	-	157	<b>158</b>	158	-	100.0%	<b>226</b>	225
Minor assets	3,636	-	(3,499)	<b>137</b>	137	-	100.0%	<b>403</b>	403
Audit costs:									
External	2,081	-	937	<b>3,018</b>	3,017	1	100.0%	<b>3,909</b>	3,909
Bursaries:									
Employees	145	-	414	<b>559</b>	559	-	100.0%	<b>1,431</b>	1,431
Catering:									
Departmental activities	25	-	95	<b>120</b>	121	(1)	100.8%	<b>150</b>	150
Communication (G&S)	426	-	1,011	<b>1,437</b>	1,434	3	98.8%	<b>1,505</b>	1,484
Computer services	895	-	8,180	<b>9,075</b>	9,075	-	100.0%	<b>5,695</b>	5,695
Consultants: Business and advisory services	422	-	1,819	<b>2,241</b>	2,241	-	100.0%	<b>1,538</b>	1,539
Contractors	39	-	126	<b>165</b>	166	(1)	100.6%	<b>134</b>	134
Agency and support / outsourced services	-	-	3	<b>3</b>	3	-	100.0%	<b>-</b>	-
Fleet services (including government motor transport)	51	-	438	<b>489</b>	489	-	100.0%	<b>469</b>	468
Inventory: Clothing material and accessories	10	-	155	<b>165</b>	165	-	100.0%	<b>1</b>	-
Consumable supplies	11	-	140	<b>151</b>	148	3	98.0%	<b>497</b>	498

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

## Appropriation Statement

For the year ended 31 March 2016

<b>SUB PROGRAMME 1.3: CORPORATE SERVICES</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Consumable:									
Stationery, printing and office supplies	52	-	582	<b>634</b>	633	1	99.8%	<b>373</b>	369
Property payments	33	-	26	<b>59</b>	59	-	100.0%	<b>115</b>	115
Travel and subsistence	854	-	86	<b>940</b>	926	14	98.5%	<b>1,768</b>	1,639
Training and development	1,832	-	(770)	<b>1,062</b>	1,062	-	100.0%	<b>1,227</b>	1,227
Operating payments	834	-	297	<b>1,131</b>	1,130	1	99.9%	<b>709</b>	709
Venues and facilities	-	-	-	<b>-</b>	-	-	-	<b>6</b>	6
Rental and hiring	-	-	51	<b>51</b>	51	-	100.0%	<b>-</b>	-
<b>Transfers and subsidies</b>	<b>31</b>	<b>-</b>	<b>20</b>	<b>51</b>	<b>51</b>	<b>-</b>	<b>100.0%</b>	<b>575</b>	<b>575</b>
Non-profit institutions				<b>-</b>	-	-	-	<b>505</b>	505
<b>Households</b>	<b>31</b>	<b>-</b>	<b>20</b>	<b>51</b>	<b>51</b>	<b>-</b>	<b>100.0%</b>	<b>70</b>	<b>70</b>
Social benefits	31	-	20	<b>51</b>	51	-	100.0%	<b>70</b>	70
<b>Payments for capital assets</b>	<b>858</b>	<b>-</b>	<b>805</b>	<b>1,663</b>	<b>1,661</b>	<b>2</b>	<b>99.9%</b>	<b>5,293</b>	<b>5,293</b>
<b>Machinery and equipment</b>	<b>858</b>	<b>-</b>	<b>805</b>	<b>1,663</b>	<b>1,661</b>	<b>2</b>	<b>99.9%</b>	<b>4,251</b>	<b>4,251</b>
Other machinery and equipment	858	-	805	<b>1,663</b>	1,661	2	99.9%	<b>4,251</b>	4,251
<b>Software and other intangible assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,042</b>	<b>1,042</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>-</b>	<b>100.0%</b>	<b>182</b>	<b>182</b>
<b>TOTAL</b>	<b>53,543</b>	<b>-</b>	<b>7,776</b>	<b>61,319</b>	<b>61,289</b>	<b>30</b>	<b>100.0%</b>	<b>62,777</b>	<b>62,535</b>

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

## Appropriation Statement

For the year ended 31 March 2016

<b>SUB PROGRAMME 1.4: PROPERTY MANAGEMENT</b>									
	<b>2015/16</b>							<b>2014/15</b>	
	<b>Adjust- ed Appro- priation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- priation</b>	<b>Actual Expen- diture</b>	<b>Variance</b>	<b>Expen- diture as % of final appro- priation</b>	<b>Final Appro- priation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>22,328</b>	-	<b>(837)</b>	<b>21,491</b>	<b>21,491</b>	-	<b>100.0%</b>	<b>12,756</b>	<b>12,756</b>
<b>Goods and services</b>	<b>22,328</b>	-	<b>(837)</b>	<b>21,491</b>	<b>21,491</b>	-	<b>100.0%</b>	<b>12,756</b>	<b>12,756</b>
Operating leases	21,930		<b>(4,103)</b>	17,827	17,827	-	100.0%	<b>11,071</b>	11,071
Property payments	398		<b>3,266</b>	3,664	3,664	-	100.0%	<b>1,685</b>	1,685
<b>TOTAL</b>	<b>22,328</b>	-	<b>(837)</b>	<b>21,491</b>	<b>21,491</b>	-	<b>100.0%</b>	<b>12,756</b>	<b>12,756</b>

## Appropriation Statement

For the year ended 31 March 2016

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES									
2015/16								2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Sub programme</b>									
<b>1.Labour Relations Improvement</b>	23,218	-	282	23,500	23,477	23	99.9%	22,415	22,412
<b>2.Leadership and Human Resource Reviews</b>	14,624	-	(1,469)	13,155	13,037	118	99.1%	13,333	13,330
<b>3.Programme Management: Leadership and Management Practices</b>	1,715	-	(62)	1,653	1,650	3	99.8%	1,589	1,589
<b>TOTAL:</b>	<b>39,557</b>	<b>-</b>	<b>(1,249)</b>	<b>38,308</b>	<b>38,164</b>	<b>144</b>	<b>99.6%</b>	<b>37,337</b>	<b>37,331</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>39,509</b>	<b>-</b>	<b>(1,295)</b>	<b>38,214</b>	<b>38,073</b>	<b>141</b>	<b>99.6%</b>	<b>37,269</b>	<b>37,263</b>
<b>Compensation of employees</b>	<b>37,488</b>	<b>-</b>	<b>(2,647)</b>	<b>34,841</b>	<b>34,728</b>	<b>113</b>	<b>99.7%</b>	<b>31,453</b>	<b>31,452</b>
Salaries and wages	36,521	-	(5,566)	30,955	30,842	113	99.6%	28,055	28,051
Social contributions	967	-	2,919	3,886	3,886	-	100.0%	3,398	3,401
<b>Goods and services</b>	<b>2,021</b>	<b>-</b>	<b>1,352</b>	<b>3,373</b>	<b>3,345</b>	<b>28</b>	<b>99.2%</b>	<b>5,816</b>	<b>5,811</b>
Advertising	-	-	31	31	31	-	100.0%	95	96
Bursaries: Employees	-	-	12	12	-	12	-	-	-
Catering: Departmental activities	49	-	3	52	62	(10)	119.6%	168	167
Communication	409	-	182	591	587	4	99.3%	469	466
Consultants: Business and advisory services	-	-	86	86	78	8	90.7%	141	142
Contractors	16	-	66	82	81	1	98.8%	286	286

**Public Service Commission**

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# Appropriation Statement

For the year ended 31 March 2016

<b>PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjusted Appropriation</b>	<b>Shifting of Funds</b>	<b>Virement</b>	<b>Final Appropriation</b>	<b>Actual Expenditure</b>	<b>Variance</b>	<b>Expenditure as % of final appropriation</b>	<b>Final Appropriation</b>	<b>Actual expenditure</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Agency and support / outsourced services	-	-	14	<b>14</b>	14	-	100.0%	<b>5</b>	5
Fleet services	22	-	253	<b>275</b>	276	(1)	100.4%	<b>318</b>	319
Consumable supplies	1	-	3	<b>4</b>	4	-	100.0%	<b>3</b>	4
Consumable: Stationery, printing and office supplies	67	-	134	<b>201</b>	205	(4)	102.2%	<b>244</b>	243
Property payments	284	-	84	<b>368</b>	365	3	99.2%	<b>304</b>	304
Travel and subsistence	1,151	-	470	<b>1,621</b>	1,606	15	99.1%	<b>3,012</b>	3,007
Operating payments	22	-	12	<b>34</b>	34	-	100.0%	<b>698</b>	699
Venues and facilities	-	-	2	<b>2</b>	2	-	100.0%	<b>73</b>	73
<b>Transfers and subsidies</b>	<b>26</b>	<b>-</b>	<b>5</b>	<b>31</b>	<b>29</b>	<b>2</b>	<b>93.5%</b>	<b>12</b>	<b>11</b>
Foreign governments and international organisations	-	-	-	<b>-</b>	-	-	-	<b>5</b>	5
<b>Households</b>	<b>26</b>	<b>-</b>	<b>5</b>	<b>31</b>	<b>29</b>	<b>2</b>	<b>93.5%</b>	<b>7</b>	<b>6</b>
Social benefits	26	-	5	<b>31</b>	29	2	93.5%	<b>7</b>	6
<b>Payments for capital assets</b>	<b>22</b>	<b>-</b>	<b>41</b>	<b>63</b>	<b>62</b>	<b>1</b>	<b>98.4%</b>	<b>56</b>	<b>57</b>
<b>Machinery and equipment</b>	<b>22</b>	<b>-</b>	<b>41</b>	<b>63</b>	<b>62</b>	<b>1</b>	<b>98.4%</b>	<b>56</b>	<b>57</b>
Other machinery and equipment	22	-	41	<b>63</b>	62	1	98.4%	<b>56</b>	57
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>39,557</b>	<b>-</b>	<b>(1,249)</b>	<b>38,308</b>	<b>38,164</b>	<b>144</b>	<b>99.6%</b>	<b>37,337</b>	<b>37,331</b>



**Public Service Commission**

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# Appropriation Statement

For the year ended 31 March 2016

<b>2.1 LABOUR RELATIONS IMPROVEMENT</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- priation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- priation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- priation</b>	<b>Final Appro- priation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>23,194</b>	<b>-</b>	<b>241</b>	<b>23,435</b>	<b>23,414</b>	<b>21</b>	<b>99.9%</b>	<b>22,371</b>	<b>22,367</b>
<b>Compensation of employees</b>	<b>22,071</b>	<b>-</b>	<b>(1,004)</b>	<b>21,067</b>	<b>21,061</b>	<b>6</b>	<b>100.0%</b>	<b>18,809</b>	<b>18,806</b>
Salaries and wages	21,496	-	(2,784)	<b>18,712</b>	18,705	7	100.0%	<b>16,794</b>	16,790
Social contributions	575	-	1,780	<b>2,355</b>	2,356	(1)	100.0%	<b>2,015</b>	2,016
<b>Goods and services</b>	<b>1,123</b>	<b>-</b>	<b>1,245</b>	<b>2,368</b>	<b>2,353</b>	<b>15</b>	<b>99.4%</b>	<b>3,562</b>	<b>3,561</b>
Advertising	-	-	10	<b>10</b>	10	-	100.0%	<b>74</b>	74
Bursaries: Employees	-	-	12	<b>12</b>	-	12	-	<b>-</b>	-
Catering:									
Departmental activities	45	-	-	<b>45</b>	55	(10)	122.2%	<b>124</b>	124
Communication (G&S)	131	-	250	<b>381</b>	379	2	99.5%	<b>309</b>	307
Consultants:									
Business and advisory services	-	-	71	<b>71</b>	71	-	100.0%	<b>138</b>	139
Contractors	16	-	64	<b>80</b>	79	1	98.8%	<b>280</b>	280
Agency and support / outsourced services	-	-	12	<b>12</b>	12	-	100.0%	<b>3</b>	3
Fleet services (including government motor transport)	3	-	214	<b>217</b>	218	(1)	100.5%	<b>236</b>	237
Consumable supplies	-	-	4	<b>4</b>	4	-	100.0%	<b>3</b>	3
Consumable: Stationery, printing and office supplies	36	-	124	<b>160</b>	158	2	98.8%	<b>173</b>	173
Property payments	243	-	83	<b>326</b>	324	2	99.4%	<b>270</b>	270
Travel and subsistence	649	-	367	<b>1,016</b>	1,009	7	99.3%	<b>1,634</b>	1,632
Operating payments	-	-	32	<b>32</b>	32	-	100.0%	<b>245</b>	246
Venues and facilities	-	-	2	<b>2</b>	2	-	100.0%	<b>73</b>	73
<b>Transfers and subsidies</b>	<b>21</b>	<b>-</b>	<b>2</b>	<b>23</b>	<b>22</b>	<b>1</b>	<b>95.7%</b>	<b>7</b>	<b>7</b>

## Appropriation Statement

For the year ended 31 March 2016

2.1 LABOUR RELATIONS IMPROVEMENT									
2015/16								2014/15	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Foreign governments and international organisations	-	-	-	-	-	-	-	5	5
Households	21	-	2	23	22	1	95.7%	2	2
Social benefits	21	-	2	23	22	1	95.7%	2	2
<b>Payments for capital assets</b>	<b>3</b>	<b>-</b>	<b>39</b>	<b>42</b>	<b>41</b>	<b>1</b>	<b>97.6%</b>	<b>37</b>	<b>38</b>
<b>Machinery and equipment</b>	<b>3</b>	<b>-</b>	<b>39</b>	<b>42</b>	<b>41</b>	<b>1</b>	<b>97.6%</b>	<b>37</b>	<b>38</b>
Other machinery and equipment	3	-	39	42	41	1	97.6%	37	38
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>23,218</b>	<b>-</b>	<b>282</b>	<b>23,500</b>	<b>23,477</b>	<b>23</b>	<b>99.9%</b>	<b>22,415</b>	<b>22,412</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Appropriation Statement

For the year ended 31 March 2016

2.2 LEADERSHIP AND HUMAN RESOURCE REVIEWS									
2015/16								2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic classification</b>									
<b>Current payments</b>	<b>14,600</b>	-	<b>(1,474)</b>	<b>13,126</b>	<b>13,009</b>	<b>117</b>	<b>99.1%</b>	<b>13,309</b>	<b>13,307</b>
<b>Compensation of employees</b>	<b>13,773</b>	-	<b>(1,589)</b>	<b>12,184</b>	<b>12,078</b>	<b>106</b>	<b>99.1%</b>	<b>11,153</b>	<b>11,154</b>
Salaries and wages	13,426	-	(2,605)	<b>10,821</b>	10,715	106	99.0%	<b>9,922</b>	9,922
Social contributions	347	-	1,016	<b>1,363</b>	1,363	-	100.0%	<b>1,231</b>	1,232
<b>Goods and services</b>	<b>827</b>	-	<b>115</b>	<b>942</b>	<b>931</b>	<b>11</b>	<b>98.8%</b>	<b>2,156</b>	<b>2,153</b>
Advertising	-	-	21	<b>21</b>	21	-	100.0%	<b>21</b>	22
Catering: Departmental activities	3	-	1	<b>4</b>	4	-	100.0%	<b>22</b>	21
Communication (G&S)	239	-	(52)	<b>187</b>	185	2	98.9%	<b>141</b>	140
Consultants: Business and advisory services	-	-	7	<b>7</b>	7	-	100.0%	<b>3</b>	3
Contractors	-	-	2	<b>2</b>	2	-	100.0%	<b>6</b>	6
Agency and support / outsourced services	-	-	2	<b>2</b>	2	-	100.0%	<b>2</b>	2
Fleet services (including government motor transport)	19	-	39	<b>58</b>	58	-	100.0%	<b>81</b>	81
Consumable supplies	1	-	(1)	<b>-</b>	-	-	-	<b>-</b>	1
Consumable: Stationery, printing and office supplies	29	-	10	<b>39</b>	37	2	94.9%	<b>55</b>	54
Property payments	41	-	1	<b>42</b>	41	1	97.6%	<b>34</b>	34
Travel and subsistence	473	-	105	<b>578</b>	572	6	99.0%	<b>1,338</b>	1,336
Operating payments	22	-	(20)	<b>2</b>	2	-	100.0%	<b>453</b>	453

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

## Appropriation Statement

For the year ended 31 March 2016

<b>2.2 LEADERSHIP AND HUMAN RESOURCE REVIEWS</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- priation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- priation</b>	<b>Actual Expen- diture</b>	<b>Variance</b>	<b>Expen- diture as % of final appro- priation</b>	<b>Final Appro- priation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Transfers and subsidies</b>	<b>5</b>	<b>-</b>	<b>3</b>	<b>8</b>	<b>7</b>	<b>1</b>	<b>87.5%</b>	<b>5</b>	<b>4</b>
<b>Households</b>	<b>5</b>	<b>-</b>	<b>3</b>	<b>8</b>	<b>7</b>	<b>1</b>	<b>87.5%</b>	<b>5</b>	<b>4</b>
Social benefits	5	-	3	8	7	1	87.5%	5	4
<b>Payments for capital assets</b>	<b>19</b>	<b>-</b>	<b>2</b>	<b>21</b>	<b>21</b>	<b>-</b>	<b>100.0%</b>	<b>19</b>	<b>19</b>
<b>Machinery and equipment</b>	<b>19</b>	<b>-</b>	<b>2</b>	<b>21</b>	<b>21</b>	<b>-</b>	<b>100.0%</b>	<b>19</b>	<b>19</b>
Other machinery and equipment	19	-	2	21	21	-	100.0%	19	19
Intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>14,624</b>	<b>-</b>	<b>(1,469)</b>	<b>13,155</b>	<b>13,037</b>	<b>118</b>	<b>99.1%</b>	<b>13,333</b>	<b>13,330</b>

**Public Service Commission**

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## Appropriation Statement

For the year ended 31 March 2016

<b>SUB PROGRAMME 2.3 PROGRAMME MANAGEMENT: LEADERSHIP AND MANAGEMENT PRACTICES</b>									
2015/16								2014/15	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic classification</b>									
<b>Current payments</b>	<b>1,715</b>	-	<b>(62)</b>	<b>1,653</b>	<b>1,650</b>	<b>3</b>	<b>99.8%</b>	<b>1,589</b>	<b>1,589</b>
<b>Compensation of employees</b>	<b>1,644</b>	-	<b>(54)</b>	<b>1,590</b>	<b>1,589</b>	<b>1</b>	<b>99.9%</b>	<b>1,491</b>	<b>1,492</b>
Salaries and wages	1,599	-	(177)	<b>1,422</b>	1,422	-	100.0%	<b>1,339</b>	1,339
Social contributions	45	-	123	<b>168</b>	167	1	99.5%	<b>152</b>	153
<b>Goods and services</b>	<b>71</b>	-	<b>(8)</b>	<b>63</b>	<b>61</b>	<b>2</b>	<b>97.4%</b>	<b>98</b>	<b>97</b>
Catering:									
Departmental activities	1	-	2	<b>3</b>	3	-	100.0%	<b>22</b>	22
Communication (G&S)	39	-	(16)	<b>23</b>	23	-	100.0%	<b>19</b>	19
Consultants:									
Business and advisory services	-	-	8	<b>8</b>	-	8	-	-	-
Fleet services (including government motor transport)	-	-	-	-	-	-	-	<b>1</b>	1
Consumable:									
Stationery, printing and office supplies	2	-	-	<b>2</b>	10	(8)	517.0%	<b>16</b>	16
Travel and subsistence	29	-	(2)	<b>27</b>	25	2	93.1%	<b>40</b>	39
<b>TOTAL</b>	<b>1,715</b>	-	<b>(62)</b>	<b>1,653</b>	<b>1,650</b>	<b>3</b>	<b>99.8%</b>	<b>1,589</b>	<b>1,589</b>

## Public Service Commission

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For the year ended 31 March 2016

PROGRAMME 3: MONITORING AND EVALUATION									
2015/16								2014/15	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Sub programme</b>									
<b>1. Governance Monitoring</b>	18,139	-	(700)	<b>17,439</b>	17,428	11	99.9%	<b>20,809</b>	20,807
<b>2. Service Delivery and Compliance Evaluations</b>	18,473	-	(451)	<b>18,022</b>	18,006	16	99.9%	<b>16,526</b>	16,523
<b>3. Programme Management: Monitoring and Evaluation</b>	1,101	-	(378)	<b>723</b>	721	2	99.8%	<b>390</b>	391
<b>TOTAL:</b>	<b>37,713</b>	<b>-</b>	<b>(1,529)</b>	<b>36,184</b>	<b>36,155</b>	<b>29</b>	<b>99.9%</b>	<b>37,725</b>	<b>37,721</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>37,167</b>	<b>-</b>	<b>(1,606)</b>	<b>35,561</b>	<b>35,535</b>	<b>26</b>	<b>99.9%</b>	<b>37,364</b>	<b>37,360</b>
<b>Compensation of employees</b>	<b>35,092</b>	<b>-</b>	<b>(2,867)</b>	<b>32,225</b>	<b>32,214</b>	<b>11</b>	<b>100.0%</b>	<b>29,038</b>	<b>29,036</b>
Salaries and wages	34,017	-	(5,563)	<b>28,454</b>	28,444	10	100.0%	<b>25,811</b>	25,806
Social contributions	1,075	-	2,696	<b>3,771</b>	3,770	1	100.0%	<b>3,227</b>	3,230
<b>Goods and services</b>	<b>2,075</b>	<b>-</b>	<b>1,261</b>	<b>3,336</b>	<b>3,321</b>	<b>15</b>	<b>99.6%</b>	<b>8,326</b>	<b>8,324</b>
Administrative fees	-	-	-	-	-	-	-	<b>5</b>	6
Advertising	-	-	64	<b>64</b>	64	-	100.0%	<b>1,142</b>	1,141
Minor assets	-	-	5	<b>5</b>	5	-	100.0%	-	-
Catering:									
Departmental activities	1	-	27	<b>28</b>	29	(1)	104.7%	<b>103</b>	100
Communication (G&S)	483	-	127	<b>610</b>	607	3	99.5%	<b>513</b>	511
Consultants:									
Business and advisory services	-	-	43	<b>43</b>	43	-	100.0%	<b>63</b>	63
Contractors	-	-	19	<b>19</b>	19	-	100.0%	<b>17</b>	18
Agency and support / outsourced services	-	-	50	<b>50</b>	50	-	100.0%	<b>25</b>	26
Fleet services (including government motor transport)	22	-	401	<b>423</b>	423	-	100.0%	<b>414</b>	413

## Appropriation Statement

For the year ended 31 March 2016

PROGRAMME 3: MONITORING AND EVALUATION									
2015/16								2014/15	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Consumable supplies	-	-	8	<b>8</b>	10	(2)	119.7%	<b>36</b>	37
Consumable: Stationery, printing and office supplies	114	-	15	<b>129</b>	124	5	96.3%	<b>344</b>	342
Property payments	332	-	40	<b>372</b>	371	1	99.8%	<b>226</b>	226
Travel and subsistence	1,062	-	442	<b>1,504</b>	1,495	9	99.4%	<b>3,907</b>	3,908
Operating payments	61	-	16	<b>77</b>	76	1	98.3%	<b>756</b>	757
Venues and facilities	-	-	4	<b>4</b>	4	-	100.0%	<b>775</b>	776
<b>Transfers and subsidiaries</b>	<b>527</b>	<b>-</b>	<b>12</b>	<b>539</b>	<b>537</b>	<b>2</b>	<b>99.6%</b>	<b>44</b>	<b>44</b>
Foreign governments and international organisations	-	-	-	<b>-</b>	-	-	-	<b>3</b>	3
Households	527	-	12	<b>539</b>	537	2	99.6%	<b>41</b>	41
Social benefits	527	-	12	<b>539</b>	537	2	99.6%	<b>41</b>	41
<b>Payments for capital assets</b>	<b>19</b>	<b>-</b>	<b>65</b>	<b>84</b>	<b>83</b>	<b>1</b>	<b>98.8%</b>	<b>317</b>	<b>317</b>
<b>Machinery and equipment</b>	<b>19</b>	<b>-</b>	<b>65</b>	<b>84</b>	<b>83</b>	<b>1</b>	<b>98.8%</b>	<b>76</b>	<b>76</b>
Other machinery and equipment	19	-	65	<b>84</b>	83	1	98.8%	<b>76</b>	76
Software and other intangible assets	-	-	-	<b>-</b>	-	-	-	<b>241</b>	241
<b>TOTAL</b>	<b>37,713</b>	<b>-</b>	<b>(1,529)</b>	<b>36,184</b>	<b>36,155</b>	<b>29</b>	<b>99.9%</b>	<b>37,725</b>	<b>37,721</b>

## Public Service Commission

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# Appropriation Statement

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3.1 GOVERNANCE MONITORING									
2015/16								2014/15	
	Adjust- ed Appro- piation	Shifting of Funds	Vire- ment	Final Appro- piation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- piation	Final Appro- piation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic classification</b>									
<b>Current payments</b>	<b>17,593</b>	-	<b>(730)</b>	<b>16,863</b>	<b>16,853</b>	<b>10</b>	<b>99.9%</b>	<b>20,488</b>	<b>20,486</b>
<b>Compensation of employees</b>	<b>16,676</b>	-	<b>(1,400)</b>	<b>15,276</b>	<b>15,272</b>	<b>4</b>	<b>100.0%</b>	<b>14,766</b>	<b>14,765</b>
Salaries and wages	16,161	-	(2,595)	<b>13,566</b>	13,562	4	100.0%	<b>13,211</b>	13,208
Social contributions	515	-	1,195	<b>1,710</b>	<b>1,710</b>	-	100.0%	<b>1,555</b>	1,557
<b>Goods and services</b>	<b>917</b>	-	<b>670</b>	<b>1,587</b>	<b>1,581</b>	<b>6</b>	<b>99.6%</b>	<b>5,722</b>	<b>5,721</b>
Administrative fees	-	-	-	-	-	-	-	<b>5</b>	6
Advertising	-	-	42	<b>42</b>	42	-	100.0%	<b>1,071</b>	1,070
Catering:									
Departmental activities	-	-	20	<b>20</b>	21	(1)	104.4%	<b>38</b>	36
Communication (G&S)	260	-	43	<b>303</b>	302	1	99.6%	<b>246</b>	244
Consultants:									
Business and advisory services	-	-	36	<b>36</b>	36	-	100.0%	<b>20</b>	20
Contractors	-	-	2	<b>2</b>	2	-	100.0%	<b>8</b>	9
Agency and support / outsourced services	-	-	50	<b>50</b>	50	-	100.0%	<b>21</b>	21
Fleet services (including government motor transport)	-	-	249	<b>249</b>	249	-	100.0%	<b>244</b>	243
Consumable supplies	-	-	4	<b>4</b>	6	(2)	139.4%	<b>36</b>	36
Consumable:									
Stationery, printing and office supplies	17	-	40	<b>57</b>	54	3	95.2%	<b>229</b>	229
Property payments	176	-	24	<b>200</b>	199	1	99.6%	<b>99</b>	99
Travel and subsistence	464	-	153	<b>617</b>	612	5	99.2%	<b>2,562</b>	2,564
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	-	-	7	<b>7</b>	7	-	100.0%	<b>403</b>	404
Venues and facilities	-	-	-	-	-	-	-	<b>740</b>	740



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For the year ended 31 March 2016

3.1 GOVERNANCE MONITORING									
2015/16								2014/15	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Transfers and subsidies</b>	<b>527</b>	-	<b>7</b>	<b>534</b>	<b>533</b>	<b>1</b>	<b>99.8%</b>	<b>42</b>	<b>42</b>
Foreign governments and international organisations	-	-	-	-	-	-	-	<b>3</b>	3
Households	527	-	7	<b>534</b>	533	1	99.8%	<b>39</b>	39
Social benefits	527	-	7	<b>534</b>	533	1	99.8%	<b>39</b>	39
<b>Payments for capital assets</b>	<b>19</b>	-	<b>23</b>	<b>42</b>	<b>42</b>	-	<b>100.0%</b>	<b>279</b>	<b>279</b>
<b>Machinery and equipment</b>	<b>19</b>	-	<b>23</b>	<b>42</b>	<b>42</b>	-	<b>100.0%</b>	<b>38</b>	<b>38</b>
Other machinery and equipment	19	-	23	<b>42</b>	42	-	100.0%	<b>38</b>	38
Software and other intangible assets	-	-	-	-	-	-	-	<b>241</b>	241
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>18,139</b>	-	<b>(700)</b>	<b>17,439</b>	<b>17,428</b>	<b>11</b>	<b>99.9%</b>	<b>20,809</b>	<b>20,807</b>

## Public Service Commission

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# Appropriation Statement

For the year ended 31 March 2016

3.2 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
2015/16								2014/15	
	Adjust- ed Appro- priation	Shifting of Funds	Vire- ment	Final Appro- priation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- priation	Final Appro- priation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Economic classification</b>									
<b>Current payments</b>	<b>18,473</b>	-	<b>(498)</b>	<b>17,975</b>	<b>17,961</b>	<b>14</b>	<b>99.9%</b>	<b>16,486</b>	<b>16,483</b>
<b>Compensation of employees</b>	<b>17,379</b>	-	<b>(1,118)</b>	<b>16,261</b>	<b>16,255</b>	<b>6</b>	<b>100.0%</b>	<b>13,998</b>	<b>13,997</b>
Salaries and wages	16,868	-	(2,571)	<b>14,297</b>	14,292	5	100.0%	<b>12,373</b>	12,371
Social contributions	511	-	1,453	<b>1,964</b>	1,963	1	99.9%	<b>1,625</b>	1,626
<b>Goods and services</b>	<b>1,094</b>	-	<b>620</b>	<b>1,714</b>	<b>1,706</b>	<b>8</b>	<b>99.5%</b>	<b>2,488</b>	<b>2,486</b>
Advertising	-	-	22	<b>22</b>	22	-	100.0%	<b>29</b>	29
Minor assets	-	-	5	<b>5</b>	5	-	100.0%	-	-
Catering:									
Departmental activities	-	-	6	<b>6</b>	6	-	100.0%	<b>63</b>	62
Communication (G&S)	186	-	109	<b>295</b>	293	2	99.3%	<b>259</b>	258
Consultants:									
Business and advisory services	-	-	7	<b>7</b>	7	-	100.0%	-	-
Contractors	-	-	17	<b>17</b>	17	-	100.0%	<b>9</b>	9
Agency and support / outsourced services	-	-	-	-	-	-	-	<b>4</b>	5
Fleet services (including government motor transport)	22	-	152	<b>174</b>	174	-	100.0%	<b>170</b>	170
Consumable supplies	-	-	4	<b>4</b>	4	-	100.0%	-	1
Consumable:									
Stationery, printing and office supplies	95	-	(23)	<b>72</b>	70	2	97.2%	<b>115</b>	113
Property payments	156	-	16	<b>172</b>	172	-	100.0%	<b>127</b>	127
Travel and subsistence	574	-	292	<b>866</b>	863	3	99.7%	<b>1,324</b>	1,323
Operating payments	61	-	9	<b>70</b>	69	1	98.6%	<b>353</b>	353
Venues and facilities	-	-	4	<b>4</b>	4	-	100.0%	<b>35</b>	36

## Appropriation Statement

For the year ended 31 March 2016

3.2 SERVICE DELIVERY AND COMPLIANCE EVALUATIONS									
2015/16								2014/15	
	Adjust- ed Appro- piation	Shifting of Funds	Vire- ment	Final Appro- piation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- piation	Final Appro- piation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Transfers and subsidies</b>	-	-	5	5	4	1	80.0%	2	2
<b>Households</b>	-	-	5	5	4	1	80.0%	2	2
Social benefits	-	-	5	5	4	1	80.0%	2	2
<b>Payments for capital assets</b>	-	-	42	42	41	1	97.6%	38	38
Machinery and equipment	-	-	42	42	41	1	97.6%	38	38
Other machinery and equipment	-	-	42	42	41	1	97.6%	38	38
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>18,473</b>	-	<b>(451)</b>	<b>18,022</b>	<b>18,006</b>	<b>16</b>	<b>99.9%</b>	<b>16,526</b>	<b>16,523</b>

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<b>SUB PROGRAMME 3.3 PROGRAMME MANAGEMENT: MONITORING AND EVALUATION</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- priation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- priation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- priation</b>	<b>Final Appro- priation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>1,101</b>	-	<b>(378)</b>	<b>723</b>	<b>721</b>	<b>2</b>	<b>99.8%</b>	<b>390</b>	<b>391</b>
<b>Compensation of employees</b>	<b>1,037</b>	-	<b>(349)</b>	<b>688</b>	<b>687</b>	<b>1</b>	<b>99.9%</b>	<b>274</b>	<b>274</b>
Salaries and wages	988	-	(397)	<b>591</b>	590	1	99.8%	<b>227</b>	227
Social contributions	49	-	48	<b>97</b>	97	-	100.0%	<b>47</b>	47
<b>Goods and services</b>	<b>64</b>	-	<b>(29)</b>	<b>35</b>	<b>34</b>	<b>1</b>	<b>97.7%</b>	<b>116</b>	<b>117</b>
Administrative fees	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	<b>42</b>	42
Catering: Departmental activities	1	-	1	<b>2</b>	2	-	100.0%	<b>2</b>	2
Communication (G&S)	37	-	(25)	<b>12</b>	12	-	100.0%	<b>8</b>	9
Consultants: Business and advisory services	-	-	-	-	-	-	-	<b>43</b>	43
Consumable: Stationery, printing and office supplies	2	-	(2)	-	-	-	-	-	-
Travel and subsistence	24	-	(3)	<b>21</b>	20	1	94.1%	<b>21</b>	21
<b>TOTAL</b>	<b>1,101</b>	-	<b>(378)</b>	<b>723</b>	<b>721</b>	<b>2</b>	<b>99.8%</b>	<b>390</b>	<b>391</b>

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<b>PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- piation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- piation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- piation</b>	<b>Final Appro- piation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Sub programme</b>									
<b>1. Public Ad- ministration Investiga- tions</b>	21,885	-	(2,409)	<b>19,476</b>	19,466	10	99.9%	<b>19,038</b>	19,037
<b>2. Professional Ethics</b>	26,789	-	(1,243)	<b>25,546</b>	25,518	28	99.9%	<b>26,617</b>	26,616
<b>3. Programme Manage- ment: In- tegrity and Anti-Cor- ruption</b>	1,856	-	215	<b>2,071</b>	2,069	2	99.9%	<b>1,851</b>	1,852
<b>TOTAL:</b>	<b>50,530</b>	<b>-</b>	<b>(3,437)</b>	<b>47,093</b>	<b>47,053</b>	<b>40</b>	<b>99.9%</b>	<b>47,506</b>	<b>47,505</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>50,391</b>	<b>-</b>	<b>(3,533)</b>	<b>46,858</b>	<b>46,819</b>	<b>39</b>	<b>99.9%</b>	<b>47,226</b>	<b>47,225</b>
<b>Compensation of employees</b>	<b>44,499</b>	<b>-</b>	<b>(3,248)</b>	<b>41,251</b>	<b>41,238</b>	<b>13</b>	<b>100.0%</b>	<b>37,702</b>	<b>37,697</b>
Salaries and wages	42,567	-	(5,803)	<b>36,764</b>	36,751	13	100.0%	<b>33,543</b>	33,534
Social contributions	1,932	-	2,555	<b>4,487</b>	4,487	0	100.0%	<b>4,159</b>	4,163
<b>Goods and services</b>	<b>5,892</b>	<b>-</b>	<b>(285)</b>	<b>5,607</b>	<b>5,581</b>	<b>26</b>	<b>99.5%</b>	<b>9,524</b>	<b>9,528</b>
Administrative fees	38	-	-	<b>38</b>	-	38	-	<b>12</b>	12
Advertising	-	-	17	<b>17</b>	55	(38)	322.0%	<b>198</b>	198
Bursaries: Employees	9	-	-	<b>9</b>	-	9	-	<b>-</b>	-
Catering: Departmental activities	33	-	(5)	<b>28</b>	35	(7)	125.4%	<b>128</b>	128
Communication	595	-	(37)	<b>558</b>	556	2	99.6%	<b>529</b>	528
Computer services	-	-	1	<b>1</b>	1	-	100.0%	<b>-</b>	-
Consultants: Business and advisory services	3,213	-	174	<b>3,387</b>	3,384	3	99.9%	<b>5,124</b>	5,124
Contractors	-	-	17	<b>17</b>	17	-	98.7%	<b>4</b>	4

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<b>PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- piation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- piation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- piation</b>	<b>Final Appro- piation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
Agency and support / outsourced services	-	-	-	-	-	-	-	3	2
Fleet services	80	-	118	198	198	-	99.9%	240	240
Consumable supplies	4	-	22	26	26	-	100.6%	3	3
Consumable:									
Stationery, printing and office supplies	175	-	110	285	284	1	99.5%	424	426
Property payments	82	-	(46)	36	35	1	97.9%	90	90
Travel and subsistence	1,340	-	(583)	757	740	17	97.8%	2,468	2,471
Operating payments	227	-	23	250	250	-	100.0%	301	302
Venues and facilities	96	-	(96)	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>120</b>	<b>-</b>	<b>73</b>	<b>193</b>	<b>192</b>	<b>1</b>	<b>99.5%</b>	<b>242</b>	<b>242</b>
<b>Households</b>	<b>120</b>	<b>-</b>	<b>73</b>	<b>193</b>	<b>192</b>	<b>1</b>	<b>99.5%</b>	<b>242</b>	<b>242</b>
Social benefits	120	-	73	193	192	1	99.5%	242	242
<b>Payments for capital assets</b>	<b>19</b>	<b>-</b>	<b>23</b>	<b>42</b>	<b>42</b>	<b>-</b>	<b>100.0%</b>	<b>38</b>	<b>38</b>
<b>Machinery and equipment</b>	<b>19</b>	<b>-</b>	<b>23</b>	<b>42</b>	<b>42</b>	<b>-</b>	<b>100.0%</b>	<b>38</b>	<b>38</b>
Other machinery and equipment	19	-	23	42	42	-	100.0%	38	38
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>50,530</b>	<b>-</b>	<b>(3,437)</b>	<b>47,093</b>	<b>47,053</b>	<b>40</b>	<b>99.9%</b>	<b>47,506</b>	<b>47,505</b>

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<b>SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- piation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- piation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- piation</b>	<b>Final Appro- piation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>21,765</b>	-	<b>(2,431)</b>	<b>19,334</b>	<b>19,324</b>	<b>10</b>	<b>99.9%</b>	<b>18,797</b>	<b>18,796</b>
<b>Compensation of employees</b>	<b>20,606</b>	-	<b>(2,430)</b>	<b>18,176</b>	<b>18,171</b>	<b>5</b>	<b>100.0%</b>	<b>16,754</b>	<b>16,751</b>
Salaries and wages	19,789	-	(3,626)	<b>16,163</b>	16,158	5	100.0%	<b>14,892</b>	14,887
Social contributions	817	-	1,196	<b>2,013</b>	2,013	0	100.0%	<b>1,862</b>	1,864
<b>Goods and services</b>	<b>1,159</b>	-	<b>(1)</b>	<b>1,158</b>	<b>1,153</b>	<b>5</b>	<b>99.6%</b>	<b>2,043</b>	<b>2,045</b>
Administrative fees	-	-	-	-	-	-	-	<b>6</b>	6
Advertising	-	-	33	<b>33</b>	33	-	99.2%	<b>45</b>	45
Catering: Departmental activities	33	-	(21)	<b>12</b>	11	1	94.7%	<b>37</b>	37
Communication	176	-	104	<b>280</b>	280	(0)	100.1%	<b>262</b>	262
Consultants: Business and advisory services	-	-	-	-	-	-	-	<b>7</b>	7
Computer services	-	-	1	<b>1</b>	1	0	93.1%	-	-
Contractors	-	-	15	<b>15</b>	15	-	98.8%	-	-
Agency and support / outsourced services	-	-	-	-	-	-	-	<b>3</b>	2
Fleet services	29	-	83	<b>112</b>	112	-	99.9%	<b>115</b>	115
Consumable supplies	-	-	22	<b>22</b>	23	(1)	103.1%	<b>2</b>	2
Consumable: Stationery, printing and office supplies	47	-	39	<b>86</b>	85	1	99.4%	<b>149</b>	150
Property payments	77	-	(44)	<b>33</b>	33	-	98.6%	<b>84</b>	84
Travel and subsistence	570	-	(178)	<b>392</b>	388	4	99.0%	<b>1,190</b>	1,192
Training and development	-	-	-	-	-	-	-	-	-
Operating payments	227	-	(55)	<b>172</b>	172	-	100.3%	<b>143</b>	143

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SUB PROGRAMME 4.1: PUBLIC ADMINISTRATION INVESTIGATIONS									
2015/16								2014/15	
	Adjust- ed Appro- piation	Shifting of Funds	Vire- ment	Final Appro- piation	Actual Expen- diture	Vari- ance	Expen- diture as % of final appro- piation	Final Appro- piation	Actual expen- diture
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Transfers and subsidies</b>	<b>120</b>	-	<b>1</b>	<b>121</b>	<b>121</b>	-	<b>100.0%</b>	<b>222</b>	<b>222</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
<b>Households</b>	<b>120</b>	-	<b>1</b>	<b>121</b>	<b>121</b>	-	<b>100.0%</b>	<b>222</b>	<b>222</b>
Social benefits	120	-	1	121	121	-	100.0%	222	222
<b>Payments for capital assets</b>	-	-	21	<b>21</b>	21	-	100.0%	<b>19</b>	19
<b>Machinery and equipment</b>	-	-	21	<b>21</b>	21	-	100.0%	<b>19</b>	19
Other machinery and equipment	-	-	21	21	21	-	100.0%	19	19
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>21,885</b>	-	<b>(2,409)</b>	<b>19,476</b>	<b>19,466</b>	<b>10</b>	<b>99.9%</b>	<b>19,038</b>	<b>19,037</b>



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<b>SUB PROGRAMME 4.2: PROFESSIONAL ETHICS</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- piation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- piation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- piation</b>	<b>Final Appro- piation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>26,770</b>	-	<b>(1,317)</b>	<b>25,453</b>	<b>25,427</b>	<b>26</b>	<b>99.9%</b>	<b>26,594</b>	<b>26,593</b>
<b>Compensation of employees</b>	<b>22,197</b>	-	<b>(1,062)</b>	<b>21,135</b>	<b>21,128</b>	<b>7</b>	<b>100.0%</b>	<b>19,536</b>	<b>19,534</b>
Salaries and wages	21,134	-	(2,312)	<b>18,822</b>	18,815	7	100.0%	<b>17,395</b>	17,391
Social contributions	1,063	-	1,250	<b>2,313</b>	2,313	-	100.0%	<b>2,141</b>	2,143
<b>Goods and services</b>	<b>4,573</b>	-	<b>(255)</b>	<b>4,318</b>	<b>4,298</b>	<b>20</b>	<b>99.5%</b>	<b>7,058</b>	<b>7,059</b>
Administrative fees	38	-	-	<b>38</b>	-	38	-	<b>6</b>	6
Advertising	-	-	(16)	<b>(16)</b>	22	(38)	(137.5%)	<b>153</b>	153
Bursaries: Employees	8	-	-	<b>8</b>	-	8	-	-	-
Catering: Departmental activities	-	-	12	<b>12</b>	19	(7)	156.1%	<b>74</b>	74
Communication	382	-	(116)	<b>266</b>	264	2	99.1%	<b>232</b>	231
Consultants: Business and advisory services	3,211	-	174	<b>3,385</b>	3,384	1	100.0%	<b>5,117</b>	5,117
Contractors Agency and support / outsourced services	-	-	2	<b>2</b>	2	-	97.5%	<b>4</b>	4
Fleet services	51	-	35	<b>86</b>	86	-0	99.9%	<b>125</b>	125
Consumable supplies	4	-	-	<b>4</b>	3	1	86.6%	<b>1</b>	1
Consumable: Stationery, printing and office supplies	128	-	53	<b>181</b>	177	4	97.9%	<b>271</b>	272
Property payments	5	-	(2)	<b>3</b>	3	0	90.0%	<b>6</b>	6
Travel and subsistence	650	-	(379)	<b>271</b>	261	10	96.2%	<b>911</b>	911
Training and development	-	-	-	<b>-</b>	-	-	-	-	-
Operating payments	-	-	78	<b>78</b>	78	-	100.0%	<b>158</b>	159
Venues and facilities	96	-	(96)	<b>-</b>	-	-	-	-	-

## Appropriation Statement

For the year ended 31 March 2016

<b>SUB PROGRAMME 4.2: PROFESSIONAL ETHICS</b>									
<b>2015/16</b>								<b>2014/15</b>	
	<b>Adjust- ed Appro- priation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- priation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- priation</b>	<b>Final Appro- priation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Transfers and subsidies</b>	-	-	<b>72</b>	<b>72</b>	<b>71</b>	<b>1</b>	<b>98.6%</b>	<b>4</b>	<b>4</b>
<b>Households</b>	-	-	-	-	-	-	-	-	-
Social benefits	-	-	72	72	71	1	98.6%	4	4
<b>Payments for capital assets</b>	-	-	<b>72</b>	<b>72</b>	<b>71</b>	<b>1</b>	<b>98.6%</b>	<b>4</b>	<b>4</b>
<b>Machinery and equipment</b>	<b>19</b>	-	<b>2</b>	<b>21</b>	<b>21</b>	-	<b>100.0%</b>	<b>19</b>	<b>19</b>
Other machinery and equipment	19	-	2	21	21	-	100.0%	19	19
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>26,789</b>	-	<b>(1,243)</b>	<b>25,546</b>	<b>25,518</b>	<b>28</b>	<b>99.9%</b>	<b>26,617</b>	<b>26,616</b>

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

# Appropriation Statement

For the year ended 31 March 2016

<b>SUB PROGRAMME 4.3 PROGRAMME MANAGEMENT: INTEGRITY AND ANTI-CORRUPTION</b>									
	<b>2015/16</b>							<b>2014/15</b>	
	<b>Adjust- ed Appro- piation</b>	<b>Shifting of Funds</b>	<b>Vire- ment</b>	<b>Final Appro- piation</b>	<b>Actual Expen- diture</b>	<b>Vari- ance</b>	<b>Expen- diture as % of final appro- piation</b>	<b>Final Appro- piation</b>	<b>Actual expen- diture</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>%</b>	<b>R'000</b>	<b>R'000</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>1,856</b>	-	<b>215</b>	<b>2,071</b>	<b>2,069</b>	<b>2</b>	<b>99.9%</b>	<b>1,835</b>	<b>1,836</b>
<b>Compensation of employees</b>	<b>1,696</b>	-	<b>244</b>	<b>1,940</b>	<b>1,939</b>	<b>1</b>	<b>99.9%</b>	<b>1,412</b>	<b>1,412</b>
Salaries and wages	1,644	-	135	<b>1,779</b>	1,778	1	99.9%	<b>1,256</b>	1,256
Social contributions	52	-	109	<b>161</b>	161	-	100.0%	<b>156</b>	156
<b>Goods and services</b>	<b>160</b>	-	<b>(29)</b>	<b>131</b>	<b>130</b>	<b>1</b>	<b>99.2%</b>	<b>423</b>	<b>424</b>
Bursaries:									
Employees	1	-	-	<b>1</b>	-	1	-	-	-
Catering:									
Departmental activities	-	-	4	<b>4</b>	5	(1)	125.0%	<b>17</b>	17
Communication (G&S)	37	-	(25)	<b>12</b>	12	-	100.0%	<b>35</b>	35
Consultants:									
Business and advisory services	2	-	-	<b>2</b>	-	2	-	-	-
Consumable:									
Stationery, printing and office supplies	-	-	18	<b>18</b>	21	(3)	116.7%	<b>4</b>	4
Property payments	-	-	-	-	-	-	-	-	-
Travel and subsistence	120	-	(26)	<b>94</b>	92	2	97.9%	<b>367</b>	368
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16</b>	<b>16</b>
<b>Households</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16</b>	<b>16</b>
Social benefits	-	-	-	-	-	-	-	<b>16</b>	16
<b>TOTAL</b>	<b>1,856</b>	<b>-</b>	<b>215</b>	<b>2,071</b>	<b>2,069</b>	<b>2</b>	<b>99.9%</b>	<b>1,851</b>	<b>1,852</b>

## Notes to the Appropriation Account

For the year ended 31 March 2016

### 1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in the note on Transfers and subsidies and Annexures to the AFS.

### 2. Detail of specifically and exclusively appropriated amounts voted (after Virement):

Detail of these transactions can be viewed in note I (Annual Appropriation) to the AFS.

### 3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note to Payments for financial assets to the AFS.

### 4. Explanations of material variances from Amounts Voted (after Virement):

#### 4.1 Per Programme

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Programme 1	108,167	107,947	220	0.2%
Programme 2	38,308	38,164	144	0.4%
Programme 3	36,184	36,155	29	0.1%
Programme 4	47,093	47,053	40	0.1%

#### 4.2 Per economic classification:

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
<b>Current payment:</b>				
Compensation of employees	167,417	167,108	309	0.2%
Goods and services	59,617	59,502	115	0.2%
<b>Transfers and subsidies:</b>	<b>840</b>	<b>835</b>	<b>5</b>	<b>0.6%</b>
Households	840	835	5	0.6%
<b>Payments for capital assets:</b>	<b>1,852</b>	<b>1,848</b>	<b>4</b>	<b>0.2%</b>
Machinery and equipment	1,852	1,848	4	0.2%
Intangible assets				0.0%
<b>Payments for financial assets</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>0.0%</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Statement of Financial Performance

As at 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>REVENUE</b>			
Annual appropriation	1	229,752	226,031
Departmental revenue	2	211	281
Aid assistance	3	-	-
<b>TOTAL REVENUE</b>		<b>229 963</b>	<b>226,312</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	4	167,108	155,362
Goods and services	5	59,502	63,393
Interest and rent on land	6	-	-
Aid assistance	3	-	-
<b>Total current expenditure</b>		<b>226,610</b>	<b>218,755</b>
<b>Transfers and subsidies</b>			
		<b>836</b>	<b>1,159</b>
	8	836	1,159
<b>Expenditure for capital assets</b>			
Tangible capital assets	9	1,848	4,422
Software and other intangible assets	9	-	1,282
<b>Total expenditure for capital assets</b>		<b>1,848</b>	<b>5,704</b>
<b>Payment for financial assets</b>	7	<b>26</b>	<b>182</b>
<b>TOTAL EXPENDITURE</b>		<b>229,320</b>	<b>225,800</b>
<b>SURPLUS FOR THE YEAR</b>		<b>643</b>	<b>512</b>
<b>Reconciliation of Net Surplus for the year</b>			
Voted Funds	14	432	231
Departmental Revenue	15	211	281
Aid Assistance	3	-	-
<b>SURPLUS FOR THE YEAR</b>		<b>643</b>	<b>512</b>

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

## Statement of Financial Position

As at 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	10	280	465
Prepayments and advances	11	4	27
Receivables	12	550	247
Aid assistance receivables	3	25	25
<b>Non-Current Assets</b>			
Receivables	12	285	152
<b>TOTAL ASSETS</b>		<b>1,144</b>	<b>916</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Voted funds to be surrendered to the Revenue Fund	13	432	231
Departmental revenue to be surrendered to the Revenue Fund	14	47	177
Payables	15	15	38
<b>Non-Current Liabilities</b>			
Payables	17	340	306
<b>TOTAL LIABILITIES</b>		<b>834</b>	<b>752</b>
<b>NET ASSETS</b>		<b>310</b>	<b>164</b>
<b>Represented by:</b>			
Recoverable revenue		310	164
<b>TOTAL</b>		<b>310</b>	<b>164</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Statement of Changes in Net Assets

As at 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>Recoverable revenue</b>			
Opening balance		164	209
Transfers		<b>146</b>	<b>(45)</b>
Irrecoverable amounts written off	7	-	(141)
Debts recovered (included in departmental receipts)		(120)	(17)
Debts raised		266	113
Closing balance		<b>310</b>	<b>164</b>
<b>TOTAL</b>		<b>310</b>	<b>164</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Cash Flow Statement

For the year ended 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		<b>229,963</b>	<b>226,312</b>
Annual appropriated funds received	1	229,752	226,031
Departmental revenue received	2	212	247
Interest received	2	(1)	34
Decrease in working capital		(436)	297
Surrendered to Revenue Fund		(572)	(308)
Current payments		(226,610)	(218,755)
Payment for financial assets	7	(26)	(182)
Transfers and subsidies paid	8	(836)	(1,159)
<b>Net cash flow available from operating activities</b>	<b>18</b>	<b>1,483</b>	<b>6,205</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	9	(1,848)	(5,704)
<b>Net cash flows from investing activities</b>		<b>(1,848)</b>	<b>(5,704)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in net assets		146	(45)
Increase in non-current payables		34	(11)
<b>Net cash flows from financing activities</b>		<b>180</b>	<b>(56)</b>
<b>Decrease in cash and cash equivalents</b>		<b>(185)</b>	<b>445</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>465</b>	<b>20</b>
<b>Cash and cash equivalents at end of period</b>	<b>18</b>	<b>280</b>	<b>465</b>



## **Accounting Policies**

For the year ended 31 March 2016

### **Summary of significant accounting policies**

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

Where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

#### **1. Basis of preparation**

The financial statements have been prepared in accordance with the Modified Cash Standard.

#### **2. Going concern**

The financial statements have been prepared on the assumption that the PSC is a going concern and will continue in operation and meet its statutory and financial obligations for the foreseeable future.

#### **3. Presentation currency**

Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

#### **4. Rounding**

Unless otherwise stated, all financial figures have been rounded to the nearest one thousand Rand (R'000).

### **5. Comparative information**

#### **5.1 Prior period comparative information**

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

#### **5.2 Current year comparison with budget**

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

### **6. Revenue**

#### **6.1 Appropriated funds**

Appropriated funds comprises of departmental allocations as well as direct charges against the revenue fund (i.e. statutory appropriation). Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective. The net amount of any appropriated funds due to / from the relevant revenue fund at the reporting date is recognised as a payable / receivable in the statement of financial position.

#### **6.2 Departmental revenue**

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise. Any amount owing to the National Revenue Fund at the reporting date is recognised as a payable in the statement of financial position.

## **Accounting Policies**

For the year ended 31 March 2016

### **6.3 Accrued departmental revenue**

Accruals in respect of departmental revenue (excluding tax revenue) are recorded in the notes to the financial statements when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and
- the amount of revenue can be measured reliably.

The accrued revenue is measured at the fair value of the consideration receivable. Accrued tax revenue (and related interest and / penalties) is measured at amounts receivable from collecting agents.

## **7. Expenditure**

### **7.1 Compensation of employees**

#### **7.1.1 Salaries and Wages**

Salaries and wages are recognised in the statement of financial performance on the date of payment.

#### **7.1.2 Social Contributions**

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

### **7.2 Other expenditure**

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

### **7.3 Accrued expenditure payable**

Accrued expenditure payable is recorded in the notes to the financial statements when the goods are received or, in the case of services, when they are rendered to the department. Accrued expenditure payable is measured at cost.

### **7.4 Leases**

#### **7.4.1 Operating leases**

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment. The operating lease commitments are recorded in the notes to the financial statements.

#### **7.4.2 Finance leases**

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment whereas Finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions. Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:

- cost, being the fair value of the asset; or
- the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.

## **8. Aid Assistance**

### **8.1 Aid assistance received**

Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.

## **Accounting Policies**

For the year ended 31 March 2016

Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.

### **8.2 Aid assistance paid**

Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.

## **9. Cash and cash equivalents**

Cash and cash equivalents are stated at cost in the statement of financial position. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

## **10. Prepayments and advances**

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash whereas Prepayments and advances outstanding at the end of the year are carried in the statement of financial position at cost.

## **11. Loans and receivables**

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

## **12. Payables**

Loans and payables are recognised in the statement of financial position at cost, plus accrued interest, where interest is charged, less amount already settled or written-off.

## **13. Capital Assets**

### **13.1 Movable capital assets**

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined accurately, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at RI. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at RI.

### **13.2 Intangible assets**

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Where the cost of intangible assets cannot be determined accurately, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at RI. All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) are recorded at RI.

## **14. Provisions and Contingents**

### **14.1 Provisions**

Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured

## **Accounting Policies**

For the year ended 31 March 2016

as the best estimate of the funds required to settle the present obligation at the reporting date.

### **14.2 Contingent liabilities**

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

### **14.3 Contingent assets**

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

### **14.4 Commitments**

Commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.

## **15. Unauthorised expenditure**

Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:

- approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial

performance; or

- transferred to receivables for recovery.

## **16. Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred. It is then removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.

Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

## **17. Irregular expenditure**

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the irregularity unless it is impracticable to determine, in which case reasons therefor are provided in the note. It is then removed from the note when it is either condoned by the relevant authority or transferred to receivables for recovery.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

## **18. Recoverable revenue**

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year and transferred to the National Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

## **Accounting Policies**

For the year ended 31 March 2016

### **19. Related party transactions**

A related party transaction is a transfer of resources, services or obligations between the reporting entity and

a related party. Related party transactions are recorded in the notes to the financial statements when the transaction is not at arm's length.

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

## 1. Annual Appropriation

	2015/16			2014/15	
	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Final Appropriation	Appropriation received
	R'000	R'000	R'000	R'000	R'000
Administration	108,167	108,167	-	103,463	103,463
Leadership and Management Practices	38,308	38,308	-	37,337	37,337
Monitoring and Evaluation	36,184	36,184	-	37,725	37,725
Integrity and Anti-Corruption	47,093	47,093	-	47,506	47,506
<b>TOTAL</b>	<b>229,752</b>	<b>229,752</b>	<b>-</b>	<b>226,031</b>	<b>226,031</b>

Note	2015/16 R'000	2014/15 R'000
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## 2. Departmental Revenue

Sales of goods and services other than capital assets	2.1	88	57
Interest, dividends and rent on land	2.2	(1)	34
Transactions in financial assets and liabilities	2.3	124	190
<b>Departmental revenue collected</b>		<b>211</b>	<b>281</b>

### 2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	<b>87</b>	<b>57</b>
Sales by market establishment	36	10
Other sales	51	47
Sales of scrap, waste and other used current goods	1	-
<b>TOTAL</b>	<b>88</b>	<b>57</b>

### 2.2 Interest, dividends and rent on land and buildings

Interest	(1)	34
<b>TOTAL</b>	<b>(1)</b>	<b>34</b>

### 2.3 Transactions in financial assets and liabilities

Receivables	61	156
Stale cheques written back	1	-
Other Receipts including Recoverable Revenue	62	34
<b>TOTAL</b>	<b>124</b>	<b>190</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>3. Aid assistance</b>			
Opening balance		(25)	(25)
Prior period error		-	-
As restated		(25)	(25)
Transferred from statement of financial performance		-	-
Transferred to/from retained funds		-	-
Paid during the year		-	-
<b>Closing balance</b>		<b>(25)</b>	<b>(25)</b>
<b>3.1 Analysis of balance by source</b>			
Aid assistance from RDP		(25)	(25)
<b>Closing balance</b>		<b>(25)</b>	<b>(25)</b>
<b>3.2 Analysis of balance</b>			
Aid assistance receivable		(25)	(25)
<b>Closing balance</b>		<b>(25)</b>	<b>(25)</b>
<b>4. Compensation of Employees</b>			
<b>4.1 Salaries and Wages</b>			
Basic salary		114,125	106,729
Performance award		3,264	3,163
Service Based		182	247
Compensative/circumstantial		2,062	1,250
Other non-pensionable allowances		28,818	27,055
<b>TOTAL</b>		<b>148,452</b>	<b>138,444</b>
<b>4.2 Social contributions</b>			
<b>Employer contributions</b>			
Pension		14,617	13,491
Medical		4,021	3,409
Bargaining council		19	18
<b>TOTAL</b>		<b>18,657</b>	<b>16,918</b>
<b>TOTAL COMPENSATION OF EMPLOYEES</b>		<b>167,108</b>	<b>155,362</b>
Average number of employees		310	301

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>5. Goods and services</b>			
Administrative fees		82	161
Advertising		360	1,661
Assets less than R5,000	5.1	141	403
Bursaries (employees)		559	1,431
Catering		529	797
Communication		3,562	3,377
Computer services	5.2	9,076	5,694
Consultants, contractors and agency/outsourced services		6,117	7,246
Legal services		28	167
Contractors		295	442
Agency and support/outsourced services		67	34
Audit cost – external	5.3	3,017	3,910
Fleet services		1,387	1,442
Consumables	5.4	1,779	2,147
Operating leases		17,827	11,071
Property payments	5.5	4,495	2,420
Travel and subsistence	5.6	7,360	15,224
Venues and facilities		15	1,835
Training and staff development		1,062	1,227
Other operating expenditure	5.7	1,744	2,704
<b>TOTAL</b>		<b>59,502</b>	<b>63,393</b>
<b>5.1 Minor assets</b>			
<b>Tangible assets</b>			
Machinery and equipment		141	223
<b>Intangible assets</b>			
		-	180
<b>TOTAL</b>		<b>141</b>	<b>403</b>
<b>5.2 Computer services</b>			
SITA computer services		6,415	4,297
External computer service providers		2,661	1,397
<b>TOTAL</b>		<b>9,076</b>	<b>5,694</b>
<b>5.3 Audit cost - external</b>			
Regulatory audits		3,017	3,419
Computer audits		-	491
<b>TOTAL</b>		<b>3,017</b>	<b>3,910</b>



## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

	<b>Note</b>	<b>2015/16</b> R'000	<b>2014/15</b> R'000
<b>5.4 Consumables</b>			
Consumable supplies		354	543
Uniform and clothing		165	1
Household supplies		84	121
Communication accessories		87	247
IT consumables		15	167
Other consumables		3	7
Stationery, printing and office supplies		1,425	1,604
<b>TOTAL</b>		<b>1,779</b>	<b>2,147</b>
<b>5.5 Property payments</b>			
Municipal services		3,668	1,685
Other		827	735
<b>TOTAL</b>		<b>4,495</b>	<b>2,420</b>
<b>5.6 Travel and subsistence</b>			
Local		7,163	12,814
Foreign		197	2,410
<b>TOTAL</b>		<b>7,360</b>	<b>15,224</b>
<b>5.7 Other operating expenditure</b>			
Professional bodies, membership and subscription fees		90	17
Resettlement costs		901	1,281
Other		753	1,406
<b>TOTAL</b>		<b>1,744</b>	<b>2,704</b>
<b>6 Interest and Rent on Land</b>			
Interest Paid		-	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>
<b>7 Payment for financial assets</b>			
Material losses through criminal conduct		17	20
Theft		17	20
Other material losses written off	7.1	9	21
Debts written off	7.2	-	141
<b>TOTAL</b>		<b>26</b>	<b>182</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>7.1 Other material losses written off</b>			
<b>Nature of losses</b>			
Car rental damages		9	19
Fruitless and Wasteful Expenditure		-	2
<b>TOTAL</b>		<b>9</b>	<b>21</b>
<b>7.2 Debts written off</b>			
<b>Nature of debts written off</b>			
Recoverable revenue written off:			
Leave Over grant		-	130
Staff debt		-	11
Interest on debts		-	-
<b>Total</b>		<b>-</b>	<b>141</b>
<b>7.3 Details of theft</b>			
<b>Nature of theft</b>			
Computer equipment		17	20
<b>TOTAL</b>		<b>17</b>	<b>20</b>
<b>8. Transfers and subsidies</b>			
Foreign governments and international organisations	Annex 1A	-	57
Non-profit institutions	Annex 1B	-	505
Households	Annex 1C	836	597
<b>TOTAL</b>		<b>836</b>	<b>1,159</b>
<b>9. Expenditure for Capital Assets</b>			
<b>Tangible assets</b>			
Machinery and equipment	27.1	1,848	4,422
<b>Intangible assets</b>			
Software	28.1	-	1,282
<b>TOTAL</b>		<b>1,848</b>	<b>5,704</b>

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 9.1 Analysis of funds utilised to acquire capital assets – 2015/16

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>Tangible assets</b>			
Machinery and equipment	1,848	-	1,848
<b>Intangible assets</b>			
Software	-	-	-
<b>TOTAL</b>	<b>1,848</b>	<b>-</b>	<b>1,848</b>

### 9.2 Analysis of funds utilised to acquire capital assets – 2014/15

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>Tangible assets</b>			
Machinery and equipment	4,422	-	4,422
<b>Intangible assets</b>			
Software	1,282	-	1,282
<b>TOTAL</b>	<b>5,704</b>	<b>-</b>	<b>5,704</b>

Note	2015/16 R'000	2014/15 R'000

### 9.3 Finance lease expenditure included in Expenditure for capital assets

<b>Tangible assets</b>		
Machinery and equipment	461	473
<b>TOTAL</b>	<b>461</b>	<b>473</b>

## 10. Cash and cash equivalents

Consolidated Paymaster General Account	230	433
Cash on hand	50	32
<b>TOTAL</b>	<b>280</b>	<b>465</b>

## 11. Prepayments and Advances

Travel and subsistence	4	27
<b>TOTAL</b>	<b>4</b>	<b>27</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

## 12. Receivables

	Note	2015/16			2014/15		
		Current R'000	Non-current R'000	Total R'000	Current R'000	Non-current R'000	Total R'000
Claims recoverable	12.1	97	19	116	33	3	36
Recoverable expenditure	12.2	59	-	59	109	-	109
Staff debt	12.3	266	185	451	24	149	173
Other debtors	12.4	128	81	209	81	-	81
<b>TOTAL</b>		<b>550</b>	<b>285</b>	<b>835</b>	<b>247</b>	<b>152</b>	<b>399</b>

Note	2015/16 R'000	2014/15 R'000
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### 12.1 Claims recoverable

National departments	8	25
Provincial departments	108	11
<b>TOTAL</b>	<b>116</b>	<b>36</b>

### 12.2 Recoverable expenditure(disallowance accounts)

SAL: Deduction Disallow Account	-	5
SAL: Tax Debt	15	60
SAL: Reversal Control: CA	-	44
SAL: Income Tax	39	-
Telephone Control Account: CL	5	-
<b>TOTAL</b>	<b>59</b>	<b>109</b>

### 12.3 Staff debts

Salary	217	71
Bursary	234	97
Other	-	5
<b>TOTAL</b>	<b>451</b>	<b>173</b>

### 12.4 Other debtors

AAPSComs	209	81
<b>TOTAL</b>	<b>209</b>	<b>81</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

	Note	2015/16 R'000	2014/15 R'000
<b>12.5 Fruitless and wasteful expenditure</b>			
Opening balance		-	-
Less amounts recovered		-	-
Less amounts written off		-	2
Transfers from note 23 Fruitless and Wasteful Expenditure		-	(2)
<b>TOTAL</b>		<b>-</b>	<b>-</b>
<b>13. Voted funds to be surrendered to the Revenue Fund</b>			
Opening balance		231	195
Transfer from Statement of Financial Performance		432	231
Paid during the year		(231)	(195)
<b>CLOSING BALANCE</b>		<b>432</b>	<b>231</b>
<b>14. Departmental revenue to be surrendered to the Revenue Fund</b>			
Opening balance		177	9
Transfer from Statement of Financial Performance		211	281
Paid during the year		(341)	(113)
<b>CLOSING BALANCE</b>		<b>47</b>	<b>177</b>
<b>15. Payables – Current</b>			
Clearing accounts	15.1	15	-
Other payables	15.2	-	38
<b>TOTAL</b>		<b>15</b>	<b>38</b>
<b>15.1 Clearing accounts</b>			
SAL: Deduction Disallowance Account		15	-
SAL: Pension Fund: CL		-	-
<b>TOTAL</b>		<b>15</b>	<b>-</b>
<b>15.2 Other payables</b>			
Department of International Relations and Cooperation		-	38
<b>TOTAL</b>		<b>-</b>	<b>38</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

## 16. Payables – non-current

	Note	2015/16				2014/15
		One to two years	Two to three years	More than three years	Total	
		R'000	R'000	R'000	R'000	
Advances received	16.1	-	-	302	302	306
Other payables	16.2	38	-	-	38	-
<b>TOTAL</b>		<b>38</b>	<b>-</b>	<b>302</b>	<b>340</b>	<b>306</b>

### 16.1 Advances received

National departments	Annexure 4B	302	306
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### 16.2 Other Payables

Department of International Relations and Cooperation	38	-
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## 17. Net Cash Flow Available from operating activities

Net surplus as per Statement of Financial Performance	643	512
Add back non cash/cash movements not deemed operating activities	840	5,693
(Increase)/Decrease in receivables – current	(436)	38
Decrease in prepayments and advances	23	287
Decrease in payables – current	(23)	(28)
Expenditure on capital assets	9	5,704
Surrenders to RDP Fund/Donor	-	-
Surrenders to Revenue Fund	(572)	(308)
<b>Net cash flow generated by operating activities</b>	<b>1,483</b>	<b>6,205</b>

## 18. Reconciliation of Cash and Cash Equivalents for

### Cash flow Purposes

Consolidated Paymaster General account	230	433
Cash on hand	50	32
<b>TOTAL</b>	<b>280</b>	<b>465</b>

Note	2015/16	2014/15
	R'000	R'000

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 19. Commitments

#### Current expenditure

Approved and contracted	7,730	11,723
Approved but not yet contracted	-	706
	<b>7,730</b>	<b>12,429</b>

#### Capital expenditure

Approved and contracted	-	715
Approved but not yet contracted	-	-
	-	715

#### TOTAL COMMITMENTS

	<b>7,730</b>	<b>13,144</b>
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### 20. Accruals

#### Listed by economic classification

	30 Days R'000	30+ Days R'000	Total R'000	Total R'000
Goods and services	2,360	-	2,360	4,640
Machinery and equipment	-	-	-	-
<b>TOTAL</b>	<b>2,360</b>	<b>-</b>	<b>2,360</b>	<b>4,640</b>

#### Listed by programme level

Programme 1: Administration	1,786	3,201
Programme 2: Leadership and Management Practices	87	544
Programme 3: Monitoring and Evaluation	163	295
Programme 4: Integrity and Anti-Corruption	324	600
	<b>2,360</b>	<b>4,640</b>

### 21. Employee Benefits

Leave entitlement	2,530	3,124
Service bonus (Thirteenth cheque)	4,475	4,193
Performance awards	2,511	2,485
Capped leave commitments	8,379	6,185
<b>TOTAL</b>	<b>17,895</b>	<b>15,987</b>

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 22. Lease commitments

#### 22.1 Operating leases expenditure

2015/16	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	1,598	42	1,640
Later than 1 year and not later than 5 years	-	26,451	169	26,620
<b>Total lease commitments</b>	<b>-</b>	<b>28,049</b>	<b>211</b>	<b>28,260</b>
<b>2014/15</b>				
Not later than 1 year	-	2,421	-	2,421
Later than 1 year and not later than 5 years	-	1,598	-	1,598
<b>Total lease commitments</b>	<b>-</b>	<b>4,019</b>	<b>-</b>	<b>4,019</b>

#### 22.2 Finance lease expenditure

2015/16	Land	Buildings and other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000	R'000
Not later than 1 year	-	-	398	398
Later than 1 year and not later than 5 years	-	-	-	-
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>398</b>	<b>398</b>
<b>2014/15</b>				
Not later than 1 year	-	-	40	40
Later than 1 year and not later than 5 years	-	-	809	809
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>849</b>	<b>849</b>

### 23 Fruitless and wasteful expenditure

#### Reconciliation of fruitless and wasteful expenditure

Fruitless and wasteful expenditure – relating to current year	-	2
Less: Amounts resolved	-	(2)
<b>Fruitless and wasteful expenditure awaiting resolution</b>	<b>-</b>	<b>-</b>



## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Notes to the Annual Financial Statements

For the year ended 31 March 2016

## 24 Related Party Transactions

PSC has related party relationship with the following public sector entities that fall under the portfolio of the Minister for Public Service and Administration:

- Department of Public Service and Administration
- National School of Government
- Public Service Sector Education and Training Authority (PSETA)
- Centre for Public Service Innovation
- Government Employees Medical Scheme

## 25 Key management personnel

	No. of Individuals	2015/16 R'000	2014/15 R'000
Political Office Bearers *	14	15,848	15,442
Officials:			
Level 15 to 16	4	4,841	5,615
Level 14	10	7,924	7,378
<b>TOTAL</b>		<b>28,613</b>	<b>28,435</b>

\*Chairperson (1), Deputy Chairperson (1) and other members of the Commission (12).

## 26. Provisions

	2015/16 R'000	2014/15 R'000
Long service awards	111	113
<b>TOTAL</b>	<b>111</b>	<b>113</b>

### 26.1 Reconciliation of movement in provisions – 2015/16

	Provision I R'000	Total Provisions R'000
Opening balance	113	113
Increase in provision	111	111
Settlement in provision	(113)	(113)
Unused amount reversed	-	-
Reimbursement expected from third party	-	-
Change in provision due to change in estimation inputs	-	-
<b>Closing balance</b>	<b>111</b>	<b>113</b>

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 26.2 Reconciliation of movement in provisions – 2014/15

	Provision I	Total Provisions
	R'000	R'000
Opening balance	113	113
Increase in provision	-	-
Settlement in provision	-	-
Unused amount reversed	-	-
Reimbursement expected from third party	-	-
Change in provision due to change is estimation inputs	-	-
<b>Closing balance</b>	<b>113</b>	<b>113</b>

### 27. Movable Tangible Capital Assets

#### MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	Cost		Cost	Cost	Cost
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>20,218</b>	<b>(6)</b>	<b>1,387</b>	<b>2,666</b>	<b>18,933</b>
Computer equipment	12,825	(6)	1,239	1,592	12,466
Furniture and office equipment	6,462	-	148	563	6,047
Other machinery and equipment	931	-	-	511	420
<b>TOTAL MOVABLE TANGIBLE ASSETS</b>	<b>20,218</b>	<b>(6)</b>	<b>1,387</b>	<b>2,666</b>	<b>18,933</b>

#### 27.1 Additions

#### ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Cash	Non-cash	(Capital Work in Progress current costs and Finance Leases)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>1,837</b>	<b>-</b>	<b>(461)</b>	<b>11</b>	<b>1,387</b>
Computer equipment	1,233	-	-	6	1,239
Furniture and office equipment	143	-	-	5	148
Other machinery and equipment	461	-	(461)	-	-
<b>TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>1,837</b>	<b>-</b>	<b>(461)</b>	<b>11</b>	<b>1,387</b>

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 27.2 Disposals

#### DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Sold for cash R'000	Non-cash disposal R'000	Total disposals R'000	Cash Received Actual R'000
<b>MACHINERY AND EQUIPMENT</b>	-	2,666	2,666	-
Computer equipment	-	1,592	1,592	-
Furniture and office equipment	-	563	563	-
Other machinery and equipment	-	511	511	-
<b>TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS</b>	-	2,666	2,666	-

### 27.3 Movement for 2014/15

#### MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing balance R'000
<b>MACHINERY AND EQUIPMENT</b>	17,318	-	3,955	1,055	20,218
Computer equipment	11,924	-	1,916	1,015	12,825
Furniture and office equipment	4,463	-	2,039	40	6,462
Other machinery and equipment	931	-	-	-	931
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	17,318	-	3,955	1,055	20,218

#### 27.3.1 Prior period error

	Note	2014/15 R'000
<b>Nature of prior period error</b>		-
Relating to 2013/14		-
Assets received 2013/14 however paid 2014/15		-
<b>TOTAL</b>		-

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 27.4. Minor assets

#### MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2016

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	1,082	1	6,813	-	7,896
Additions	-	-	141	-	141
Disposals	-	-	335	-	335
<b>TOTAL MINOR ASSETS</b>	<b>1,082</b>	<b>1</b>	<b>6,619</b>	<b>-</b>	<b>7,702</b>

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	1	5	-	6
Number of minor assets at cost	927	-	5 387	-	6 314
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>927</b>	<b>1</b>	<b>5 392</b>	<b>-</b>	<b>6 320</b>

#### MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2015

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Opening balance	902	1	6,834	-	7,737
Prior period error	-	-	-	-	-
Additions	180	-	223	-	403
Disposals	-	-	244	-	244
<b>TOTAL</b>	<b>1,082</b>	<b>1</b>	<b>6,813</b>	<b>-</b>	<b>7,896</b>

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of RI minor assets	-	1	17	-	18
Number of minor assets at cost	927	-	5 494	-	6 421
<b>TOTAL</b>	<b>927</b>	<b>1</b>	<b>5 511</b>	<b>-</b>	<b>6 439</b>

#### 27.4.1 Prior period error

Note	2014/15
	R'000

#### Nature of prior period error

Relating to 2014/15

Machinery & Equipment purchased from Petty Cash

**TOTAL**

-

-

-

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 27.5 Movable assets written off

#### MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2016

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	262	-	262
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>262</b>	<b>-</b>	<b>262</b>

#### MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2015

	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	21	-	21
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>-</b>	<b>21</b>

## 28. Intangible Capital Assets

#### MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Opening balance	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000
Software	3,971	-	-	3,971
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>3,971</b>	<b>-</b>	<b>-</b>	<b>3,971</b>

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 28.1 Additions

#### ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Cash	Non-Cash	(Develop- ment work in progress – current costs)	Received current year, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
Software	-	-	-	-	-
<b>TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 28.2 Disposals

#### DISPOSALS OF INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016

	Sold for cash	Transfer out or destroyed or scrapped	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
Software	-	-	-	-
<b>TOTAL DISPOSAL OF INTANGIBLE CAPITAL ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 28.3 Movement for 2014/15

#### MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2015

	Opening balance	Prior period error	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
Software	2,689	-	1,282	-	3,971
<b>TOTAL</b>	<b>2,689</b>	<b>-</b>	<b>1,282</b>	<b>-</b>	<b>3,971</b>

**Public Service Commission**

*Financial Statements for the year ended 31 March 2016*

## Notes to the Annual Financial Statements

For the year ended 31 March 2016

### 28.3.1 Prior period error

**Nature of prior period error**

Relating to 2013/14

Assets received in 2013/14 however paid 2014/15

**TOTAL**

Note	2014/15
	R'000
	-
	-
	-
	<hr/>

## Annexures to the Annual Financial Statements

For the year ended 31 March 2016

### ANNEXURE 1A

#### STATEMENT OF TRANSFERS TO FOREIGN GOVERNMENT AND INTERNATIONAL ORGANISATIONS

FOREIGN GOVERNMENT/ INTERNATIONAL ORGANISATION	TRANSFER ALLOCATION				EXPENDITURE		2014/15
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Final Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
<b>Transfers</b>							
International Institute of Administrative Sciences (IASIA)	-	-	-	-	-		12
Association of African Public Services Commissions (AAPSComs)	-	-	-	-	-		45
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>57</b>



## Annexures to the Annual Financial Statements

For the year ended 31 March 2016

### ANNEXURE 1B

#### STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

NON-PROFIT INSTITUTIONS	TRANSFER ALLOCATION				EXPENDITURE		2014/15
	Adjusted Appropriation Act	Roll Overs	Ad-just-ments	Total Available	Actual Transfer	% of Available funds Trans-ferred	Final Ap-pro-pria-tion
	R'000	R'000	R'000	R'000	R'000	%	R'000
<b>Transfers</b>							
Public Service Sector Education and Training Authority (PSETA)	-	-	-	-	-	100%	505
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>505</b>

**Public Service Commission**

Financial Statements for the year ended 31 March 2016

## Annexures to the Annual Financial Statements

For the year ended 31 March 2016

### ANNEXURE 1C

#### STATEMENT OF TRANSFERS TO HOUSEHOLDS

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2014/15
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available funds Transferred	Final Appropriation
	R'000	R'000	R'000	R'000	R'000	%	R'000
<b>Transfers</b>							
Retirement and Resignations benefits	836	-	-	836	836	100%	597
<b>TOTAL</b>	<b>836</b>	<b>-</b>	<b>-</b>	<b>836</b>	<b>836</b>		<b>597</b>

## Annexures to the Annual Financial Statements

For the year ended 31 March 2016

### ANNEXURE 1D

#### STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2015/16	2014/15
		R'000	R'000
<b>Received in cash</b>			
International Program for Development Evaluation Training (IPDET)	Traveling costs for participating as a workshop instructor at the International Program for Evaluation Training in Ottawa, Canada	106	88
Information Training and Agricultural Development (ITAD)	Traveling costs for Rockefeller Foundation meeting in New York on The Post-2015 Development Evaluation	-	20
<b>TOTAL</b>		<b>106</b>	<b>108</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Annexures to the Annual Financial Statements

For the year ended 31 March 2016

## ANNEXURE 1E

### STATEMENT OF AID ASSISTANCE RECEIVED

NAME OF DONOR	PURPOSE	OPENING	REVENUE	EXPENDITURE	CLOSING
		BALANCE			BALANCE
		R'000	R'000	R'000	R'000
<b>Received in cash</b>					
Internationale Zusammenarbeit (GIZ) (4 <sup>th</sup> SAMEA Conference)	4 <sup>th</sup> SAMEA Conference	(25)	-	-	(25)
<b>TOTAL</b>		<b>(25)</b>	<b>-</b>	<b>-</b>	<b>(25)</b>

## Annexures to the Annual Financial Statements

For the year ended 31 March 2016

### ANNEXURE 2

#### CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2016	31/03/2015	31/03/2016	31/03/2015	31/03/2016	31/03/2015
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Department</b>						
Department of Public Service and Administration	-	-	8	8	8	8
Department of Rural Development	-	-	-	17	-	17
Provincial Administration Western Cape	-	-	8	8	8	8
Gauteng Provincial Government	-	-	3	3	3	3
Eastern Cape Provincial Government- Department of Health	-	-	98	-	98	-
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>117</b>	<b>36</b>	<b>117</b>	<b>36</b>

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Annexures to the Annual Financial Statements

For the year ended 31 March 2016

## ANNEXURE 3

### INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance out- standing		Unconfirmed balance outstanding		TOTAL	
	31/03/2016	31/03/2015	31/03/2016	31/03/2015	31/03/2016	31/03/2015
	R'000	R'000	R'000	R'000	R'000	R'000
<b>DEPARTMENTS</b>						
<b>Current</b>						
Public Service Co-ordinating Bargaining Council	-	68	-	-	-	68
	-		-		-	
<b>TOTAL</b>	<b>-</b>	<b>68</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68</b>

## Annexures to the Annual Financial Statements

For the year ended 31 March 2016

### ANNEXURE 4A

#### INTER-ENTITY ADVANCES PAID (Note 11)

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2016	31/03/2015	31/03/2016	31/03/2015	31/03/2016	31/03/2015
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Non-current</b>	-	-	-	-	-	-
<b>TOTAL</b>	-	-	-	-	-	-

## Public Service Commission

Financial Statements for the year ended 31 March 2016

# Annexures to the Annual Financial Statements

For the year ended 31 March 2016

## ANNEXURE 4B

### INTER-ENTITY ADVANCES RECEIVED (Note 16)

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2016	31/03/2015	31/03/2016	31/03/2015	31/03/2016	31/03/2015
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Non-current</b>						
Department of Public Service and Administration	-	-	302	306	302	306
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>302</b>	<b>306</b>	<b>302</b>	<b>306</b>







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