

# **PUBLIC SERVICE COMMISSION**



## **ANNUAL REPORT TO CITIZENS FOR THE 2007/2008 FINANCIAL PERIOD**

## **TABLE OF CONTENTS**

	<b>PAGE</b>
1. WHO ARE WE	1
2. WHAT DO WE DO	2
3. WHO IS IN CHARGE	3
4. OUR STANDARDS, HOW WE MET THEM AND THE RESULTS ACHIEVED	3
5. HOW WE INTEND IMPROVING OUR SERVICES	7
6. ORGANISATION AND STAFFING	7
7. BUDGET	8
8. CONTACT DETAILS	9
9. WHERE CAN WE BE FOUND	9

<b>DEPARTMENT</b>	<b>Public Service Commission</b>
<b>REPORT TO CITIZENS</b>	<b>2007/2008 Financial Year</b>

## **1. WHO ARE WE**

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

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

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

The PSC is supported by the Office of the Public Service Commission (OPSC), with its head office in Pretoria and regional offices in each province. The OPSC is headed by the Director-General, who is the Accounting Officer. The staff of the OPSC is appointed in terms of the Public Service Act of 1994.

### **Vision**

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

## **Mission**

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

## **2. WHAT DO WE DO**

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

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

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

- a. to promote the values and principles, as set out in Section 195, throughout the Public Service
- b. to investigate, monitor and evaluate the organisation, administration and personnel practices of the Public Service, in particular adherence to the values and principles set out in Section 195 and the Public Service procedures
- c. to propose measures to ensure effective and efficient performance within the Public Service
- d. to give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195
- e. to report on its activities and the performance of its functions, including any findings it may make and directions and advice it may give; and to provide an evaluation of

- the extent to which the values and principles set out in Section 195 are complied with and
- f. either of its own accord, or on receipt of any complaint,
    - i. to investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature
    - ii. to investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies
    - iii. to monitor and investigate adherence to applicable procedures in the Public Service
    - iv. to advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service

The work of the PSC is structured around six key performance areas, namely: Labour Relations Improvement, Public Administration Investigations, Professional Ethics and Human Resource Reviews, Governance Monitoring, Leadership and Performance Improvement, and Service Delivery and Quality Assurance.

### **3. WHO IS IN CHARGE**

The Chairperson of the Public Service Commission is Professor Stan Sangweni and he is the Executing Authority in terms of the Public Service Act.

The Director-General of the Office of the Public Service Commission is Ms Odette Ramsingh, who is the Accounting Officer in terms of the Public Finance Management Act.

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

On an annual basis, the PSC develops the Service Delivery Improvement Plan which serves as a framework to inform stakeholders regarding the PSC's service delivery standards. Below is an account of how the PSC performed against the actual standards during the 2007/2008 financial year.

<b>Key services</b>	<b>Clients</b>	<b>Current standard</b>	<b>Actual achievement against standards</b>
Conduct research on labour relations issues and investigate grievances of public servants	Government departments	Report with findings and recommendations finalised	Reports on the Grievance Trends in the Public Service, Labour Relations Conference, Management of Poor Performance in the Public Service as well as a Toolkit on the Management of Poor Performance in the Public Service have been published.

Key services	Clients	Current standard	Actual achievement against standards
		80% of all referred grievances finalised within three months from date of receipt of all relevant documentation.	The PSC received 597 grievances. However, 402 (67%) cases had to be referred back to departments due to non-compliance with the Grievance Rules. 98 cases were finalised by the end of the financial year. In 10 cases the aggrieved employees withdrew their grievances before they could be finalised. A total of 177 (30%) cases were pending due to incomplete information provided by departments.
Investigate irregular or inefficient Public Administration Practices	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-Governmental Organisations	80% of investigations finalised within three months from the date of receipt of all documents  Report with findings and recommendations finalised	78 Desktop audits and 10 full scale investigations were finalised during the financial year. Some investigations exceeded the 3 months period due to poor feedback from departments.  Reports on Audit on Vacancy Rates in National and Provincial Departments, Indebtedness of Public Servants, Financial Misconduct for the 2006/2007 Financial Year, Trend Analysis on Complaints Lodged with Public Service Commission during 2006/2007 Financial Year, and Investigation into the Management of Public Servants in Terms of the Prevailing Provisions who are elected as Municipal Councillors in the Limpopo and Western Cape Provinces.
Establish a culture of professional behaviour in the Public Service	Executives Government departments Legislatures Complainants	Provide professional secretarial support to the National Anti-Corruption Forum  Manage the extent of compliance by members of the SMS  Management of the National Anti-Corruption Hotline  Promote Code of Conduct  Awareness created on professional ethics and anti-corruption	The PSC provided secretarial services to the National Anti-Corruption Forum (NACF). Four NACF Implementation Committee meetings were held. Two full forum meetings were also held.  An 84% compliance rate from departments with regards to the Financial Disclosure Framework was achieved.  In terms of the National Anti-Corruption Hotline, 1441 cases of corruption were referred to departments in terms of the agreed protocols.  Four workshops were held to promote the code of conduct.  Anti-corruption posters were printed and distributed to create awareness on professional ethics and anti-corruption.
Review the implementation of human resource practices through	Executives Government departments Legislatures	Successful hosting of conference and report on proceedings	A successful IMPA-HR conference was hosted. The Conference which brought together local and internal HR practitioners, focused on building public

Key services	Clients	Current standard	Actual achievement against standards
production of research reports and recommendations	Complainants	Report with findings and recommendations finalised	sector human resource capacity in a developmental state. A. Report on the Proceedings of the International Human Resource Management Conference was produced. Reports on the Evaluation of Training Needs of Senior Managers in the Public Service and Disability Equity were produced.
Evaluation of departments against the values listed in section 195 of the Constitution	Government departments The Executive Parliament Provincial Legislatures The public domain (academics, civic society organisations)	Reports with findings and recommendations finalised	Twenty two departmental monitoring and evaluation reports were compiled focusing on how the departments complied with the Constitutional Values and Principles of Public Administration.  A fourth Consolidated Public Service M&E report was produced.  A pamphlet on Basic M&E Concepts and a Conceptual Framework on meta-evaluation were published.
Evaluation of the State of the Public Service	Government departments The Executive Parliament Provincial Legislatures The public domain (academics, civic society organisations)	Report with findings and recommendations finalised	The State of the Public Service (SOPS) Report 2008 under the theme: <i>A Mid-Term Review of Public Administration</i> was produced and submitted to Parliament.
Evaluation of the success of identified government programmes	Government departments The Executive Parliament Provincial Legislatures The public domain (academics, civic society organisations)	Reports with findings and recommendations finalised	An evaluation of government's poverty reduction programme was completed and a report published.
Evaluation of service delivery	Government departments The Executive Portfolio Committees Provincial Legislatures Academia Non-Governmental Organisations	Reports with findings and recommendations finalised	Inspections were conducted on selected service delivery sites of the departments of Education and reports were finalised.  Three evaluations on the implementation of the Batho Pele principle of Value for Money, Consultation, Openness and Transparency were undertaken. Reports based on the evaluations were finalised.
Propose measures to ensure effective and efficient performance within the Public Service	Government departments The Executive Portfolio Committees Provincial Legislatures Academia	Report with findings and recommendations finalised	A Citizen Satisfaction Survey was conducted in the Provincial Departments of Agriculture to measure the actual satisfaction level of citizens with the delivery of public services and the report has been finalised.

Key services	Clients	Current standard	Actual achievement against standards
	Non-Governmental Organisations		Reports on the Verification of Qualifications and the Primary School Nutrition Programme were produced.
Improving and promoting Public Service Leadership	The Presidency Government departments Academia Non-Governmental Organisations Provincial Executive Councils	Report with findings and recommendations finalised	A report on the Implementation of the Performance Management and Development System for Senior Managers in the North West Province was produced.  A report on the payment of performance incentives to Heads of Department was produced.
Monitoring the Heads of Department's (HoDs) performance management	The Presidency Government departments Academia Non-Governmental Organisations Provincial Executive Councils	All qualifying HoDs successfully evaluated  HoD performance agreements monitored and evaluated  Reports with findings and recommendations finalised within set targets	Guidelines for the Evaluation of Heads of Department for the 2006/07 Financial Year were also produced. 9 national and 11 provincial HoDs were evaluated for the 2006/07 performance cycle.  23 national and 74 provincial HoDs filed their performance agreements for the 2007/08 period.  A report on the filing of performance agreements was completed and submitted to Parliament.  A report on the evaluation of the performance of HoDs was completed and submitted to Parliament.
Recruitment and retention of competent staff to ensure service delivery in the Office	Appointment beneficiaries/appointees Programme managers	Recruitment and Selection done in accordance with the Recruitment and Selection Policy	Vacant posts were filled timeously and the levels of representivity in terms of females and persons with disability have improved. The number of female employees rose from 106 in February 2007 to 116 in March 2008. The PSC has employed 5 people with disabilities, which translates to 2.3% of the total staff complement, thus exceeding the national target of 2% by 0.3%.
Manage, maintain and ensure efficient use of the overall IT infrastructure, systems and services	Commissioners OPSC Staff	IT operations conducted in accordance with IT policies and best practices	The PSC business processes such as the HR scheduling system, IKM case management system and the DG tracking system were automated to improve service delivery.  The Virtual Private Network as well as the Uninterrupted Power Supply were implemented. A Short Message System (SMS) technology that acknowledges receipt of application for employment was introduced.



Key services	Clients	Current standard	Actual achievement against standards
Sound financial management	Commissioners OPSC staff Service providers Auditor-General National Treasury Government Departments	Monitoring of expenditure and utilisation of budget within the budget allocation	Financial transactions were accurately recorded and reports submitted to National Treasury by the 15 <sup>th</sup> of every month. 9 Budget Committee meetings were held
Provide communication and information support by among others, marketing the work of the PSC through media campaign and exhibitions; and tabling and distribution of published reports	Commissioners OPSC staff	Media activities on selected PSC published reports held  Tabling and timely distribution of PSC published Reports	Media briefings were held and media releases on selected PSC published reports were issued to members of the media.  PSC reports were also tabled in Parliament and Provincial Legislatures timeously in accordance with Section 196(4)(e) of the Constitution, 1996.

## 5. HOW WE INTEND IMPROVING OUR SERVICES

In order to continuously improve our service, the Service Delivery Improvement Plan (SDIP) which contains our service delivery standards is reviewed on an annual basis as required by the Public Service Regulations. The OPSC's Medium Term Strategic Plan (MTSP) 2008/2009 – 2010/2011 also includes programmes that the PSC plans to embark upon in the future.

During the 2007/2008 financial period, the Service Charter was launched and staff members committed to uphold the service standards. The organisational structure of the PSC was also realigned by grouping homogeneous functions together in order to meet the strategic objectives of the PSC. The revised structure will come into effect during the 2008/2009 financial period.

Our SDIP for the 2008/2009 financial period and the MTSP are available on request and are obtainable from the Director: Human Resource Management and Development, Mr Alfred Maluleke. His contact details are: Tel: (012) 352 1030, Email: [Malulekea@opsc.gov.za](mailto:Malulekea@opsc.gov.za)

Both documents are also available on the PSC website, [www.psc.gov.za](http://www.psc.gov.za).

## 6. ORGANISATION AND STAFFING

The PSC has a staff complement of 220, including Commissioners. The staff breakdown according to the locations is as follows:

1.	Bloemfontein	5
2.	Cape Town	4
3.	Johannesburg	6
4.	Kimberley	5
5.	King William's Town	5
6.	Mmabatho	6
7.	Nelspruit	6
8.	Pietermaritzburg	5
9.	Polokwane	6
10.	Pretoria	172

**TOTAL** **220**

Below is the breakdown of the number of staff per race, gender and the number of persons with disabilities.

#### Staff breakdown

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior managers	24	5	3	4	11	2	1	4	54
Middle Managers	26	4	1	8	25	1	2	5	72
Administrative/- Clerks	7	0	0	0	19	1	1	3	31
Service and Sales workers, Permanent	20	1	0	1	36	5	0	0	63
Elementary occupations	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>77</b>	<b>10</b>	<b>4</b>	<b>13</b>	<b>91</b>	<b>9</b>	<b>4</b>	<b>12</b>	<b>220</b>
<b>Employees with disabilities</b>				<b>1</b>	<b>3</b>	<b>1</b>			<b>5</b>

#### Additional information

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

#### 7. BUDGET

Programme 1: Administration	R 58 955 000
Programme 2: Investigations and Human Resource Reviews	R 26 062 000

Programme 3: Monitoring and Evaluation	R 23 147 000
Total budget for programmes	R 108 164 000
Staff Salaries	R 70 165 000
Training	R 1 581 942 000

## 8. CONTACT DETAILS

For more information, please contact  
 Ms Bontle Lerumo  
 Deputy Director-General: Corporate Services  
 Telephone number: (012) 352 1195  
 Address: Private Bag X121, Pretoria, 0001  
 Email: [Bontlel@opsc.gov.za](mailto:Bontlel@opsc.gov.za)

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

## 9. WHERE CAN WE BE FOUND

### HEAD OFFICE

Chairperson: Professor SS Sangweni  
 Director-General: Ms OR Ramsingh  
 Commission House  
 Corner Hamilton & Ziervogel Streets  
**PRETORIA**  
**0083**  
 Tel: (012) 328 7690  
 Fax: (012) 325 8382

### PARLIAMENTARY OFFICE

Sanlam Golden Acre Building  
 21st Floor Adderley Street  
**CAPE TOWN**  
**8001**  
 Tel: (021) 418 4940  
 Fax: (021) 418 504

### REGIONAL OFFICES

#### Eastern Cape Province

Commissioner: Mr M Msoki  
 Regional Director: Mr L B Mgengo  
 91 Alexander Road  
**KING WILLIAMS TOWN**  
**5601**  
 Tel: (043) 643 4704  
 Fax: (043) 642 1371

#### Gauteng Province

Commissioner: Dr RR Mjijima  
 Regional Director: Mr TJ Matlhare  
 Ten Sixty-Six Building  
 16<sup>th</sup> Floor  
 35 Pritchard Street  
**JOHANNESBURG**  
**2001**  
 Tel: (011) 833 5721

Fax: (011) 834 1200

**Free State Province**

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

**BLOEMFONTEIN**

**9301**

Tel: (051) 448 8696  
Fax: (051) 448 4135

**North West Province**

Commissioner: Vacant  
Regional Director: Ms KG Seabelo  
Mmabatho Post Office Building  
Ground Floor  
University Drive

**MMABATHO**

**2735**

Tel: (018) 384 1000  
Fax: (018) 384 1012

**Mpumalanga Province**

Commissioner: Mr DW Mashego  
Regional Director: Mr SW Mnisi  
19 Russel Street

**NELSPRUIT**

Luthuli

**1200**

Tel: (013) 755 4070  
Fax: (013) 752 5814

**Northern Cape Province**

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

**KIMBERLEY**

**Western Cape Province**

Commissioner: Dr NV Maharaj  
Regional Director: Ms C Julie  
Sanlam Golden Acre Building  
21<sup>st</sup> Floor, Adderley Street

**CAPE TOWN**

**8000**

Tel: (021) 421 3980  
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**Limpopo Province**

Commissioner: Mr KE Mahoai  
Regional Director: Mr MM Chale  
Kleingeld Trust Building  
81 Biccard Street

**POLOKWANE**

**0699**

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**KwaZulu-Natal Province**

Commissioner: Ms PM Tengen  
Regional Director: Mr BFM Khonjwayo  
Brasford House  
Corner Langalibalele & Chief Albert

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**PIETERMARITZBURG**

**3201**

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