



Custodian of Good Governance

# IZWI lase OPSC

February/March 2012

## Editorial

**T**oday marks the last day of the 2011/12 financial year. This day also marks a day to the beginning of the new financial year. As this is the 1st edition of Izwi published in the year 2012, we reflect on the activities that occurred since the beginning of the year.

As government, our prelude to the new financial year starts in February with the opening of Parliament in the means of the President of the Republic delivering the State of the Nation Address which paves the way of "doing business" in the forthcoming financial year. In this edition, we focus on the President's Address and also other key events such as the Budget Speech by the Minister of Finance.

We also reflect back and salute our former colleagues who retired from the Public Service, more specifically the PSC. While we bade farewell to some officials, we also welcomed our Director-General Professor Richard Levin.

As we enter a new financial year, Izwi has exciting changes that it will introduce as we do a little "nip/tuck" to our publication to meet our reader's needs. Talking about "nip/tuck" we also report on the "nip/tuck" that led to the creation of the PSC's new vision and mission.

Izwi encourages our readers to actively engage with us to ensure that our publication moves to greater heights.

*Cheers, till we meet each other in the new financial year!*

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## PSC's New Vision and Mission unveiled

By: Mocheta Monama

During the Chairperson's Information Session on 2 March 2012, Commissioner Matome Mawasha took to the stand in a quest to educate and explain to Team PSC the organisation's new vision and mission. The objective was to ensure that Team PSC got a thorough understanding of its meaning. Commissioner Mawasha explained that the new vision and mission was formulated to suit the PSC's mandate. He enlightened that for the statements to have an effect, they have to be kept short and sweet. Below is a brief summary from his presentation:

**Vision** - A champion of public administration excellence in democratic governance in South Africa.

\* **Champions** - *Their extraordinary results come from a blended concoction of vision, persistence, and ability to learn from mistakes, a willingness to take risks and possibly fail, and an abiding commitment to the greater good of all.*

\* **Public admin excellence** - *Insisting on change in values and style of doing things to thinking about public administration and the execution of public service in terms of the 9 Constitutional Values and Principles.*

**Mission** - To promote the constitutionally enshrined democratic principles and values of the Public Service by investigation, research, monitoring, evaluating, communicating and reporting on public administration.

Team PSC, let us all internalise the new vision and mission as it paves the way forward for the organisation!

## South Africa Celebrates Human Rights Day

By: Ernie Kekana

Human Rights Day in South Africa is observed on 21 March every year. In 1960, on this historic day almost 69 people were killed in a police firing at Sharpeville as they were raising their voices in opposition to the pass laws. After 1994, March 21 was declared a public holiday by the democratically elected government and included in the list of national holidays of South Africa.

Human Rights Day is of critical importance in the lives of all South African citizens as this day became a symbol of human rights guaranteed to all. It seeks to ascertain that South Africans have developed an understanding of the various human rights they are entitled to and can protect themselves against human rights exploitation. Human Rights Day also marks the beginning of the South Africa Human Rights Commission (SAHRC) in 1996.

In 1996, President Mandela, in a statement on Human Rights Day, said: "21 March is South African Human Rights Day. It is a day which, more than many others, captures the essence of the struggle of the South African people and the soul of our non-racial democracy. March 21 is the day on which we remember and sing praises to those who perished in the name of democracy and human dignity. It is also a day on which we reflect and assess the progress we are making in enshrining basic human rights and values".



**Human Rights Day Celebrations**

**21 March 2012**

**"Working together to promote unity in diversity and human dignity for all"**

## National Water Week

By: Mocheta Monama

Source: [www.dwaf.gov.za](http://www.dwaf.gov.za)

Every year during the month of March South Africa celebrates Water Week, which coincides with World Water Day on 22 March. This year, National Water Week was held from 5 – 11 March 2012 under the theme “Respect, Conserve and Enjoy Water”.

The aim of this campaign is to raise awareness among South Africans about the role of water in social and economic development including the need to encourage citizens to change their attitudes towards water use. The campaign emphasises water conservation as one of the major interventions that South Africans need to appreciate if we are to guarantee water security and availability for the country. It also highlights the centrality of water as a resource in the well-being of both the environment and people.

In South Africa, March is also regarded as Human Rights Month and as such, March is a very important month in the calendar of our country during which we celebrate the two essentials for human survival, human rights and water. Indeed, we are one of the few countries in the world who guarantees water as a human right in the bill of rights in our Constitution.

“We must work hard to reduce water losses and wastage. Every factory, every farm, every industry and every individual must play their role in respecting and saving water. We must cut back on unnecessary use, we must clamp down on illegal abstraction. We must partner together with all citizens, each taking their own responsibility at home, at work and everywhere,” said Ms Edna Molewa, the Minister of Water and Environmental Affairs, in her speech during Water Week Launch.

Below are some water saving tips:

- Turn the tap off between washing your face, brushing your teeth or shaving
- Taking a five-minute shower a day, instead of a bath, will use a third of the water used bathing in a bath tub, saving up to 400 litres a week
- Kettles should not be filled to the brim but with just enough water for your needs. This will reduce your electricity bill too
- Reducing the toilet flush volume alone can save 20% of total water consumption. This can be done by putting a 2-litre cold drink bottle, filled with water and a little sand to add weight, into the cistern
- Fix a leaking toilet otherwise it can waste up to 100 000 litres of water in one year
- Always water your plants during the early morning hours or in the evening, when temperatures are cooler. Between 10:00 and 15:00, one can lose up to 90% of water to evaporation.

Remember to always: **RESPECT, CONSERVE AND ENJOY!**



## President Zuma reaffirms Government's commitment in the fight against Corruption

*By: Ricardo Mahlakanya*

Every beginning of the year, the President of the Republic of South Africa delivers his or her State of the Nation Address (SONA) in Parliament to highlight government's programme of action for the year. When delivering his SONA at a joint sitting of Parliament on 9 February 2012, President Jacob Zuma committed that government will accelerate the fight against crime and corruption and acknowledged that government will also continue to improve the performance of the state in various ways.

During his speech, President Zuma mentioned of some key initiatives that government will embark upon in the fight against crime and corruption. President Zuma touched on government's supply chain system by announcing that the Multi-Agency Working Group on procurement Treasury, the South African Financial Intelligence Centre state procurement system money from state spending, that this initiative will include personnel in government



which is led by National Revenue Service and the is reviewing the entire to ensure better value for The President indicated the vetting of supply chain departments.

President Zuma also welcomed the launch of COSATU'S Corruption Watch, as well as the recent agreement between government and business to implement anti-corruption programmes. He mentioned that these interventions will complement the work of government in combating corruption.

The President also mentioned the value of the Constitution especially given that in 2012, the country marks the 16th anniversary of the Constitution of the Republic, which gives full expression to the country's democratic ideals. He reaffirmed the country's commitment to advance the ideals of the Constitution at all times. This is because the Constitution is South Africa's fundamental vision statement, which guides the country's policies and actions.

With these encouraging words from the President and as champions of public administration excellence in democratic governance in South Africa, Team PSC, let us continue to deliver on our mandate to promote the constitutionally enshrined democratic principles and values of the Public Service.



## South Africa's Finances in Good Health

By: Thembi Nkuna



This heading is a reflection of one of the statements that the Minister of Finance, Mr Pravin Gordhan made during the delivery of the 2012 Budget Speech on 22 February 2012 in Parliament. This statement gave South Africans the assurance of the state of the country's finances.

In February each year, the Minister of Finance announces government's spending, tax and borrowing plans for the next three years, and this is called the national budget. It describes how government will raise money and spend it. The national budget divides money between national departments, provinces and municipalities.

This year, the Minister's speech focused mainly on South Africa's infrastructure investment campaign that is about providing goods and services that create a better working and living environment. It also focused on how government will build a vibrant economy, a decent quality of life for all, reduce poverty and create decent employment opportunities. He indicated that all of this could be achieved not only by government's efforts alone but by the efforts of all South Africans.

The highlight of his speech was that government's total spending will reach R1.1 trillion next year! Poverty alleviation

is at the heart of government's agenda and thus the largest category of expenditure will be on education, health and social assistance.

The Minister's budget Speech clearly demonstrated government's commitment to creating a better working and living environment for all South Africans. I close with a few words of encouragement by the Minister to all South Africans "our development requires every one of us to ask – what can I do for my country, my people, our future!".

## PSC's National Anti-Corruption Hotline Workshop makes a clear Statement

By: Ricardo Mahlakanya

The PSC in conjunction with representatives of both national and provincial departments as well as some public entities hosted the National Anti-Corruption Hotline (NACH) Workshop at Manhattan Hotel on 29 February 2012. The main purpose of the workshop was for delegates to share their successes and also the challenges encountered by departments in the management of cases of alleged corruption reported to the NACH. The workshop also served as a platform to solicit inputs for the review of the Toolkit on the NACH, to ensure the speedy resolution of cases of alleged corruption reported to the NACH as well as to discuss the protection of whistle-blowers and investigators.

Reporting during the workshop, Dr Dovhani Mamphiswa, Deputy Director-General: Integrity and Anti-Corruption said that: "The PSC is proud to announce that the successful investigation of cases of alleged corruption reported to the NACH has resulted in the recovery of R10 million from the perpetrators by various departments. Also, a total of 1 273 officials were charged with misconduct for corrupt activities".



Briefing the media on some of the concrete resolutions that emerged following the workshop, Commissioner Selinah Nkosi said:

- Departments resolved that the PSC should issue summons if departments are not submitting feedback and that the progress report on cases should be presented at the FOSAD meetings on a regular basis
- There must be regular performance audits by departments on the management of cases of alleged corruption referred to them. The outcome of such audits should be reported to the respective Executive Authorities and committees of the legislatures
- Departments should establish a monitoring system to track and analyse trends of their own cases of alleged corruption. Such analysis will allow them to identify corruption cases reported to them and thereby establish responsive strategies to deal with such trends
- Departments should provide adequate resources to conduct full scale investigations on cases of alleged corruption referred to them and that investigators should have the requisite knowledge and skills to deal with complex cases of alleged corruption
- Heads of Department must be held accountable and responsible if they do not ensure that disciplinary enquiries are resolved within 60 days, depending on the complexity of the matter and the length of the investigation
- Once a case of alleged corruption or fraud is detected, departments must conduct an internal disciplinary hearing concurrently with the referral of the case to the South African Police Service for criminal charges.

The PSC believes that the inputs received at the workshop will serve as a guide to departments in speeding up the process of investigating cases of alleged corruption.

## Reports tabled in Parliament

By: Ben de Villiers

The following Reports were recently tabled in Parliament:



### Report on the Evaluation of Grievances to Identify Good Practices

The PSC has been reporting on grievance trends in the Public Service for the past three years and has found that departments in general are unable to resolve grievances within the prescribed time frame. It is common knowledge that the attitude of employees who are aggrieved in the workplace may have a negative impact on their performance. This situation is worsened by the ineffective handling of such dissatisfactions resulting in delays in the finalisation of cases.

Accordingly, the PSC found it necessary to assess the state of grievance handling in the Public Service. In the Report, the PSC assessed the management of grievances within a sample of 43 departments at national and provincial level in order to identify good practices and establish areas where departments need guidance. It was clear from the research conducted by the PSC that departments face several challenges in the management of the grievance process, despite the fact that in 2004 the PSC produced Guidelines on the Grievance Rules. From the responses of labour relations and human resource officers, as well as representatives from organised labour, the constraints experienced by departments to manage grievances timeously, are mostly related to the application of the grievance procedures and commitment by all stakeholders.

Emanating from the study, the PSC has now drafted guidelines on good practices, which provide an easy step-by-step process in the management of grievances in the Public Service. The PSC trusts that the guidelines provided in the Report will assist departments in either drafting internal grievance procedures or adapting their internal grievance procedure.



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## Assessment of the Human Resource Development Practices in the Public Service

Although it has been determined that Skills Development Plans (SDP's) are in place in most departments and that training is taking place, concerns have continued to be raised about the apparent lack of human resource capacity in

the Public Service. It is for this reason that the PSC decided to undertake this study on the Assessment of the Human Resource Development (HRD) Practices in the Public Service.

The aim was to determine how departments formulate their SDP's, how training opportunities are identified, whether there are any monitoring mechanisms in place to determine the impact of the training and development on performance of employees and what the reasons for non-compliance are, if SDP's are indeed, in place.

The PSC has found that overall, departments generally comply with the legislative framework in that they have the necessary policy documents in place, training is being undertaken and they generally submit the Workplace Skills Plans (WSP) and Annual Training Reports (ATR) as required, to the Public Sector Education and Training Authority (PSETA). Analysis of the various policy documents and engagement with the HRD practitioners shows that a number of challenges are still being faced with proper implementation of the policy documents and determining the return on training investment.

It is imperative for management to constantly be capacitated for purposes of improving implementation of departments programs and people management and development for the benefit of the departments.



## Report on Financial Misconduct for the 2009/2010 Financial Year

Over the years, the PSC has conducted several studies on financial misconduct in the Public Service. The findings of these studies have showed that there are still a high number of acts of financial misconduct in the Public Service and that there are weaknesses in risk management and control systems in departments.

The Report shows that the finalised cases for the 2009/10 financial year reflect a drastic increase in the cost of financial misconduct (the highest in the last five years), accompanied by only a marginal increase in the rate of recovery of the money involved. A further worrying trend is the increase in the number of employees who are charged with financial misconduct, but resign before finalisation of their disciplinary hearings.

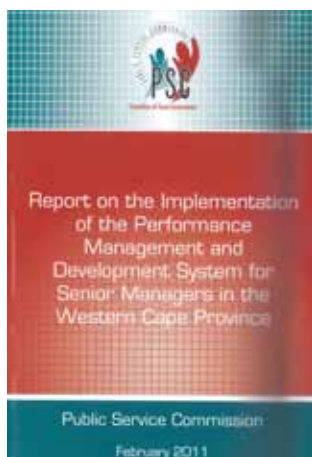
Overall, the findings show that, there is a need for departments to put in place effective systems that would enable them to finalise all cases of financial misconduct effectively. Failure to put such systems in place would continue to undermine government's efforts to deal effectively with acts of corruption.

The PSC is convinced that if departments implement the recommendations contained in the Report, there could be improvement in financial and resource management in the Public Service.

The Report received widespread media coverage, making headlines such as the below mentioned:

**Civil servants steal R300m in state cash – Times Live (4 March 2012)**





## Report on the implementation of the Performance Management and Development System for Senior Managers in the Western Cape Province

This Report is part of the PSC's series of provincial assessments of the implementation of the Performance Management and Development System

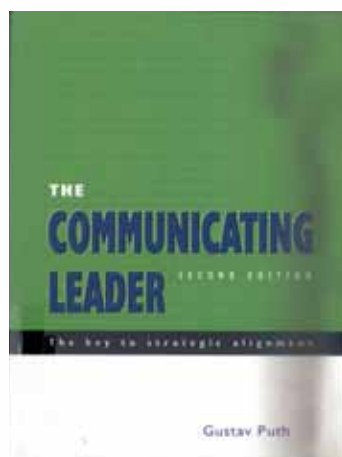
(PMDS) for members of the Senior Management Service.

During the investigation, the PSC found that in some instances, Key Result Areas in the Performance Agreements (PAs) of senior managers had been crafted in a generalised manner, making it very difficult to link them to departmental strategic goals. In addition, there has often been a high disregard for the incorporation of *Batho Pele* principles into PAs as part of inculcating a culture of selflessness in providing quality services.

The study has found that although there are certain challenges, the provincial government of the Western Cape has been consistently successful in conducting block evaluations for its Heads of Department. The success of the block evaluation approach is attributed to the leading role played by the Office of the Premier in ensuring that all stakeholders buy into the model and are committed to the process. Therefore, the PSC is of the view that the approach adopted by the province in assessing the performance of its upper most administrative echelons must be emulated and adapted by all national and provincial departments as a model of excellence in conducting effective performance management and development.

The PSC trusts that the findings and recommendations contained in the Report will be useful in ensuring that the PMDS framework becomes a critical management tool for improved and sustainable service delivery.

## Book Review



**Title:** The Communicating Leader - the Key to Strategic Alignment

**Author:** Puth, Gustav

**Year:** 2002

Abstract by: Ernie Kekana

Communication is regarded by many organisational leaders as one of the most important tools in their leadership kit as it

plays an important role in the leadership of the modern organisation. The *Communicating Leader* is a book dealing with leadership communication from three perspectives, that is: the fundamentals of leadership and communication, the most important relational and social workplace contexts that communicating leaders have to deal with as well as the most important context in leadership communication i.e. strategy formulation and strategic alignment.

According to this book, it is not the organisations' respective strategies that differentiate them from each other, but rather their ability to implement their strategies and to align the workplace thinking and behaviour of individual employees to the strategic intent and direction of the organisation. In this context, the nature and substance of communication between leaders and followers on all levels of the organisation play a crucial role.

Successful organisations are characterised by excellent strategic leadership communication. The key role in this process is played by *The Communicating Leader*. This book explores and substantiates the role of the Communicating Leader, and provides practical guidelines to all organisational leaders on how to unlock the secret to strategic alignment.

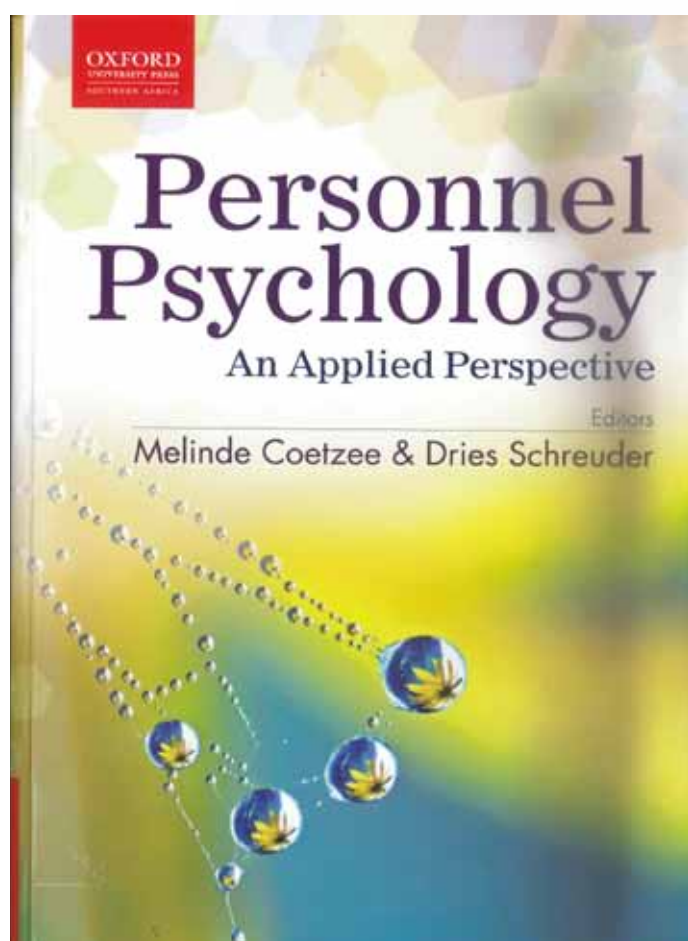


**Title:** Personnel Psychology: An Applied Perspective

**Author:** Coetzee Melinde & Schreuder Dries

**Year:** 2010

*Abstract by:* Nelly Lukhero



Personnel Psychology: An Applied Perspective covers the main human resource management activities used to achieve organisational objectives. The book analyses how these activities may be carried out by managers, human resources specialists and industrial psychologists to help organisations make quality, personnel-related decisions that lead to the achievement of their objectives. The text discusses classic theories and research and the latest developments that mirror the dynamics of the field. It also provides a challenging, insightful overview of how to apply them in the South African organisational context.

## NEWS IN PICS SALUTE OUR RETIREES

**Robert Oliver's Farewell - 24 November 2011**



**Robert Oliver's Farewell - 31 October 2011**





**Jeremy Kannemeyer's Farewell - 28 February 2012**







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## CHAIRPERSON'S INFORMATION SESSION - 02 MARCH 2012





## Jokes

Submitted by: Ben de Villiers

### Advise to the New Bok Coach



### Taking “Workplace Safety” One Step too Far...

