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APPENDICES

APPENDIX A

LEGISLATIONS REGARDING PERFORMANCE MANAGEMENT IN SOUTH AFRICAN PUBLIC SERVICE DEPARTMENTS

The following legislative mandates are applicable in South African Public Service Departments regarding performance management

- **Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)**

Section 195 of the Constitution states that:

1. Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:
 - i. A high standard of professional ethics must be promoted and maintained.
 - ii. Efficient, effective and economical use of resources must be promoted.
 - iii. Public administration must be development oriented.
 - iv. Service must be promoted impartially, fairly, equitable and without bias.
 - v. People's need must be responded to and the public must be encouraged to participate in policy making.
 - vi. Public administration must be accountable.
 - vii. Transparency must be fostered by providing the public timely, accessible and accurate information.
 - viii. Good Human resource management and career development practices, to maximize human potential, must be cultivated.
 - ix. 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.

Section 195 of the Constitution serves as a reference point of guiding the conduct of all public officials in every sphere of government. Section 195 further stipulates that there should be a good human resource management

meaning that government officials should manage performance of employees and monitor it on a regular basis for the effective delivery of services to the community. Section 195 also serves as a frame of reference to public managers on how to administer and manage employees. Public managers should be responsible, accountable and transparent regarding their actions and perform their duties with absolute ability.

- **Employment Equity Act, 55 of 1998.**

Employment Equity Act, 1998 offers opportunities to all employees to be a part of the performance management system despite colour, gender, race, ethnicity, and creed.

Employment equity goals and objectives will be an integral part of the Performance Management System (PMS) in the Municipality and form part of the key performance indicators of senior management on which they are appraised on a quarterly and annual basis. The Performance Management Implementation Policy makes provision for cascading performance appraisals to all staff members. Such appraisals will be used to determine the training needs of employees and to acknowledge outstanding employee performance (Pro-active management Services, 2008).

- **Skills Development Act, 1998**

The Skills Development Act, Act 97 of 1998 provided sections for monitoring and measuring the performance of employees at the workplace.

- **White Paper on the Human Resource Management in the Public Service**

Chapter 5, section 5.9 of the White Paper deals with performance management. The following information is stipulated under this section (DPSA, 2012):

5.9.1 The success of the Public Service in delivering its operational and developmental goals depends primarily on the efficiency and effectiveness with which employees carry out their duties. Managing performance is therefore a key human resource management tool to ensure that:

Employees know what is expected of them.

Managers know whether the employee's performance is delivering the required objectives.

Poor performance is identified and improved.

Good performance is recognised and rewarded.

5.9.2 Performance management is therefore an integral part of an effective human resource management and development strategy. It is an on-going process, in which the employee and employer, together, strive constantly to improve the employee's individual performance and his or her contribution to the organisation's wider objectives. Since the performance of every employee contributes to the overall delivery of the organisation's objectives, it follows that the performance of every employee should be managed. The performance management procedures may vary from one group or level of employees to another, depending on the nature of their work. For example, the procedures may include group assessments and peer reviews, as well as the more traditional annual written report. Whatever the chosen methods, however, the following principles should be applied:

Results orientation

The employee's performance should be assessed on the basis of a work plan covering a specified period, setting out clearly his or her responsibilities and the objectives to be achieved. These objectives should be expressed in terms of outputs to be delivered within a given timescale, and should include personal development as well as operational objectives. The work plan should be mutually agreed between the employee and his or her manager. The assessment process should include both a written assessment completed at no less than yearly intervals, and regular discussions during this period to monitor progress and take remedial action where necessary.

Training and development

The performance assessment process will help to identify strengths and weaknesses, and the interventions which are needed to deal with these, including the employee's future training and needs, and other developmental interventions such as career counselling, coaching and mentoring.

Rewarding good performance

It is important to recognise and reward employees who perform exceptionally well, and whose skills are particularly valued, in order to encourage them to maintain the high standard they have achieved, and to encourage others to strive for improved performance. The most obvious way of achieving this is by awarding incremental increases in pay. The development of new remuneration systems within the Public Service will include provision for systematic pay increments based on performance.

Managing poor performance

Where performance has not matched the requirements in the work plan, the assessment, both written and verbal, should be focused on identifying the reasons for this, and on reaching mutual agreement on the steps which need to be taken to effect improvement. Such steps may include interventions such as career counselling, coaching, mentoring retraining, developmental opportunities and re-deployment. If the desired improvement could not be effected, dismissals on grounds of inefficiency can be considered.

Openness, fairness and objectivity

The employee should be given a copy of the written assessment, and be given the opportunity to comment on it. The employee has the right to appeal against an assessment that he or she believes to be unfair. The reporting manager's written assessment should be reviewed by his or her own immediate manager in order to ensure that reporting standards are objective and uniform.

Sources:

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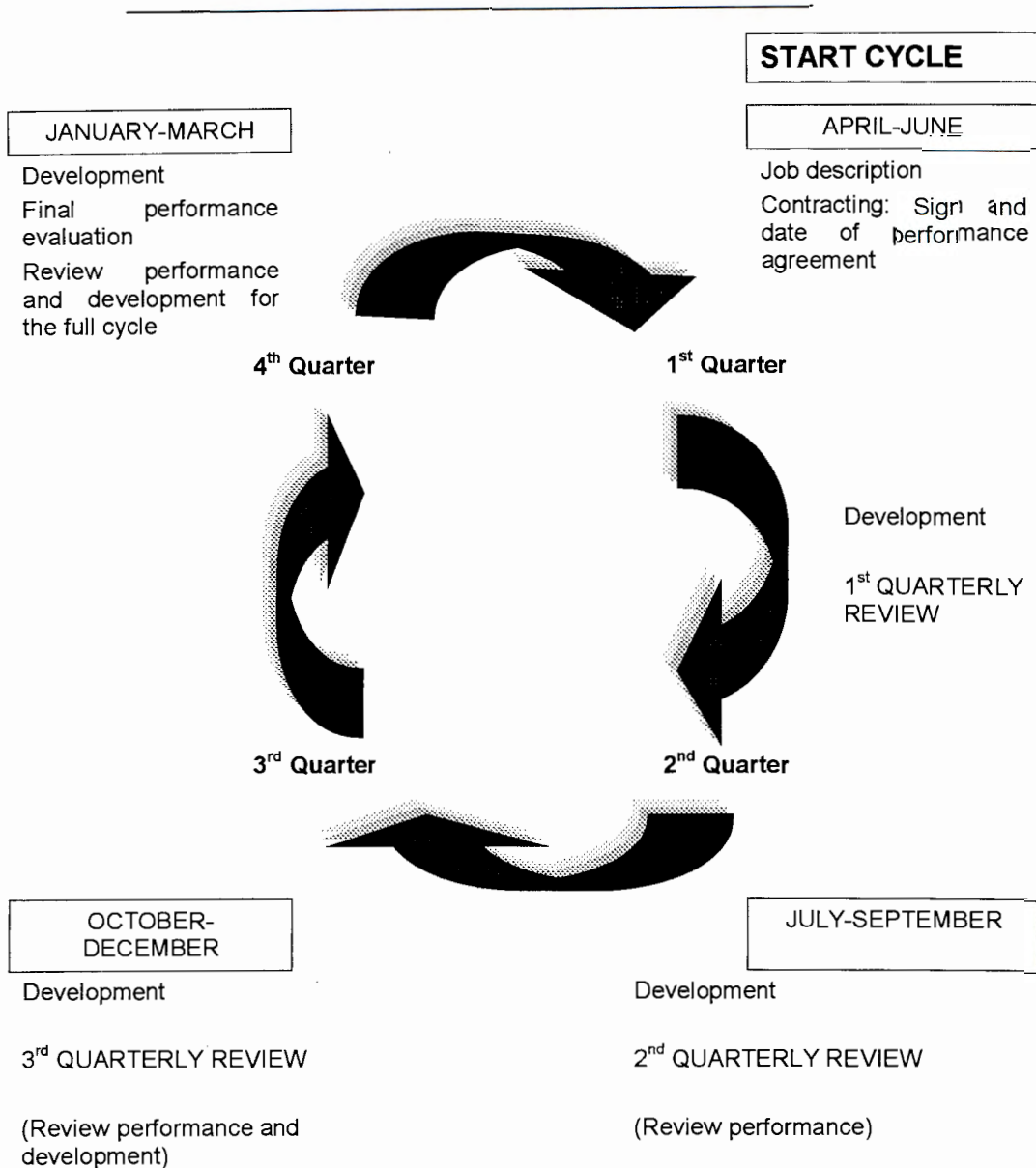
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APPENDIX B

Employee Performance Management Cycle at GDE

Figure 2.1: Employee Performance Management Cycle

Employee Performance Management Cycle



Source: Gauteng Provincial Department of Education. 2010. Circular 64/07:2009/10. Pretoria: GDE.

APPENDIX C

**Rules and service benefits regarding home owners, tenant,
and state housing at GDE**

Rules and service benefits regarding medical aid at GDE

Service benefits regarding service bonus at GDE

Various types of leaves at GDE

**Benefits payable by the Government Employees Pension
Fund**

***Source: Department of Public Service and Administration.
2012. Salaries and Benefits in the Public Service. Pretoria:
DPSA.***



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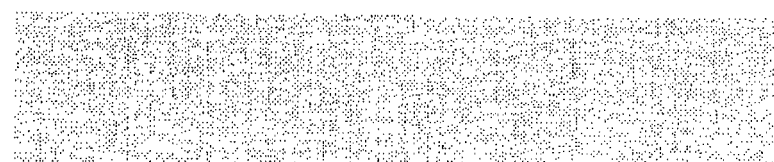
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booklet on Salaries and benefits in the Public Service developed with the intention of explaining further the salaries and benefits government is offering to public servants. Through the 2008/09 salary adjustments, government has taken a significant part of all its spending priorities, including social development, addressing crime issues, infrastructure investment and better service delivery for the communities in the pursuit of a better life for all. In the midst of all these priorities, government has come up with a comprehensive remuneration package that is prudent, forward looking and paves the way towards improving service delivery and public service performance and at the same time, ensuring improved conditions of service for all public servants.

The principles underpinning the 2008/09 salary adjustments to public servants include the following:

- general salary increases that keep pace with inflation so that the buying power of public servants is not compromised and additional increases that are linked to performance and service delivery;
- the attraction and retention of skills in the public service through the introduction of occupation specific dispensation (OSDs); and
- growing the capacity of the State through job creation.

The housing allowance will, once fully implemented, increase the salary for the lowest earner in the public service by approximately 10%.

In addition, employees are further benefited with regard to the introduction of the housing allowance and the free medical cover under the Sapphire Option for employees on salary level 1-5 who are members of Government Employees Medical Scheme (GEMS).



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In terms of the multi-term agreement, Government is of the view that it is beneficial for both the employer and the employees, as it deals with the package of benefits for public servants and not only salary adjustments.

A multi-term wage agreement brings about stability in the planning for personnel expenditure, while ensuring that public servants receive real wage increases or at least inflation adjustments on their income.

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General annual adjustments

These general annual salary adjustments include the cost-of-living adjustment, annual pay progression and grade progression. Employees qualify for pay progression based on satisfactory performance. Grade progression will be awarded to qualifying employees in terms of the specific Occupation Specific Dispensation.

The purpose of the annual cost-of-living adjustments is to preserve the buying power of the employees, in order to ensure that their salaries are not eroded by inflation.

The prevailing wage agreement provides for an adjustment effective from 1 July 2008 based on projected CPI-X for the period 1 April 2008 to 31 March 2009, plus an additional 1% real increase.

Salaries and potential total packages of employees on salary levels 1 to 10: Public Service Act appointees.

Employees in the Public Service qualify for a guaranteed package that includes basic salary (notch), the annual service bonus (1/12 of basic salary) and the Employer contribution to the Government Employees Pension Fund (GEPF).

The guaranteed and potential packages are outlined in the table (next page). The amounts are reflected in Rands per annum.

		Guaranteed			Potential		
		Min	Max	Potential	Min	Max	Potential
1	Min	42 463	3 355.25	5 346.19	6 000	28 100	83 954
	Max	47 283	3 965.25	8 181.79	6 000	28 100	89 834
2	Min	47 787	3 982.25	8 212.31	6 000	28 100	90 081
	Max	53 316	4 443.00	8 321.05	6 000	28 100	98 790
3	Min	54 879	4 573.25	7 134.27	6 000	28 100	98 986
	Max	63 717	5 309.75	8 283.21	6 000	28 100	108 409
4	Min	64 410	5 367.10	8 371.50	6 000	28 100	110 250
	Max	74 772	6 331.00	9 720.38	6 000	28 100	122 623
5	Min	76 194	6 348.50	9 805.12	6 000	28 100	124 548
	Max	88 464	7 372.00	11 590.32	6 000	28 100	139 436
6	Min	94 326	7 690.50	12 252.38	6 000	28 100	146 548
	Max	108 513	9 126.25	14 255.98	6 000	28 100	164 576
7	Min	117 601	9 791.75	15 275.18	6 000	28 100	174 987
	Max	136 419	11 368.25	17 724.47	6 000	28 100	197 621
8	Min	145 920	12 160.00	18 959.60	6 000	28 100	207 148
	Max	169 410	14 117.50	22 033.98	6 000	28 100	237 650
9	Min	174 242	14 630.25	22 651.58	6 000	28 100	243 514
	Max	202 237	16 857.25	26 267.31	6 000	28 100	277 541
10	Min	217 482	18 123.50	28 272.86	6 000	28 100	295 979
	Max	252 482	21 040.25	32 622.79	6 000	28 100	336 445



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1.2. Guaranteed total packages of employees on salary levels 11 and 12: Public Service Act appointees

11	Minimum	344,252
	Maximum	398,801
12	Minimum	407,745
	Maximum	472,758

** These packages already include the benefits referred to above for employees on salary levels 1 to 10, i.e. basic salary, employer's contribution to the GEPF and a flexible portion. Employees are permitted to structure these packages within certain parameters, i.e. employees on salary levels 11 and 12 have a choice between, 75/76 (set 1) or 70 (Set 2) pensionable income. The flexible portion may be structured as follows:

- A maximum of 25% of total package for car allowance;
- Medical contribution in line with the tax caps determined by the Minister of Finance;
- 13th Cheque (service bonus) calculated as 1/12 of the basic salary;
- Housing allowance – any amount; and/or
- Non-pensionable Cash allowance – any amount, normally the balance of the flexible portion that is not structured



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Examples of packages of public servants:

Cleaner	2	Minimum	47,787	5,952.25	6,272.31	6,000	26,100
		Maximum	53,518	6,445.00	6,851.05	6,000	26,790
Scientist	10	Minimum	217,400	18,145.00	24,272.00	6,000	88,100
		Maximum	252,480	21,040.25	28,022.74	6,000	88,146
Deputy Director: Labour Relations Specialist	12*	Minimum	407,745				407,745
		Maximum	472,758				472,758

This means that the total potential package for a -

- Cleaner graded on salary level 2 ranges between R90 081 to R96 081 per annum – the benefits constitute 47% to 49% of the potential package
- Scientist graded on salary level 10 ranges between R295 978 to R338 446 per annum – the benefits constitute 25% to 27% of the potential package
- Labour Relations specialist graded on salary level 12 ranges between R407,745 to R472,758. This is a total package in Middle Management Service.



2. In order to enable government to recruit and retain professionals, the wage agreement provides, amongst others, for the development of occupational specific dispensations for identified categories of staff.

The OSDs are underpinned by the following core principles:

- Unique salary structures per occupation;
- Salaries of occupational categories will, where necessary, be aligned to the market;
- Centrally determined grading structures and broad job profiles;
- Adequate career pathing opportunities, which is a forward looking plan to systematically increase salaries of public servants after pre-determined periods based on specific criteria such as performance, qualification, scope of work, experience, etc.; and
- Pay progression within the salary band and grade progression

OSDs for all the categories of Nurses, Educators and Legally qualified employees have already been implemented.

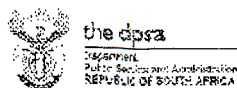
2.1. Nurses

The position of a Professional Nurse in a General ward (normal performer) is as follows in terms of the unique remuneration structure and progression opportunities in terms of the OSD:

Grade	Min	Max
1	117 225	174 333
5	124 575	127 936
10	144 174	237 051
30	205 263	287 519

The positions of a Professional Nurse in an identified Specialty ward or a Primary Health Care Nurse (normal performer) are as follows in terms of the unique remuneration structure and progression opportunities in terms of the OSD:

Grade	Min	Max
1	177 318	247 245
10	188 121	320 513
30	250 213	357 319



2.2. Educators

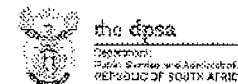
The position of an Educator (M+4)) (new entrant) is as follows in terms of the unique remuneration structure of the OSD:

None	125 385	158 858
1	135 825	165 175
10	147 805	211 152
20	159 344	275 670

2.3. Legally qualified employees

The position of a Senior Assistant State Attorney (normal performer) is as follows in terms of the unique remuneration structure and progression opportunities in terms of the OSD:

1	258 725	312 561
10	405 455	495 415 (total package)
30	551 463	581 465 (total package)



* Total packages of legal OSD

The position of a Principal State Law Advisor (normal performer) is as follows in terms of the unique remuneration structure and progression opportunities in terms of the OSD:

10	603,003
20	699,816
30	812,172

- * A new total salary package (70/30) split was introduced for legally qualified employees. Employees on SMS levels who were translated to the OSD, translated to the new 70/30 total salary packages, of which the 70% constitutes pensionable salary and the 30% is the flexible portion.



3. PENSION BENEFITS

3.1. All public service employees appointed on permanent basis are required as a condition of service, to become members of the Government Employees Pension Fund (GEPF).

3.2. Contribution rates:

3.2.1. As at 1 April 2005, the State's contribution to the GEPF was set at 13% for civil servants and 18% for uniformed service employees. In return, members (employees) contribute 7.5% of their monthly pensionable salary to the GEPF.

3.3. Fund Benefits: The Fund provides benefits on:

- Retirement.
- Resignation.
- Death; or
- Discharge.

3.3.1. The following benefits are payable by the GEPF:

- Normal retirement:

For members of the GEPF normal retirement age is 60 years unless the members' employment contract or law governing the employment stipulates otherwise. Normal retirees with less than ten years pensionable service receive a lump sum cash benefit (gratuity) equal to the members' accrual interest in the Fund. For retirees with ten or more years of pensionable years of service, a gratuity and a monthly pension (annuity).

- Early retirement:

Under certain circumstances in terms of the Public



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Service Act 1994, as amended, members may retire early before their normal retirement age. An early retiree with less than ten years pensionable service receives a gratuity equal to the retiree's actuarial interest in the Fund. For early retirees with ten or more years of pensionable service, annuities and gratuities are calculated according to the same formula used for normal retirement, with a reduction of a third of one percent for each month between the dates of early retirement and normal retirement.

NB: Years of pensionable service will be increased by 25 percent for each year of pensionable service after ten years for members of the Intelligence (NIA/SASS), Secret Service, uniformed members of the South African Police Service (SAPS), the South African National Defence Force (SANDF) and Correctional Services.

Uniformed members of the SANDF under the age of 53 years, will receive a gratuity increased by an additional 12 percent at retirement.

- Resignation:

A member is entitled to receive a lump sum cash benefit on resignation or if discharged due to misconduct or illness or injury caused by the member's own doing. The benefits are determined by a prescribed formula. Alternatively, upon resignation or discharge, a member may choose to transfer his/her benefits to an approved retirement fund. In this case, the Fund will transfer the cash resignation benefit plus any difference between this benefit and the actuarial interest to the approved retirement fund.

- Death in service:

On death of the member while in service, the Fund pays for



a lump sum depending on whether the member's pensionable years of service is less or more than ten years. If the deceased member has a spouse, and his/her pensionable service is at least ten years, the spouse will receive a spouse's annuity equal to half the annuity the deceased would have received had he/she retired at normal retirement age.

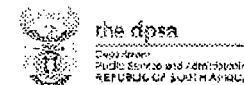
- Death after retirement:

Retirement annuities are guaranteed for five years after a member's retirement. If death occurs within this five year period, the spouse or beneficiaries will receive the balance of the five-year annuity payments, excluding the annual supplement in a cash lump sum. In this instance, the spouse will receive annuity equal to 50% or 75% of the deceased's annuity. With effect from 1 December 2002, the member has the option of increasing the spouse's annuity entitlements from 50% to 75% by either reducing the gratuity or annuity. This option is only available to a member who retired on or after 1 December 2002 and who are entitled to an annuity.

- Funeral benefits:

The Fund provides for funeral benefits with effect from on the death of a member and pensioner whose pension commenced on or after 1 December 2002, and on death of spouse and eligible children as follows:

- o R7 500 is payable at the death of a member.
- o R7 500 is payable at the death of a pensioner or his/her spouse whose annuity commenced on or after 1 December 2002; and
- o R3 000 is payable at the death of a child of the member or pensioner whose annuity commenced on or after 1 December 2002.



o NB: The above benefits are fully taxable.

- Orphan's annuity:

The GEPP provides for payment of orphan's annuity to eligible orphans of pensioners who retired after 1 December 2002 or as a result of a spouse of a pensioner who retired on or after 1 December 2002 and for members in service at their time of death whose full potential service period (unexpired period of service) is at least ten years. Should such members or pensioners pre-decease their spouses, orphan's annuities will be payable on the death of spouses leaving eligible orphans.

- Ill-health benefits:

A member of the GEPP may be discharged at any age as a result of medical reasons. For a member with less than ten years of pensionable service, are paid a lump sum cash benefit only. For a member with ten years and more, a lump sum and annuity calculated at a percentage of the member's final salary an increased period of period of service. A member with more than ten years and more are also paid an annual supplementary amount.

- Other types of retirement:

- Members of the GEPP may be discharged at any age from service in terms of the following reasons:

- o the abolition, reduction, reorganisation or restructuring of the member's post;
- o to promote efficiency in the department;
- o injury on duty, and for
- o medical reasons.



- Enhanced benefits are payable as a result of discharge due to any of the above reasons.

Further information on the above benefits, is obtainable from the GEPF call centre at: (012) 319 1000 or their website: www.gepf.co.za / enquiries@gepf.co.za for general queries.



4. MEDICAL BENEFITS

- 4.1. The State provides medical assistance in a form of subsidies for employees, in the public service and as well as to retired employees who belong to registered medical schemes and who are eligible in terms of the policy governing post retirement medical assistance.
- 4.2. Medical assistance for in-service employees who belong to the Government Employees Medical Scheme (GEMS):
 - 4.2.1. The State pays 75% of the employee's total monthly medical contribution on any selected option subject to:

Single Principal Member	R375.00
Principal Member with one dependent	R1140.00
Principal Member with two dependents	R1485.00
Principal Member with three dependents	R1830.00
Principal Member with four dependents	R2175.00

- 4.3. Free medical assistance:
 - 4.3.1. Employees who belong or join GEMS on salary level 1-5 are eligible on application, for free medical assistance on GEMS Sapphire option on the same basis as in par.2.1 above.
 - 4.3.2. The key advantages of the Sapphire option are-
 - It is the most affordable option with unlimited private day-to-day healthcare cover.



- It is designed to improve your quality of life (quick access to healthcare, private doctors, cover for pregnancy and contraceptives).
- Employees have quick access to treatment in emergencies.
- There are no out of pocket expenses (wallet-less option).
- It is fully subsidised for level 1-5 employees. Cover your entire family to a maximum of R2 175. Employees are advised to contact GEMS as they could add more than the five dependants for free.
- There is comprehensive HIV cover including HIV medicine available.

For more information, employees could contact GEMS call centre at: 0860 004367 or the website: www.gems.gov.za or email: join@gems.gov.za

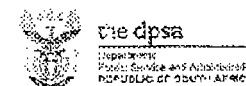
- The employee gets managed public hospital cover with access to private wards where necessary; and that
- Services are tailored to meet the employee's medical needs.

4.4. Post-Retirement Medical Assistance:

4.4.1. The State provides for payment of post retirement medical subsidies for eligible employees who exit the public service because of -

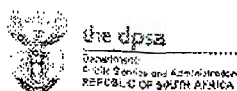
- Retirement, including early retirement.
- Death; or
- Discharge as a result of ill-health or through injury on duty.

4.4.2. One of the qualifying criteria for continuous medical subsidy is that the retiree should be at least 50 years with at least 15 years



of actual service. In this instance the entitlement is 2/3rd of the medical contribution to the employee's medical scheme up the maximum of R1 014 per month. (The Post-Retirement Medical Assistance is being reviewed).

- For employees who retire under the age of 50 with at least 15 years of service, they will qualify on application and on reaching age 50.
- An employee, who is discharged due to ill-health and with at least ten years of actual service, is eligible for continuous employer medical subsidy as in 4.2 above.
- Employees who exit the public service due to other reasons or lesser ages that mentioned above, will receive varied payments in accordance with applicable formulae. Employees should contact their respective Human Resources sections for more information.



5. HOUSING BENEFITS

- 5.1. A housing allowance of R500 per month is payable to an employee who owns a home registered in his/her name. The allowance is paid for one home only unless for official work purposes, the couple own two houses and are stationed in two different magisterial districts.
- 5.2. An employee who rents accommodation is eligible to receive R500 per month provided he/she has a valid rental contract.



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6. SERVICE BONUS

- 6.1. Service bonus that equals an employee's one month salary is payable in the public service as a 13th cheque on their birthday month.

For further information on benefits offered in the public service, employees can visit the Department for Public Service and Administration's website at: www.dpsa.gov.za.



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7. LEAVE DISPENSATION

The need for a leave dispensation in the Public Service is to:

- comply with the legal requirements entrenched in the Basic Conditions of Employment Act, 1998.
- promote the health and safety of employees.
- allow the employee to recuperate from illness / injuries.
- accommodate the employee's family, professional, civic and personal needs.

The different types of leave are as follows:

- Annual Leave
- Normal Sick Leave
- Temporary Incapacity Leave
- Leave for Occupational Injuries and Diseases
- Maternity Leave
- Family Responsibility Leave
- Adoption Leave
- Social Leave
- Leave for Office Bearers / Shop Stewards
- Unpaid Leave

7.1. Annual leave

If an employee has less than 10 years service he or she is eligible to 22 days working days' annual leave in a leave cycle or if he or she has 10 or more years of service, he or she is eligible to 26 days working days' annual leave in a leave cycle. If an employee is appointed in the course of a leave cycle, he or she will be eligible to a pro rata annual leave entitlement only. The employee is required to take a continuous period of annual leave for a period of at least 10 working days in a leave cycle.

The leave cycle is a 12-month's period and commences 1 January of each year. At the end of this 12-month period an employee has a further 6 months to utilise any unused annual



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leave days for the previous leave cycle. In other words, an employee has 18 months within which he or she could utilise his/her annual leave. Any unused leave days available by the end of the grace period are forfeited.

An employee may not stay away from work unless he or she has applied for annual leave and has been advised by his or her supervisor that the application has been approved, unless exceptional circumstances exist. For this purpose the official leave application form, i.e. the Z1(a) form, must be completed and signed.

Unused annual leave is paid out in the event where an employee terminates his or her services or if the application for annual leave was declined due to operational requirements, and could not be rescheduled in the course of the leave cycle. For this purpose, at the end of the 18-month period a written request, supported by written proof of refusal of the annual leave, and that it could not be rescheduled, by the Head of Department or delegated authority must be submitted.

7.1.1. Beneficiaries of leave payout in the event of death

An employee may designate one or more beneficiaries to whom his/her leave payout may be paid in the event of death. If a beneficiary has not been nominated, the leave payout may be paid in full to the spouse/life partner or if there is no spouse/life partner, in equal shares for the benefit of minor and other children (including legally adopted children); or if there are no children, to the employee's estate.

7.2. Normal sick leave

The purpose of normal sick leave is to enable an employee to recuperate from an illness or an injury (not an injury on duty). An employee is entitled to 36 working days paid normal sick leave in a sick leave cycle. A sick leave cycle is a 36 months



period. The current sick leave cycle commenced with effect from 1 January 2007. Unused normal sick leave lapses at the end of the sick leave cycle.

If an employee knows in advance that he or she must go for a clinical procedure, such as an operation, he or she must submit his or her application on the Z1(a), the leave application form. However, should an emergency arise or if the employee is overcome with a sudden illness/injury he or she must notify his or her supervisor immediately telephonically or through a relative, friend or colleague.

An application for normal sick leave within 5 working days must be submitted, after the first day of absence, either personally or through a relative, friend or colleague.

If an employee is absent for three working days and more he or she must submit a medical certificate for period of sick absence. A medical certificate may be requested, irrespective of the number of days an employee is off sick, if a pattern or trend has been established in the use of sick days. An employee will also be required to submit a medical certificate regardless of the duration of the absence, if he or she has taken sick leave on more than two occasions during an 8-week period.

7.2.1. Acceptance of Medical Certificates

For purposes of normal sick leave, medical certificates issued and signed by the practitioners and person who are certified to diagnose and treat patients and who are registered with the following professional councils established by an Act of Parliament are accepted:

- (a) The Health Professions Council of South Africa
- (b) The Allied Health Professions Council of South Africa
- (c) The South African Nursing Council



7.3. Temporary incapacity leave

Temporary incapacity leave is not an unlimited number of additional sick leave days at an employee's disposal. It is additional sick leave, which is subject to an investigation and is granted at the employer's discretion.

If an employee has exhausted his/her normal sick leave and based upon the advice of the treating medical practitioner need to be absent from work due for recuperation, he or she may apply for temporary incapacity leave with full pay. The policy and procedure to deal with applications on incapacity leave is contained in the Policy and Procedure on Incapacity Leave and Ill-Health Retirement (PIILIR). Therefore, for purposes of applying for temporary incapacity leave, the employee must utilise the applicable application form prescribed in terms of PIILIR in respect of each occasion. The application must always be supported by a medical certificate. Additional supporting available medical reports and information, as well as a written motivation with the application must be submitted.

If the employee knows in advance that he or she must go for a clinical procedure, such as an operation, he or she must submit an application in advance. However, should an emergency arise or if the employee is overcome with a sudden illness/injury he or she must notify the supervisor immediately telephonically or through a relative, friend or co-colleague.

The application for normal sick leave must be submitted within 5 working days, after the first day of absence, either personally or through a relative, friend or co-colleague.

The application for temporary incapacity leave will be assessed in a scientific, objective and fair manner by a Health Risk Manager, who in turn advise the employer on its findings. The employer will with due consideration of all the facts decide on the granting of incapacity leave.

7.3.1. Acceptance of Medical Certificates

For purposes of temporary incapacity leave the employer only accepts medical certificates issued and signed by practitioners registered with the Health Professional Council of South Africa and who are legally certified to diagnose and treat patients.

7.4. Leave for occupational injuries and diseases

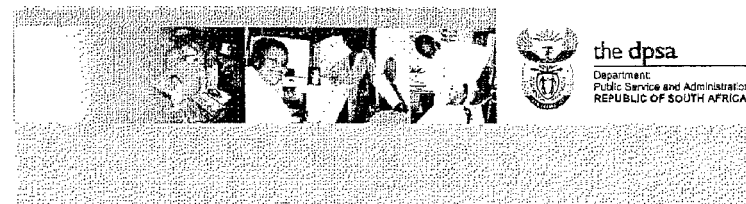
An employee shall be granted occupational and disease leave for the duration of the period that he or she cannot work as a result of injury caused at work or if he or she has contracted an occupational disease. In order to be granted the occupational injury and diseases leave, the employee must bring a claim for compensation against the third party and undertake to use compensation (in terms of the Compensation for Occupational Injuries and Diseases Act of 1993) received to recompense as far as possible for the cost arising from the accident.

7.5. Maternity leave

Employees are entitled to 4 consecutive months' paid maternity leave to commence at any time from four weeks before the expected date of birth; or on a date from which the attending medical practitioner certifies that is necessary for the employee's health or that of the unborn child.

7.6. Adoption leave

If an employee adopts a child that is younger than two years, he or she will qualify for adoption leave to a maximum of 45 working days. If both spouses of life partners are employed in the Public Service, both partners will qualify for adoption leave provided that the combined leave taken does not exceed the 45 working days.



7.7. Family responsibility leave

An employee will be granted 3 days leave per annual leave cycle for use if his or her spouse or life partner gives birth to a child or the employee's child, spouse or life partner is sick. He or she will be granted five days leave per annual leave cycle for use if the employee's child, spouse or life partner dies, or an employee's immediate family member dies.

The aggregate of family responsibility leave days taken, as indicated above, shall not exceed 5 days in an annual leave cycle, unless special circumstances warrant further leave at the discretion of the Head of Department.

7.8. Special leave

An employee may apply for special leave for e.g. studies and exams in terms of the department's special leave policy.

7.9. Leave for Office Bearers or Shop Stewards of recognised employee organizations

If an employee is an office bearer or a shop steward of a recognized employee organization, he or she will receive up to 10 working days paid leave per annum for activities relating to his or her union position. In order to access this leave the necessary supporting documentation with the application must be submitted.

7.10. Unpaid leave

If an employee has exhausted his or her annual leave, the Head of Department may grant unpaid leave should further leave be required. The Head of Department shall only in exceptional circumstances grant more than 184 calendar days of unpaid leave in a period of 18 months.



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8. WORKING TIME

The Head of Department has the authority to determine the work week and daily hours of work, as well as the opening and closing times. He or she determines the working time with due consideration to the Basic Conditions of Employment Act, 1997, the Public Service Regulations and the Determination on Working Time. The service delivery requirements of the Department inform the work week and daily hours of work.

8.1. Averaging of hours of work

The ordinary hours of work may be averaged for a shift worker. The respective sectoral bargaining councils shall determine the mechanisms and conditions for the averaging of working hours.

8.2. Compensation for ordinary work performed on a Sunday and/or public holiday

A shift worker who ordinarily work shifts as per a shift roster on a Sunday or a Public Holiday will be eligible to additional pay for work on such a Sunday and/or Public Holiday.

The rate of pay for ordinary work on a Sunday is 1.5 of the employee's basic salary, while the rate of pay for ordinary work on Public Holiday is 2 x the basic salary.

8.3. Night work in the Public Service

Night work in the Public Service is work performed between 19:00 to 07:00 the next day or 18:00 to 06:00 the next day as agreed to between parties in the relevant sectoral bargaining councils/departmental chambers.



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8.4. Overtime work

Overtime work is work in excess of normal working hours. There must be an agreement between the employer and employee concerned to perform overtime work. The performance of overtime work can only be permitted and compensation considered if authorised in advance.

8.4.1. The payment rate for overtime

If overtime work is performed on a Sunday and/or Public Holiday, the overtime is calculated at a rate 2 x the basic salary or the ceiling of R 145 920 per annum, whichever is the lowest. Should overtime work be performed on any other day of the week, the overtime will be calculated at a rate of 1.5 x basic salary or the ceiling of R 145 920 per annum, whichever is the lowest.

Time off for overtime performed in lieu of compensation is no longer granted.



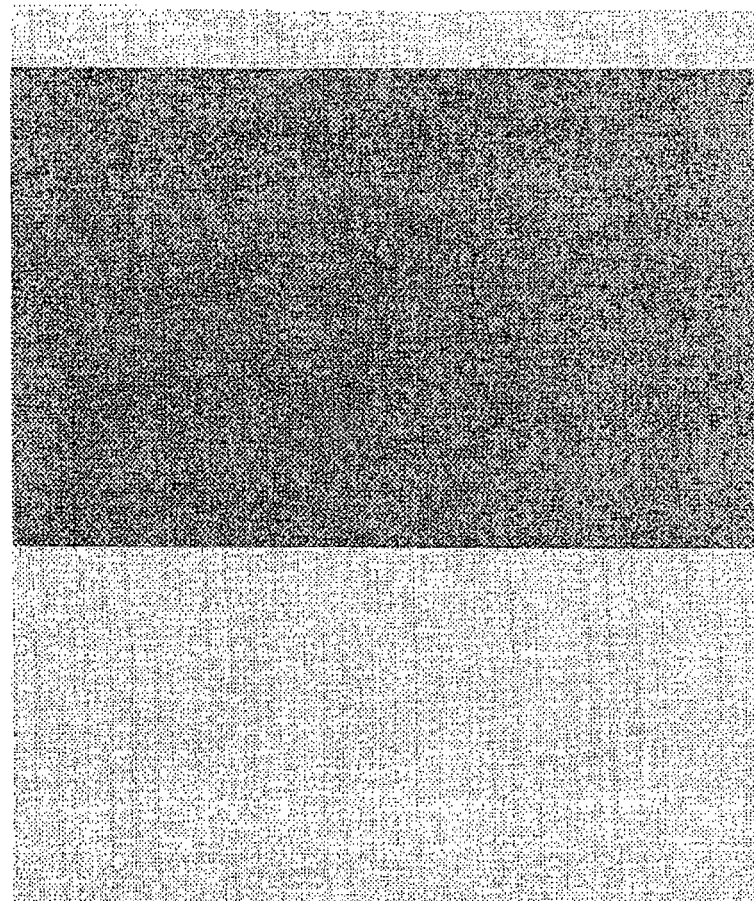
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DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION -
012 336 1000 or www.dpsa.gov.za

GOVERNMENT EMPLOYEES PENSION FUND -
012 319 1000 or www.gepf.gov.za

GOVERNMENT EMPLOYEES MEDICAL SCHEME -
0860 004367 or www.geims.gov.za

SOUTH AFRICAN GOVERNMENT -
Batho Pele Call Centre 1020 or www.gov.za



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Department of
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Private Bag X916
Pretoria 0001
Tel: +27(0) 12 336 1000
Fax: +27(0) 12 326 7802
www.dpsa.gov.za

Private Bag X9149
Cape Town 8000
Tel: +27(0) 21 487 5120
Fax: +27(0) 21 495 3484
www.dpsa.gov.za

**Flexible remuneration package system for employees on level
11 to 12 at GDE**

***Source: Department of Public Service and Administration.
2012. Circular No. 2 of 2005: Implementation of an Inclusive
Flexible Remuneration Package System for Employees on
Salary Levels 11 and 12. Pretoria:***



**DEPARTMENT: PUBLIC SERVICE AND ADMINISTRATION
REPUBLIC OF SOUTH AFRICA**

Private Mail Bag 2026, Pretoria, 0001. Tel: (012) 314 7811, Fax: (012) 314 7360 or (012) 394 5616
P.O. Box 104, Cape Town, 8000. Tel: (021) 467 8190, Fax: (021) 467 2388

Enquiry
Telephone
Fax

A J van der Walt
(012) 314 7258
1071/0/5

TO ALL HEADS OF NATIONAL/PROVINCIAL DEPARTMENTS AND
PROVINCIAL ADMINISTRATIONS

CIRCULAR NO. 2 OF 2005

IMPLEMENTATION OF AN INCLUSIVE FLEXIBLE REMUNERATION PACKAGE SYSTEM FOR EMPLOYEES ON SALARY LEVELS 11 AND 12: 1 JULY 2005

INTRODUCTION

1. The State as employer tabled proposals in April 2003 in the PSCBC on the conversion of the current remuneration system for employees on salary levels 11 and 12 to an Inclusive Flexible Remuneration Package System. After several attempts to conclude an agreement, the Employer declared a deadlock and the matter was referred for conciliation in terms of the PSCBC Dispute Resolution mechanisms. After several conciliation meetings the dispute was still unresolved and the Conciliator issued a certificate to the effect. In view of the failure of the Employer and organised labour to conclude an agreement in the PSCBC, the Minister for Public Service and Administration (MPSA) subsequently decided in terms of section 5(5)(b) of the Public Service Act, 1994 to implement the Employer's offer tabled at the last Conciliation meeting for employees on salary levels 11 and 12.
2. This Circular, therefore, deals with the MPSA's determination for the implementation of an Inclusive Flexible Remuneration Package System (hereinafter referred to as the dispensation), effective from 1 July 2005, for

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employees on salary levels 11 and 12 (hereinafter referred to as MMS members).

SCOPE OF APPLICABILITY

3. The MPSA's determinations contained in this Circular apply to all MMS members on salary levels 11 and 12 who are appointed in terms of the Public Service Act, 1994 and the Correctional Services Act, 1998.
4. This Circular does not apply to the following categories of MMS members:
 - (a) MMS members employed in terms of the South African Police Service Act, 1995 (police members).
 - (b) MMS members employed in terms of the Employment of Educators Act, 1998 (Educators).
 - (c) MMS members in the National Prosecuting Authority (Prosecutors and Special Investigators on equivalent levels).
 - (d) MMS members in the Office of the Public Protector (Investigators and other employees on equivalent levels).
 - (e) MMS members employed in terms of the Defence Act, 2002 (military members).
5. The determination of similar dispensations for the MMS members referred to in sub-paragraphs 4(a) to (d) will be dealt with by the Ministers of Safety and Security, Education and Justice and Constitutional Development and the Public Protector respectively. The MPSA's determination in respect of Defence Act will be dealt with separately.

IMPLEMENTATION

6. The MPSA has determined the following in terms of section 3(3)(e), read with section 5(5)(a) of the Public Service Act, 1994, effective from 1 July 2005:
 - (a) implementation of the dispensation attached as Annexure A for MMS members who are employed in terms of the Public Service Act, 1994 and the Correctional Services Act, 1998.
 - (b) The MMS members referred to in sub-paragraph (a) above do not qualify for a Service Bonus, Medical Assistance to Employees or the Home

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Owners allowance, as provided for in Parts I, III (paragraph 1) and IV of PSCBC Resolution 3 of 1999 respectively.

- (c) MMS members qualify for all other benefits and conditions of service (excluding those referred to in sub-paragraph (b) above), provided they meet the qualifying criteria.
7. This Department will separately make available the remuneration (package) scales for MMS Levels 11 and 12 (full-time and part-time (5/8th and 6/8th) members appointed in terms of the Public Service Act, 1994 and full-time members appointed in terms of the Correctional Services Act, 1998), as well as the translation keys to translate these members to the new dispensation, after the annual cost-of-living adjustment for employees on salary levels 1 to 12, effective from 1 July 2005, has been finalised in terms of PSCBC Resolution 2 of 2004.

THE NEW DISPENSATION AND TRANSITIONAL MEASURES

8. The new dispensation entails a new approach to remunerate MMS members in the Public Service, which has the following advantages for the employer and the MMS member:
- (a) Enhance the control of remuneration costs.
 - (b) Assist in efficient planning and budgeting of personnel costs on these levels.
 - (c) Ensure that all MMS members benefit equally.
 - (d) Enhance departments' external equality in relation to the labour market.
 - (e) Enable MMS members to structure their remuneration packages in terms of their specific individual needs.
9. MMS members will not be negatively affected on translation to the new dispensation.

Remuneration scales and inclusive flexible remuneration packages

10. Two separate remuneration (package) scales will be implemented for MMS Levels 11 and 12 respectively. Each remuneration scale will consist of 16 packages (so-called notches) to provide for pay progression.

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Structure of the inclusive flexible remuneration package (hereinafter referred to as the package)

11. The following elements of the pre-revised remuneration and conditions of service are converted into MMS member's total package.
- (a) Salary notch (pensionable income).
 - (b) Value of the service bonus, calculated on the salary notch.
 - (c) Employer's contribution to the Government Employees Pension Fund (GEPF), calculated on the salary notch.
 - (d) Maximum employer's contribution to a registered medical aid scheme.
 - (e) Maximum homeowners allowance.
12. The package of an MMS member admitted to the GEPF consists of three components (pillars), namely the-
- (a) basic salary (pensionable income);
 - (b) employer's contribution to the GEPF; and
 - (c) flexible portion (non-pensionable income).
13. The package of an MMS member not admitted to the GEPF (i.e. appointment on a fixed-term contract, and where the contract specifically stipulates the member's exclusion from the GEPF), does not consist of any components – therefore the total package constitutes the flexible portion.

Basic salary

14. Those MMS members admitted to the GEPF will be afforded a once-off choice to set their basic salary (pensionable income) in the package within certain parameters on transition to the dispensation, effective from 1 July 2005. Therefore, those MMS members will be *obliged* to exercise their choice in writing in the format to be issued by their departments. Depending on the member's current salary level, the choice is as follows:

- 5 -

(a) **MMS Level 11**

Setting of the basic salary either at 75% (Set 1) or 70% (Set 2) of the package.

(b) **MMS Level 12**

Setting of the basic salary either at 75% (Set 1) or 70% (Set 2) of the package.

15. The implications of the individual choices to be exercised are as follows:

- (a) **Set 1** allows the MMS member to set his or her basic salary, on which the employer's and the member's contributions to the GEPP are calculated, at least on the level that prevailed before translation to the dispensation – therefore the MMS member's pensionable income is not reduced on translation. However, this limits the flexible portion of the package that is to be used for structuring certain remunerative allowances/benefits such as a contribution to a registered medical aid scheme, motor vehicle allowance etc. within the current provisions of the Income Tax Act, 1962.
- (b) **Set 2** allows the MMS member to set his or her basic salary, on which the employer's and the member's contributions to the GEPP are calculated, at a level lower than prevailed before translation to the dispensation – therefore a reduction in the MMS member's pensionable income on translation. However, this increases the flexible portion that is to be used for structuring certain remunerative allowances/benefits such as a contribution to a registered medical aid scheme, motor vehicle allowance etc. within the current provisions of the Income Tax Act, 1962.
- (c) This is a once-off choice before the MMS member's package (with structuring thereof) will be implemented on PERSAL. This choice may not be changed in any way or at any time while the MMS member is being remunerated in terms of the dispensation – not even with promotion/translation from MMS Level 11 to MMS Level 12 or with the awarding of a higher package to the member within his or her remuneration scale, except in terms of the transitional provision referred to in paragraph 16 hereunder.
- (d) **Set 1** will be awarded as default if an MMS member fails to exercise his or her choice within the time period specified by his or her department.

- 6 -

- 16. Due to the impact of an MMS member's choice, which affects his or her pensionable position in future (effect on retirement and resignation benefits), and to ensure a seamless transition to the dispensation, a transitional provision (grace period) applies for 6 months, commencing on 1 July 2005, in terms of which an MMS member who have chosen Set 2 on implementation may change his or her choice to Set 1 – therefore "undoing" his or her initial choice – subject to the following:

- (a) The transitional provision only applies to members who were already in service on salary levels 11 and 12 on 30 June 2005.
- (b) Reverting from Set 2 to Set 1 will be effective from 1 July 2005 (therefore with retrospective effect).
- (c) An MMS member is obliged to fund the GEPP the difference in the employer's contribution to the GEPP (provided for in the package) as well as the difference in the member's own contribution, which accumulated since 1 July 2005.
- (d) HR components must receive applications to revert from Set 2 to Set 1 before the expiry of the transitional period (31 December 2005) – late applications will not be entertained.

- 17. The transitional provision referred to in paragraph 16 above does not apply to members who wish to revert from Set 1 to Set 2 after they have exercised the choice to set their basic salaries at Set 1 on translation to the dispensation.

- 18. It will be appreciated that the choice that an MMS member must exercise has profound implications on his or her pension position (retirement or resignation benefits) in future. Departments are, therefore, requested to communicate the choice to be exercised, the implications thereof and the transitional provision to every MMS member. This Department has prepared a communiqué for this purpose, highlighting these critical areas. The communiqué is attached to this Circular and departments must address it to each MMS member under cover of a departmental letter.

Employer's contribution to the GEPP

- 19. The employer's contribution to the GEPP is calculated on the basic salary and is deducted from the package for this purpose.

Flexible portion

20. The remaining (third) component of the package is the flexible portion, which MMS members may structure in the form of certain remunerative allowances/benefits.

GENERAL

21. The translation of MMS members to the remuneration (package) scales and packages, as well as MMS members' structuring of the flexible portion, is to be effected at departmental level - It will not be effected programmatically (automatic) by PERSAL. Each member must be informed in writing of his or her revised remuneration scale and package, where after he or she must be afforded the opportunity to structure the package. MMS members must confirm the structuring in writing before departments may implement the package, and the structuring thereof, on PERSAL - signing of a printout of the main page of the Model (spreadsheet) will be sufficient and should be filed accordingly. Departments are again reminded, as indicated in paragraph 7, that this process can only be initiated after this Department has made available the appropriate remuneration (package) scales and translation keys.

22. If an MMS member's translation cannot be dealt with in terms of the standard translation keys (still to be provided), departments must submit a motivated request to this Department (Attention: Remuneration Policy Unit) for an appropriate (individual) translation key.

23. This Department has developed a structuring Model (Excel spreadsheet) to assist MMS members (as well as HR practitioners) to structure the package - the Model is similar to the Model that is currently being utilised by SMS members. The Model can be obtained from this Department's website (<http://www.dpsa.gov.za>) (following the links to Document archive/Circulars/Remuneration) or from the following e-mail addresses:

- * Estelle@dpsa.gov.za
- * esther@dpsa.gov.za
- * robert@dpsa.gov.za
- * brian@dpsa.gov.za

24. PERSAL will continue with MMS members' deductions in respect of contributions to registered medical aid schemes and bond repayments.

25. MMS members should be encouraged to make use of the services of private remuneration experts to assist them with the structuring of the package, if they require expert advice.

This Department intends to conduct workshops in each province on the implementation of the dispensation. The intention is not only to address HR practitioners in departments who will be responsible for implementing the new dispensation, but also to involve as many MMS members as possible. The Offices of Premiers will be approached in due course to arrange/coordinate these workshops. Furthermore, it is also intended to conduct workshops for national departments in Pretoria. National departments will be informed accordingly in due course.

The expenditure emanating from the implementation of the new dispensation must be defrayed from departmental budgets and, where necessary, requests for additional funds should be included in departments' adjustment estimates for the 2005/06 financial year.

28. Departments are requested to ensure that the measures that are contained in this Circular and Annexure are implemented correctly. MMS members must be informed in writing that errors would be rectified, and that any amounts that may have been overpaid or underpaid due to errors will be adjusted. Departments are welcome to approach this Department for assistance should they experience any difficulties.

29. Your assistance is appreciated to ensure the successful and seamless implementation of the dispensation.


DIRECTOR GENERAL
Date: 5 March 2005

APPENDIX D

INTERNET USERS IN AFRICA

Table 3.1: Salaries, Overtime, Home-owners Allowance and Medical Aid

Salary Bands	Salaries (R'000)	Salaries as % of Personnel cost	Overtime (R'000)	Overtime as % of Personnel	HOA (R'000)	HOA as % of Personnel Cost	Medical As. (R'000)	Medical As. As % of Personnel cost	total personnel Cost p salary Band (R'000)
Lower skilled (levels 1-2)	492980	72.5	269	0.0	33 193	4.9	40 934	6.0	678 125
Skilled (levels 3-5)	669 287	73.4	3 706	0.4	29 921	3.3	460 629	6.7	997 796
Highly skilled production (Levels 6-8)	7 281 674	76.2	3 766	0.0	171 946	1.8	462 074	4.8	9 526 589
Highly skilled supervision (levels 9-12)	2 984 621	76.2	1 736	0.0	49 302	0.0	141 580	3.6	3 883 894
Senior management (levels 13-16)	23 257	79.5	0	0.0	0	0.0	579	2.0	28 363
Contract(Levels 1-2)	188	98.9	0	0.0	0	2.1	0	0.0	190
Contract(Levels 3-5)	13 617	88.4	109	0.7	325	0.6	363	2.4	15 402
Contract(Levels 6-8)	2 838	94.9	2	0.0	19	0.2	39	1.3	2 989
Contract(Levels 9-12)	3 291	86.4	1	0.0	6	0.20.5	43	1.1	3 728
Contract (Levels 13-16)	21 980	84.4	0	0.0	142	0.5	418	1.6	11 607
Periodical remuneration	17	0.1	0	0.0	0	0.0	0	0.0	14 207
Abnormal appointment	197 556	96.1	0	0.0	0	0.0	0	0.0	205 372
TOTAL	11 691 306	76.1	9 589	0.1	284 854	1.9	706 659	4.6	15 278 267

Source: Gauteng Provincial Department of Education. 2011. 2009/2010 Annual Report. Pretoria: Government Printer. Page 53.

APPENDIX E

Table 3.2 Reason why staff are leaving their job at the department

Termination type	Number	% of total Resignations	% of total employment	Total	Total Employment
Death, Permanent	421	6	0.6	6 960	70 384
Resignation	1 582	22.7	2.2	6 960	70 384
Expiry of Contract, Permanent	3 889	55.9	5.5	6 960	70 384
Transfers, Permanent	1	0.0	0.0	6 960	70 384
Dismissal- operational changes, Permanent	1	0.0	0.0	6 960	70 384
Discharged due to ill-health	41	0.6	0.1	6 960	70 384
Dismissal- misconduct, Permanent	33	0.5	0.0	6 960	70 384
Retirement, Permanent	936	13.4	1.3	6 960	70 384
Other, Permanent	55	0.8	0.1	6 960	70 384
Other, Temporary	1	0.0	0.0	6 960	70 384
Total	6 960	100	9.9	6 960	70 384

Source: Gauteng Provincial Department of Education. 2011. 2009/2010 Annual Report. Pretoria: Government Printer. Page 58.

APPENDIX F

THE CONSTITUTIONAL MANDATES TO OFFER SERVICE BENEFITS AT GDE

The following legislation(s) are available in South Africa dealing with service benefits in the South African Public Service:

3.4.1 The Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa, 1996, as amended, puts an obligation on the GDE to provide compulsory basic education to all learners in the province. Progressively, this includes the provision of adult basic education and further education. To realize this constitutional mandate, the Department uses various educational programmes such as Early Childhood Development, Public Ordinary Schools, Basic Education needs, Further Education and Training, Adult Basic Education as well as Training and Auxiliary services. All these programmes unfold within the various legislative frameworks. However, it is imperative to note that education is a concurrent competency of national and provincial government, except for Higher Education and Training institution, which fall under the jurisdiction of National Minister of Education. It is necessary to note that the Bill of Rights in the constitution guarantees the right to basic education, including adult education as well as making further education progressively available and accessible (GDE Annual Report for 2009/10, 2011: 9).

The Gauteng Department of Education is also responsible for effecting the provisions of Employment of Educators Act (Act 76 of 1998) and the associated Personnel Administrative Measures (Government Notice 222 of 1998) that fundamentally determine the conditions of service, discipline, retirement and discharge of educators. In this respect the GDE is expected to maintain a relevant system for the recording of relevant details pertaining to the human resources that the organisation employs. In this regard, the organisation is faced with something of a unique situation in that while the broad bulk of the personnel are employed under the Employment of Educators Act, a significant a number of the administrative staff members are employed in the Public Service and are thus subject to a different status in respect of employment conditions. These administrative staff members are employed under the general Public Service Employment conditions that are amended and regulated by the Public Service Regulations (GDE Strategic Plan for 2003/4-2005/6, 2010: 13).

3.4.2 Public Finance Management Act, 1999

The GDE is bound by the PFMA to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively. As part of the good governance aspect, financial

management responsibilities have been entrusted to accounting officers within the Department. The Department is therefore, directly responsible for ensuring that it complies with the Provincial Treasury regulations in its routine business, that it complies its annual budget and manages these on a monthly basis, and that financial system, procedures to manage risk and internal controls are in place (GDE Annual Report for 2009/10, 2011: 12).

The GDE is also responsible for effecting the provisions of Employment of Educators Act (Act 76 of 1998) and the associated Personnel Administrative Measures (Government Notice 222 of 1998) that fundamentally determine the conditions of service, discipline, retirement and discharge of educators. In this respect the GDE is expected to maintain a relevant system for the recording of relevant details pertaining to the human resources that the organisation employs. In this regard, the organisation is faced with something of a unique situation in that while the broad bulk of the personnel are employed under the Employment of Educators Act, a significant a number of the administrative staff members are employed in the Public Service and are thus subject to a different status in respect of employment conditions. These administrative staff members are employed under the general Public Service Employment conditions that are amended and regulated by the Public Service Regulations (GDE Strategic Plan for 2003/4-2005/6, 2010: 13).

3.4.3 Public Service Act, 1994

The purpose of the Act is to provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.

3.4.4 Employment of Educators Act (No 76 of 1998)

The purpose of the Act is to provide for the employment of educators by the State, for the regulation of the conditions of service, discipline, retirement and discharge of educators and for matters connected therewith.

3.4.5 Resolution no 3 of 1999 of Public service Circular

This is to indicate or to provide or guide on the terms and conditions of service apply to the employer and all employees falling within the registered scope of the Public Service Co-ordinating Bargaining Council. The purpose of the terms and conditions of service is to regulate remuneration, allowances and benefits.

3.4.6 Medical Scheme Act, 1998

The purpose of the Act is to consolidate the laws relating to registered medical schemes; to provide for the establishment of the Council for Medical Schemes as a juristic person; to provide for the appointment of the Registrar of Medical Schemes; to make provision for the registration and control of certain activities of medical schemes; to protect the interests of members of medical schemes; to provide for measures for the coordination of medical schemes; and to provide for incidental matters.

Sources:

Gauteng Provincial Department of Education. 2011. 2009/2010 Annual Report: Mandates, Governance, Monitoring and Accountability. Pretoria: Government Printer.

Republic of South Africa. 1996. The Constitution of the Republic of South Africa, 1996. Pretoria: Government Printer.

Republic of South Africa. 1998. Medical Scheme Act, 1998. Pretoria: Government Printer.

Republic of South Africa. 1994. Public Service Act, 1994. Pretoria: Government Printer.

Republic of South Africa. 1998. Employment of Educators Act (No 76 of 1998). Gazette 19320. Pretoria: Office of the President.

Republic of South Africa. 1999. Public Finance Management Act, 1999. Pretoria: Government Printer.

Republic of South Africa. 1999. Resolution no 3 of 1999 of Public service Circular. Pretoria: Government Printer.

Republic of South Africa. 2001. Public Service Regulation, 2001. Pretoria: Government Printer.

APPENDIX G

PERMISSION TO CONDUCT RESEARCH

01 February 2011

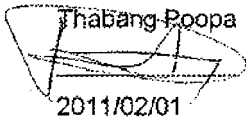
GDE: HRA Director
Gauteng Department of Education

Re: Permission to conduct research at GDE HRA

Dear Sir,

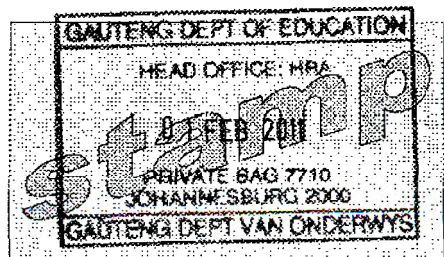
This is to confirm that Thabang Poopa (20469861) is registered student at the North-West University (Vaal Triangle). He enrolled at the university in 2006 as a BA student (Public Management and Administration and Political Science). Presently he is engaged in conducting research in order to complete his Masters Degree on the topic "impact of service benefits on employee performance".

The authorization is required to conduct research on the above-mentioned title.

Thabang Poopa

2011/02/01

HRA Director: BENJI NGIDI

2011/02.01



APPENDIX H

RESEARCH QUESTIONNAIRE

Title: Impact of service benefits on employee performance in the Gauteng Department of Education

Respondents: Personnel: Senior Management

Introduction: The student who authored this questionnaire is pursuing a Masters Degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please give answers as comprehensively as possible.

1. How many years of experience do you have at the current position at GDE?

0-5 years
6-10 years
11-20 years
More than 20 years

2. In your opinion, are employees being informed regarding the service benefits at GDE?

Yes	No
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3. In your opinion, do employees receive any information through training/workshop regarding service benefits at GDE?

Yes	No
-----	----

4. In your opinion, do the service benefits have a positive impact on employee performance at GDE?

Yes	No
-----	----

5. Are you satisfied with the employee performance at the GDE?

Yes	No
-----	----

RESEARCH QUESTIONNAIRE

Title: Impact of service benefits on employee performance in the Gauteng Department of Education

Respondents: Personnel: Supervisors

Introduction: The student who authored this questionnaire is pursuing a Masters Degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please give answers as comprehensively as possible.

1. How many years of experience do you have at the current position at GDE?

0-5 years
6-10 years
11-20 years
More than 20 years

2. In which sub-directorate at the GDE you are employed as a supervisor?

3. In your opinion, are subordinates in your sub-directorate aware of service benefits at GDE?

Yes	No
-----	----

4. In your opinion, are subordinates in your sub-directorate receive any information through training/workshop regarding service benefits at GDE?

Yes	No
-----	----

5. In your opinion, are subordinates in your sub-directorate are well compensated?

Yes	No
-----	----

6. In your opinion, do the service benefits have a positive impact on employee performance at GDE?

Yes	No
-----	----

Title: Impact of service benefits on employee performance in the Gauteng Department of Education

Respondents: Personnel: Human Resource Administration (HRA)

Introduction: The student who authored this questionnaire is pursuing a Masters Degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please give answers as comprehensively as possible.

1. How many years of experience do you have as a personnel in the HRA?

0-5 years
6-10 years
11-20 years
More than 20 years

2. In your opinion, does HRA plays an important role informing employees regarding service benefits at GDE?

Yes	No
-----	----

3. How often the HRA organize information training/workshops to empower employees regarding service benefits?

Sometimes	Seldom	Always
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4. In your opinion, do the service benefits have a positive impact on employee performance at GDE?

Yes	No
-----	----

5. From the HR perspective, what recommendations can be offered to improve service benefits for employee performance at GDE?

Title: Impact of service benefits on employee performance in the Gauteng Department of Education

Respondents: Personnel: Human Resource Development Management (HRDM)

Introduction: The student who authored this questionnaire is pursuing a Masters Degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please give answers as comprehensively as possible.

1. How many years of experience do you have as a personnel in the HRDM?

0-5 years
6-10 years
11-20 years
More than 20 years

2. In your opinion, does HRDM plays an important role informing employees regarding service benefits at GDE?

Yes	No
-----	----

3. How often the HRDM organize information training/workshops to empower employees regarding service benefits?

Sometimes	Seldom	Always
-----------	--------	--------

4. In your opinion, do the service benefits have a positive impact on employee performance at GDE?

Yes	No
-----	----

5. From the HR perspective, what recommendations can be offered to improve service benefits for employee performance at GDE?

Title: Impact of service benefits on employee performance in the Gauteng Department of Education

Respondents: Personnel: Directorates

Introduction: The student who authored this questionnaire is pursuing a Masters Degree in Public Management and Development and will therefore appreciate your assistance in completing the questionnaire as frankly as you possibly can.

Please give answers as comprehensively as possible.

1. In which Directorate are you working as personnel at GDE?

2. What is your job title at GDE?

3. How many years of experience do you have as a personnel at GDE?

0-5 years
6-10 years
11-20 years
More than 20 years

4. As an employee are you aware of the service benefits offered at the GDE?

Yes	No
-----	----

5. In your opinion, do service benefits have a positive impact on employee performance at GDE?

Yes	No
-----	----