

ACKNOWLEDGEMENTS

The attainment of a Public Service broadly representative of the people of South Africa is a value that has been enshrined in the Constitution. This publication arose as a result of the need by the Public Service Commission to evaluate the progress made by departments towards the achievement of representativeness in the Public Service. The monitoring of numeric targets on the part of the Commission is only one facet of a process that complements other transformation initiatives in the Public Service.

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