

**PROJECT
DESCRIPTION**



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Project To monitor the extent to which laid down affirmative action targets have been achieved in the Public Service by the end of 1999.

Purpose of the Project

1. The purpose of this project is the following:
 - (a) Monitor the progress made by departments and provincial administrations towards the achievement of representativeness and affirmative action in the Public Service as at 30 November 1999.
 - (b) Undertake a statistical analysis of the information obtained from PERSAL with regard to the composition of the staff establishment of national departments and provincial administrations.
 - (c) Establish reasons, where applicable, from heads of departments of national departments and provincial administrations as to why representativeness has not been achieved in their respective institutions.
 - (d) Compile a report that reflects the extent to which representativeness has been achieved in the Public Service at the expiry of the laid down period.
 - (e) Advise all relevant stakeholders as contained in the Draft Strategy Paper of the Commission of the progress made in the Public Service regarding transformation in the Public Service with regard to the attainment of representativeness/affirmative action.
 - (f) Advise the policy making institution, namely, the Department of Public Service and Administration (DPSA) of the composition of the Public Service with the view to assisting DPSA review the targets and set new targets if deemed necessary.
 - (g) Evaluate at a later phase the extent of transformation in relation to employment and personnel practices and the level of empowerment that has been achieved.

Motivation

2. The White Paper on the Transformation of the Public Service published in November 1995 provides as follows:

“Within four years all departmental establishments must endeavour to be at least 50 percent black at management level. During the same period at least 30 per cent of new recruits to the middle and senior management echelons should be women. Within ten years, people with disabilities should comprise 2 per cent of public service personnel”.
3. Furthermore, the White Paper on Affirmative Action in the Public Service published by the Department of Public Service and Administration (DPSA) re-emphasises that these targets be met. The White Paper also indicates that the targets in the White Paper on Transformation of the Public Service represents only a baseline, on which national departments and provincial administrations should aim to improve. It provides furthermore that “The Government will review and re-set the national minimum targets by the end of 2000 and every three years thereafter”.
4. One of the powers and functions of the Public Service Commission is to promote the principle contained in section 195(1)(i) of the Constitution of the Republic of South Africa, 1996 that public administration must be broadly representative of the South African people, with employment and personnel practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past. The mandate

of the Commission transcends into the extent to which transformation in relation to employment and personnel practices and the level of empowerment has been achieved. In light of the targets set in the White Paper on the Transformation of the Public Service and the White Paper on Affirmative Action and the duty to review and re-set the targets by the end of 2000, it is the view that as an immediate project, the progress towards attaining a representative public service be established.

5. As part of the promotion of a broadly representative South African Public Service, the Commission is required to evaluate the extent to which transformation in relation to the employment and personnel practices and the level of empowerment has been achieved. It is suggested, however, that as a first step in monitoring the transformation of the Public Service, only the extent to which representativeness has been achieved in terms of the numeric targets as at 30 November 1999, be established. The release of a separate report in this regard early in the year 2000 will facilitate the review and re-set of targets which should be completed before the end of year 2000. Once the report on the state of representativeness has been finalised, an immediate follow-up evaluation will be necessary that will address, *inter alia*, the extent to which transformation in relation to employment and personnel practices and the level of empowerment has been achieved in national departments and provincial administrations. The monitoring of numeric targets on the part of the Commission is only one facet of a process that complements the entire transformation process. The evaluation of the extent of transformation in relation to employment and personnel practices and the level of empowerment that has been achieved will be a further step in the process of establishing the overall state of transformation in the Public Service.

Scope of the Project

6. Information with regard to representativeness in terms of the target groups, namely, race, gender and disability in respect of all national departments and provincial administrations within the Public Service will be obtained. The employee organisations/unions admitted to the Public Service Co-ordinating Bargaining Council will be informed of the monitoring being done and will be invited to submit inputs with regard to representativeness in the Public Service.

Methodology

7. As part of the developmental work on the project, the other role players involved in some way in employment equity in terms of the three target groups, race, gender and disability would be informed per letter of the monitoring being done by the Commission. The institutions concerned are the DPSA, the Department of Labour, Office on the Status of Women (OSW) and the Office on the Status of Disabled Persons (OSDP). These institutions would be invited to furnish any information that they deem useful and would like the Commission to consider. This approach will strengthen co-ordination between the various role players in the monitoring process. The Minister for Public Service and Administration will also be informed of the project being undertaken.
8. Employee organisations/unions admitted to the Public Service Co-ordinating Bargaining Council will be informed per letter of the monitoring being done and will also be invited to submit anything useful that they will like the Commission to consider with regard to representativeness in the Public Service, especially regarding the perception of the organisations/ unions in any process that hinders/ constrains the achievement of representativeness.
9. In order to facilitate matters, it is considered prudent that attempts firstly be made to obtain the required information from the PERSAL System. In this regard discussions should be held with a representative from PERSAL with the view to determining whether the necessary information can be retrieved. A preliminary informal discussion revealed that the only foreseeable problem may be information in respect of disabled persons as no such "field" exists on the programme. However, this may be resolved by making the necessary adjustments to the programme that will enable

all national departments and provincial administrations to furnish the required information via PERSAL. In this regard there will have to be interaction with OSDP to seek clarity on the definition of "disability" to enable accurate information to be obtained from national departments and provincial administrations in this regard.

10. As the project intends to monitor the extent to which departments have achieved the targets contained in the aforementioned White Papers, only the composition of the Public Service in terms of race, gender and disability according to the various salary levels, namely, lower skilled workers, skilled workers, highly skilled production, highly skilled supervision, Management and Senior Management will be ascertained.
11. The PERSAL report will then be analysed with the view to determining those national departments and provincial administrations that have not achieved representativeness in terms of any of the three target groups. Interviews will be arranged with the heads of national departments/ provincial administrations to determine:
 - Why the targets have not been met?
 - The measures, including the time frames, that have been put in place to ensure that the targets laid down in the White Papers will be achieved.
 - The constraints experienced by departments/ provincial administrations in achieving the targets and how these constraints can be addressed to expedite the achievement of representativeness.
12. All national departments and provincial administrations will have to be advised by means of correspondence of the monitoring being done by the Commission. It will provide the link should PERSAL deem it necessary to request these institutions to submit information with regard to disabled persons. It will also create the necessary awareness and spring no surprises when the report on the state of representativeness in the Public Service is released or when the interviews have to be done.
13. The following time-frames will be adhered to whilst undertaking this project:

Time Frame for Completion of the Project

ACTIVITY	TIME-FRAMES
(a) Liaising in writing with the representative from PERSAL regarding the information to be obtained from the System.	19 November 1999
(b) Drafting of submission to obtain approval in respect of draft letters to be forwarded to the role players and national departments and provincial administrations as well as the employee organisations/unions. Clarify definition of "disability" with OSDP.	19 November 1999
(c) Await report from PERSAL.	10 December 1999
(d) Prepare preliminary status report on analysis of information from PERSAL.	7 January 2000
(e) Depending on analysis of PERSAL report, the conducting of interviews with heads of national departments and provincial administrations regarding the non-achievement of laid down targets.	11 February 2000
(f) Finalisation of report for submission to Commission.	17 March

**2000
Project
Team**

14. The project leader will be Mr P Muthusamy, Acting Chief Director : Human Resources. The project team members will consist of Mr L Naidoo and Ms L Modiri, Directors in the Directorate : Affirmative Action and Human Resource Development Deputy and a representative from each regional office. The relevant regional office representative will form part of the team conducting interviews with heads of provincial administrations.

CONTACT DETAILS of the PUBLIC SERVICE COMMISSION (PSC)

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