



Custodian of Good Governance

Fact Sheet: Grievance Resolution for the 2008/09 Financial Year

Public Service Commission

October 2009

Vision

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

Mission

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

Fact Sheet: Grievance Resolution for the 2008/09 Financial Year



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Introduction

The Public Service Commission (PSC) is pleased to present this fact sheet on grievance resolution in the Public Service for the 2008/09 financial year. The PSC derives its mandate to investigate grievances of employees in the Public Service concerning official acts or omissions, and recommend appropriate remedies, from section 196(4)(f)(ii) of the *Constitution of the Republic of South Africa, 1996*. The PSC also has a constitutional mandate to report at least once a year on its activities to the National Assembly as well as the legislatures of the nine provinces.

In order to enable the PSC to report on the resolution of grievances in the Public Service, Rule I.1 of the Rules for dealing with the grievances of employees in the Public Service, published in Government Gazette No 25209 on 25 July 2003, determines that the Head of Department (HoD) must ensure that grievance resolution is evaluated by maintaining a record of the number of grievances resolved from the beginning of each calendar year and report to the PSC on a six monthly basis.

The PSC has thus far published two Reports on Grievance Trends in the Public Service. The first Report provided an in-depth analysis of grievance trends in respect of the period 01 January 2005 until 30 June 2006¹, followed by a second Report for the period 01 April 2006 until 31 March 2008².

The intention of this Fact Sheet is to provide an overview of the grievance trends in the Public Service for the period 01 April 2008 to 31 March 2009. It also makes reference to information emanating from previous financial years in order to draw comparisons.

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1 *Republic of South Africa. Public Service Commission. Report on Grievance Trends in the Public Service, 2007.*

2 *Republic of South Africa. Public Service Commission. Report on Grievance Trends in the Public Service for the periods 1 April 2006 to 31 March 2007 and 1 April 2007 to 31 March 2008.*



Purpose of the Fact Sheet

This Fact Sheet was compiled with a view to provide an overview of –

- grievances handled at departmental level, reported to the PSC in terms of Rule I.1 of the Grievance Rules, 2003, for the period 01 April 2008 until 31 March 2009; and
- grievances referred to the PSC in terms of section 35(1) of the Public Service Act, 1994 (as amended) for the period 01 April 2008 until 31 March 2009.

What is a grievance?

A grievance is generally defined as a dissatisfaction with an official act or omission by the employer, which relates to the employment relationship of an employee and is regarded by the employee as detrimental to his/her well being/career.

Adapted from Sonia Bendix: Industrial Relations South Africa. Fourth edition 2001



Number of Grievances Lodged within the Public Service

National and provincial departments reported that a total of **6 067** grievances were lodged by public servants during the 2008/09 financial year. **Figure 1** shows that 51% (**3 075**) of such grievances were lodged at provincial level and 49% (**2 992**) were lodged at national level. Considering the fact that 32% (**390 760**) employees are employed by national departments and 68% (**857 900**)³ employed by provincial departments, it would appear that employees at national level are more likely to lodge grievances.

In comparison with the previous financial year (2007/08), the total number of grievances has decreased by 10.80% in the 2008/09 financial year. A summary of the total number of grievances lodged by public servants over the past three financial years, are provided in **Table 1**.

Figure 1: Grievances lodged at national and provincial level

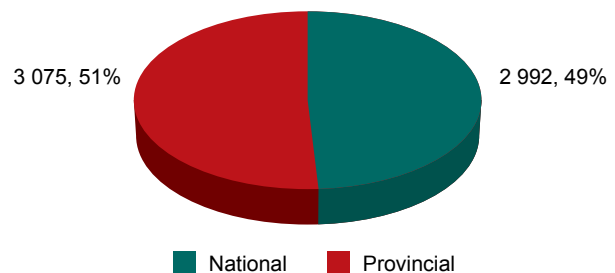


Table 1: Total number of grievances lodged with national and provincial departments

Origin of grievances	Number of grievances		
	2006/07	2007/08	2008/09
National	3 788	3 854	2 992
Provincial	1 967	2 948	3 075
Total	5 755	6 802	6 067

Grievances Lodged at National Level

At national level, the South African Police Service (**1 361**) and Correctional Services (**411**) reported the highest number of grievances, comprising 65% of the total number of cases reported by national departments. This could be attributed to the size of the two departments who, collectively, employ 57% of employees at national level.

³ Headcount as at 31 March 2009 as provided by the Department of Public Service and Administration.

The Department of Public Enterprises and the Public Administration, Leadership and Management Academy reported that no grievances were lodged by employees for the 2008/09 financial year.

Table 2 provides an overview of the number of grievances reported by national departments for the financial year 2008/09 (NB: as the names of departments only changed in May 2009, the table reflects the names of the departments as were applicable during the reporting period).

From **Table 2**, it appears that departments which reported a high number of grievances for the previous financial years, such as SAPS, Correctional Services and Justice and Constitutional Development, have a significantly decreased number of grievances.

However, it is disconcerting that the Department of Foreign Affairs which reported a small number of grievances for the previous reporting periods, reported an unusually high increase in the number of grievances for the financial year 2008/09. The huge leap in the number of grievances could be attributed to either under reporting or a sudden increase in dissatisfactions in a department. The nature of grievances discussed below further provides a comparison of the totals of grievances for the respective periods.

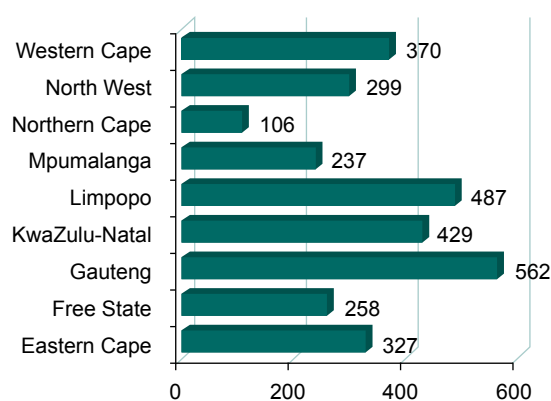
Table 2: Number of grievances reported by national departments

National Departments	No of aggrieved employees		
	Financial year		
	2006/07	2007/08	2008/09
Agriculture	32	35	42
Arts & Culture	19	7	15
Communications	11	6	8
Correctional Services	701	930	411
Defence	45	37	6
Education	8	10	13
Envl Affairs & Tourism	24	6	44
Foreign Affairs	3	8	126
Gov Communications	0	7	2
Health	15	8	26
Home Affairs	46	192	185
Housing	7	1	14
Independent Complaints Directorate	3	4	10
Justice & Constitutional Development	610	649	421
Labour	42	21	16
Land Affairs	26	27	29
Minerals & Energy	24	21	12
National Treasury	8	12	1
Prov & Local Gov	8	2	3
Public Enterprises	0	0	0
Public Service & Administration	10	2	14
PSC	2	1	4
Public Works	92	57	98
Science & Technology	1	5	0
Secretariat for Safety & Security	0	0	No report
PALAMA	3	0	1
SAPS	1 867	1 688	1 361
Social Development	4	5	1
Sport & Recreation SA	4	7	12
Statistics South Africa	90	22	24
The Presidency	2	3	10
Trade and Industry	20	12	18
Transport	5	10	23
Water Affairs & Forestry	56	59	42
TOTAL	3 788	3 854	2 992

Grievances Lodged at Provincial Level

At provincial level, the departments in the Gauteng Province reported the highest number of grievances **562** (18.27%), followed by Limpopo Province with **487** (15.8%) grievances and KwaZulu-Natal Province with **429** (13.95%). As reflected in **Figure 2**, the Northern Cape reported the lowest number of grievances **106** (3.4%). In comparing the number of grievances lodged in the various provincial departments with the number of employees⁴ as employed at the end of March 2009, the high number of grievances reported by the Gauteng and Limpopo Provinces is of concern. Furthermore, the increase in

Figure 2: Grievances lodged at provincial level



⁴ Headcount as at 31 March 2009 as provided by the Department of Public Service and Administration, in terms of which the KwaZulu-Natal Province had the highest head count (182 589) followed by the Eastern Cape Province with 137 657, the Gauteng Province with 136 656 and the Limpopo Province with 115 562.

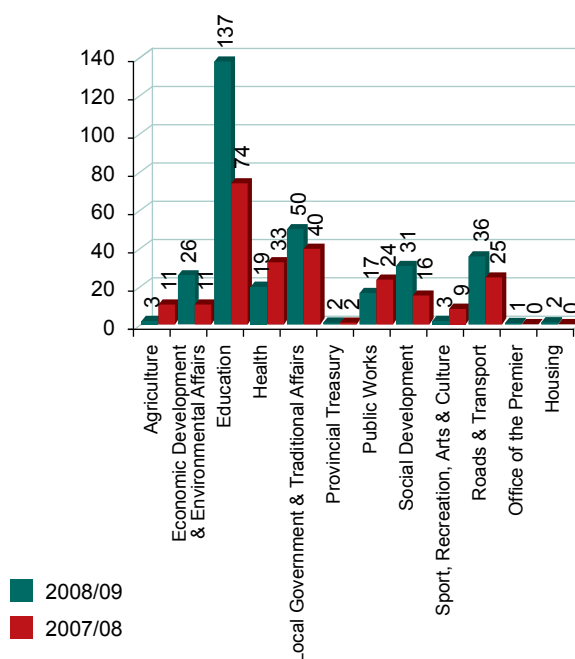
the number of cases in the Gauteng Province was reported in the PSC's previous Report on Grievance Trends in the Public Service⁵. A breakdown per province for the 2007/08 and 2008/09 financial years, follows below.

Eastern Cape Province

The departments in the Eastern Cape Province reported a total of **572** grievances for both financial years. In comparison with the financial year 2007/08, the number of grievances reported by the Eastern Cape provincial departments, have increased from **245** to **327** (25%). **Figure 3** provides an overview of the number of grievances reported by departments in the Eastern Cape Province for the financial years 2007/08 and 2008/09.

As can be seen from **Figure 3**, the Department of Education reported the highest number of grievances (**211**) for both reporting periods, with an increase of 45.9% from the financial year 2007/08 to the financial year 2008/09. The Department of Local Government and Traditional Affairs follows with a total number of **90** grievances for both financial years. The Department of Roads and Transport reported the third highest number of grievances (**61**).

Figure 3: Number of grievances per department: Eastern Cape

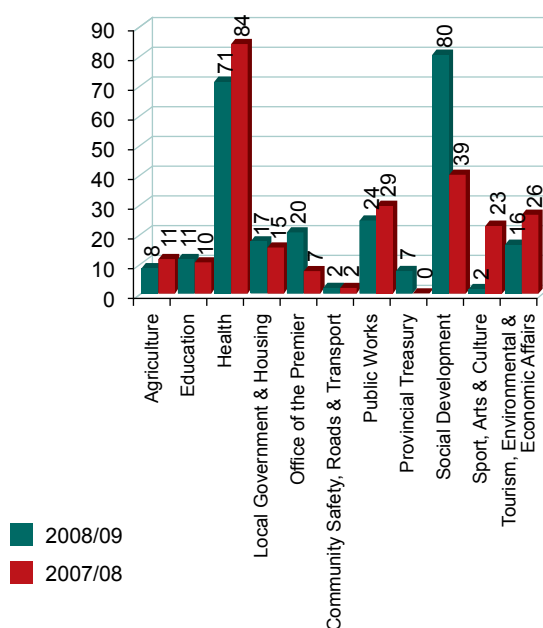


Free State Province

The departments in the Free State Province dealt with **258** grievances during the financial year 2008/09. This is an increase of 4.6% in comparison with the financial year 2007/08, when **246** grievances were reported.

Figure 4 provides an overview of the number of grievances received by departments for the two financial years. It shows that the Department of Health reported the highest number of grievances for both reporting periods (**155**), with a slight decrease of 15.4% for the financial year 2008/09. The Department of Social Development reported an increase of 51.25% in the number of grievances reported for the 2008/09 financial year and follows the Department of Health with a total of **119** grievances reported for both financial years. The Department of Public Works reported the third highest number of grievances for both reporting periods (**53**).

Figure 4: Number of grievances per department: Free State

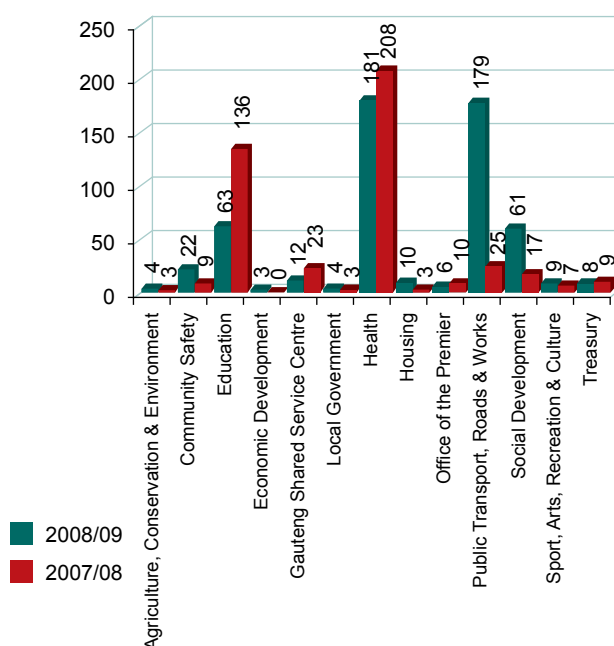


⁵ Republic of South Africa. Public Service Commission. Report on Grievance Trends in the Public Service for the periods 1 April 2006 to 31 March 2007 and 1 April 2007 to 31 March 2008.

Gauteng Province

The departments in the Gauteng Province reported a total of **562** grievances for the financial year 2008/09, which is an increase of 19.3% from the financial year 2007/08, when a total of **453** grievances were reported. **Figure 5** provides an overview of the number of grievances reported for both financial years. It indicates that the Department of Health reported the highest number of grievances for both financial years (**389**). There is a slight decrease in the number of grievances (12.9%) reported by the Department for the financial year 2008/09. The Department of Public Transport, Roads and Works reported an increase of 86% for the 2008/09 financial year, which resulted in it reporting the second highest number of grievances for the two financial years (**204**). The Department of Education reported the third highest number of grievances for both financial years (**199**), although it had a decrease of 44.7% for the 2008/09 financial year.

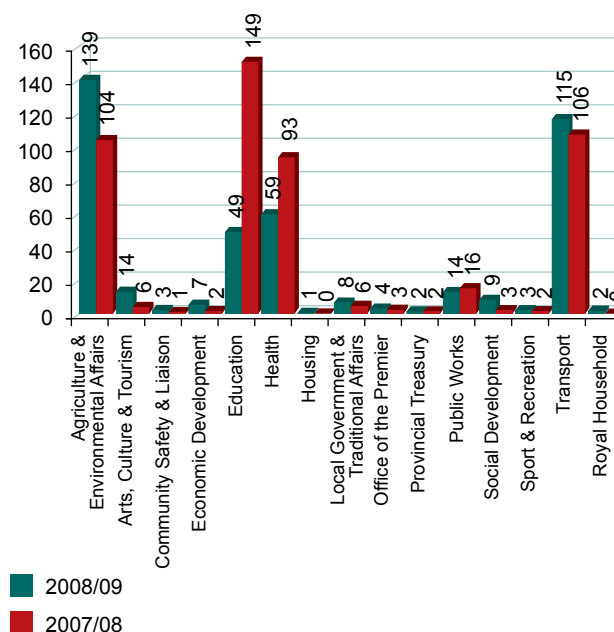
Figure 5: Number of grievances per department: Gauteng



KwaZulu-Natal Province

The departments in the KwaZulu-Natal Province reported a total of **429** grievances for the financial year 2008/09, which is a decrease of 14.9% from the financial year 2007/08 (**493** grievances reported for the financial year 2007/08). **Figure 6** provides an overview of the number of grievances reported for both financial years. It shows that the Department of Agriculture and Environmental Affairs reported the highest number of grievances for the financial year 2008/09 (**139**), and, although it did not report the highest number of grievances for the financial year 2007/08, the increase in the number of grievances, resulted in the Department reporting the highest number of grievances in respect of both financial years (**243**). The Department of Transport followed with a total number of **221** grievances reported for both financial years. The Department of Education reported the highest number of grievances for the 2007/08 financial year (**149**). However, as a result of a significant decrease in the number of grievances (67.1%), the Department in total reported the third highest number of grievances.

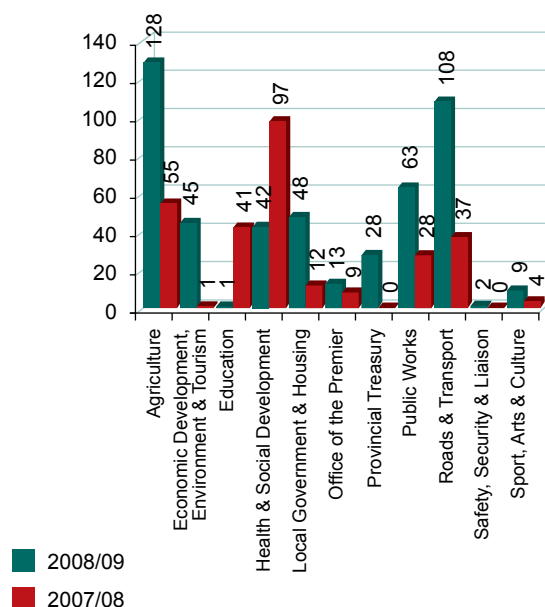
Figure 6: Number of grievances per department: KwaZulu-Natal



Limpopo Province

The Limpopo Province reported an increase in the number of grievances for the financial year 2008/09 (41.6%). The number of grievances increased from **284** reported for the financial year 2007/08, to **487** reported for the financial year 2008/09. **Figure 7** provides an overview of the number of grievances reported by departments in the Limpopo Province for both financial years. It indicates that the Departments of Agriculture and Roads and Transport, both reported a significant increase in the number of grievances for the financial year 2008/09. The Department of Agriculture reported an increase of 54.6% in the number of grievances, and in total reported the highest number of grievances for both reporting periods (**183**). The Department of Roads and Transport, reported an increase of 65.7%, and in total reported **145** grievances received for both reporting periods. Although the Department of Health and Social Development follows with a total of **139** grievances reported for both reporting periods, it had a decrease of 56.7% in the number of grievances reported for the 2008/09 financial year.

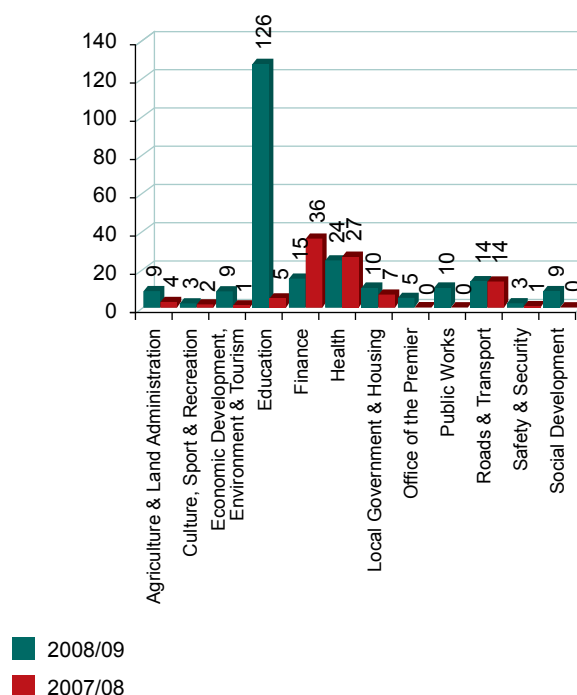
Figure 7: Number of grievances per department: Limpopo



Mpumalanga Province

Mpumalanga Province reported a significant increase in the number of grievances for the financial year 2008/09. For the financial year 2007/08, departments in the Mpumalanga Province reported **97** grievances. The number of grievances reported for the financial year 2008/09 has increased to **237**, which is an increase of 59%. **Figure 8** provides an overview of the number of grievances reported by departments in the Mpumalanga Province in respect of both financial years. The Department of Education reported the highest number of grievances for the 2008/09 financial year (**126**), which is an increase of 96% from the previous reporting period. Although the Department only reported five grievances for the financial year 2007/08, the increase in the number of grievances for the financial year 2008/09, resulted in it reporting the highest number of grievances in respect of both financial years (**131**). The Departments of Health and Finance both reported a total of **51** grievances for both reporting periods. However, in respect of the

Figure 8: Number of grievances per department: Mpumalanga



financial year 2008/09, the Department of Health reported the second highest number of grievances (24) followed by the Department of Finance (15).

Northern Cape Province

In comparison with the previous reporting period, the Northern Cape Province reported an increase of 8.4% in the number of grievances for the financial year 2008/09. For the financial year 2007/08, departments in the Northern Cape Province reported a total of 97 grievances, whereas a total of 106 grievances was reported for the financial year 2008/09. **Figure 9** provides an overview of the number of grievances reported by departments in the Northern Cape Province for both financial years. As can be seen from **Figure 9**, the Department of Health reported the highest number of grievances in respect of both financial years (53). The Department of Safety and Liaison follows with a total of 25 grievances in respect of both financial years. Both Departments reported an increase in the number of grievances for the financial year 2008/09. The Department of Health reported an increase of 29%, and the Department of Safety and Liaison an increase of 61.1%. The Department of Social Services and Population Development, reported the third highest number of grievances over the two financial years (15), but had a decrease in the number of grievances for the financial year 2008/09 (18%).

North West Province

The departments in the North West Province, reported a total of 299 grievances for the financial year 2008/09. This is an increase of 48% from the financial year 2007/08 during which a total of 155 grievances were dealt with. **Figure 10** provides an overview in respect of the number of grievances reported by departments for both financial years. It shows that the Department of Health reported the highest number of grievances for both financial years (146). It is however, disconcerting that the number of grievances reported by the Department, increased from 38 to 108 (64%) over the two financial years. The

“Poor grievance handling can have costly consequences. Morale and productivity can take a dive while staff turnover and absenteeism go through the roof.”
(Fair grievance handling. Equal Time, 2001 Lawlink New South Wales)

Figure 9: Number of grievances per department: Northern Cape

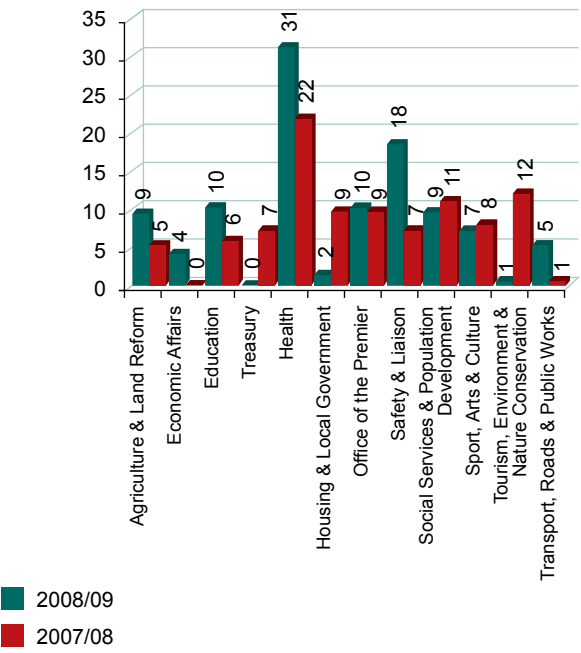
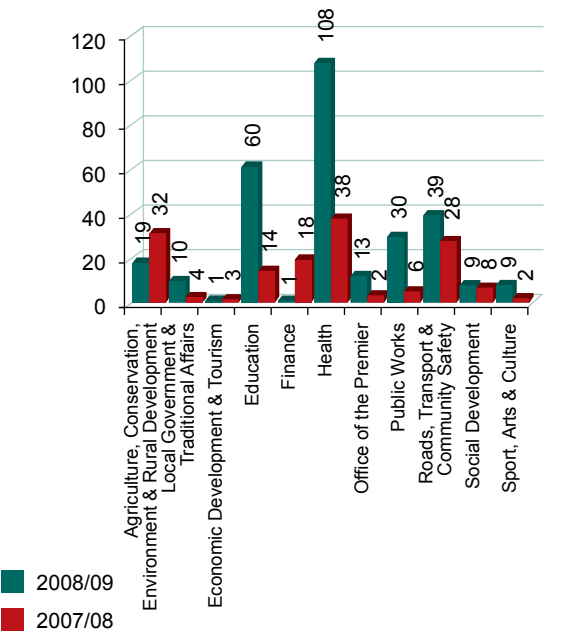


Figure 10: Number of grievances per department: North West



Department of Education reported the second highest number of grievances for the financial year 2008/09 (**60**). In total the Department of Education also reported the second highest number of grievances for both financial years (**74**). Again, a significant increase in the number of grievances for the financial year 2008/09, was reported by the Department (76%). The Department of Roads, Transport and Community Safety reported the third highest number of grievances for both financial years (**67**).

“Where the continued existence of the problem affects employee morale, this may in turn cause a drop in productivity, increases in wastage, resignations and even conflict.”

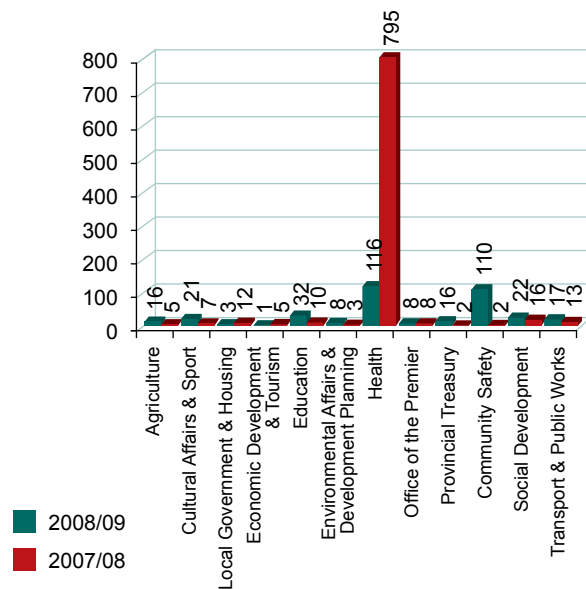
(Ivan Israelstam. Courtesy The SA Labour Guide, 2009)

Western Cape Province

Similar to the KwaZulu-Natal Province, the Western Cape Province is the only other province which reported a decrease in the number of grievances for the financial year 2008/09. In comparison with the reporting for the financial year 2007/08, the number of grievances has decreased by 57% from **878** to **370** grievances.

Figure 11 provides an overview of the number of grievances reported by departments for the two financial years. It indicates that the Department of Health reported the highest number of grievances for both financial years. However, it is encouraging that the number of grievances reported in this Department has decreased with 85% (from **795** reported for the financial year 2007/08, to **116** for the financial year 2008/09).

Figure 11: Number of grievances per department: Western Cape



On the other hand, the Department of Community Safety reported an increase of 85% in the number of grievances for the financial year 2008/09. The number of grievances reported by the Department, increased from **2** to **110**. The Department of Education reported the third highest number of grievances over the two financial years (**42**).



Timely and Conclusive Investigation of Grievances within the Public Service

Effective grievance resolution facilitates early intervention as grievances arise. The timely and conclusive investigation of grievances is an important element in developing a productive and harmonious work environment. Grievances that are not addressed have the potential to grow into major problems that may cause tension, low morale and reduced productivity. Furthermore, unresolved or poorly handled grievances may also lead to litigation. The Grievance Rules, 2003 therefore provide for compulsory time frames to be adhered to, unless both parties agree to the extension of these time limits. According to the Rules, the Department, including the Executive

Authority has 30 working days to deal with a grievance, which period may be extended by mutual agreement in writing.

Figure 12 shows that only 46% (**2 784**) of the grievances lodged during the 2008/09 financial year were finalised, 53% (**3 208**) grievances were pending and 1% (**75**) grievances were withdrawn. According to the information provided by departments in respect of the grievances lodged in the 2008/09 financial year, only 25.5% (**1 427**) of the grievances were finalised within the prescribed time frame. This is a worrying trend that was identified in the previous reporting on grievance resolution in the Public Service⁶.

As illustrated by **Figure 13**, the outcome of 44% (**1 226**) of the grievances finalised by departments were substantiated. Of the cases that were not substantiated, **245** (20%) cases were referred to other agencies, such as the Public Service Co-ordinating Bargaining Council or a Sectoral Council.

The fact that 56% of the grievances were found to be unsubstantiated, is an indication that departments are managing human resource practices in the departments. However, if it is considered that 44% of the grievances were found to be substantiated, it appears that there is still room for improvement.

Figure 12: Status of grievances

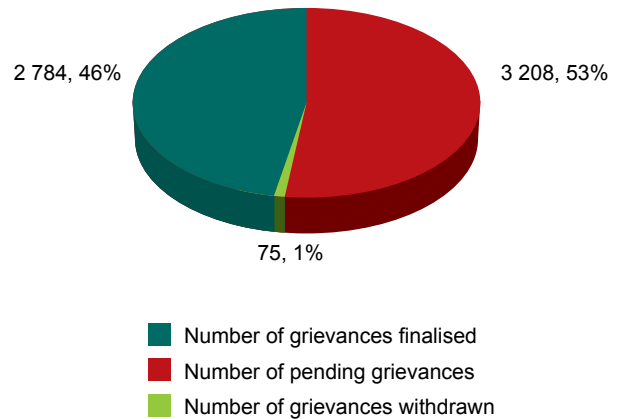
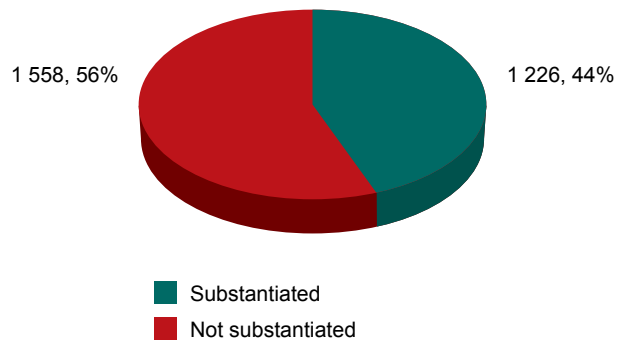


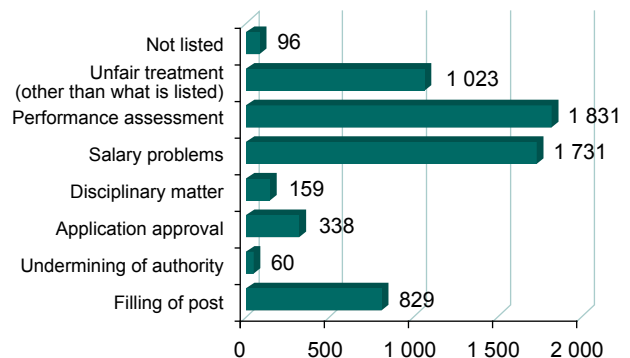
Figure 13: Outcome of finalised grievances



Commonly Reported Grievances

Grievances sometimes serve as valuable indicators of trends or broader issues and can provide insight into current or future challenges. The nature of grievances assists in identifying broader issues which may be hindering the morale of employees. **Figure 14** reflects the nature of grievances lodged during the 2008/09 financial year and shows that grievances relating to performance assessment (30%) and salary problems (28%) comprise the majority of grievances. Both these categories of grievances impact on the financial position of employees and the high number of grievances

Figure 14: Nature of grievances



⁶ Republic of South Africa. Public Service Commission. Report on Grievance Trends in the Public Service for the periods 1 April 2006 to 31 March 2007 and 1 April 2007 to 31 March 2008.

is not surprising in the current economic climate. Grievances relating to unfair treatment (17%), such as alleged discrimination and victimisation, are the third highest category. Dissatisfaction around performance assessment and salary matters is a trend that was identified in previous reporting of the PSC⁷.

Although this Fact Sheet is not intended to analyse the cause of dissatisfactions in this regard in depth, it remains a contentious issue, which departments need to pay serious attention to.

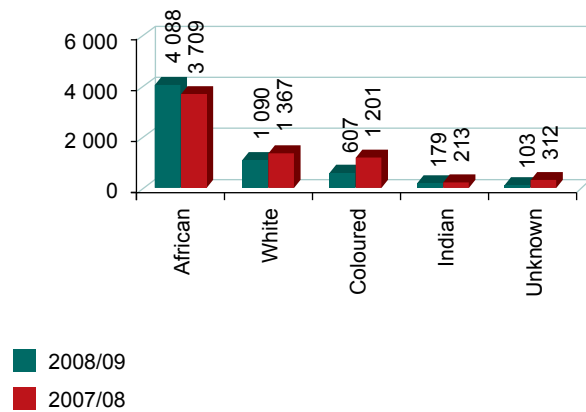


Race Distribution of Aggrieved Employees

For the 2008/09 financial year 67% (**4 088**) of the aggrieved employees were Africans, followed by 18% (**1 090**) White, 10% (**607**) Coloured and 3% (**179**) Indian. The racial distribution in respect of **103** (2%) employees was not indicated by some departments. **Figure 15**, provides a comparison in respect of the distribution of employees in respect of race for the 2007/08 and 2008/09 financial years.

As can be seen from **Figure 15**, the number of grievances reported to have been lodged by African employees have increased with 9.27%, while the number of grievances in respect of White, Coloured and Indian employees, have decreased.

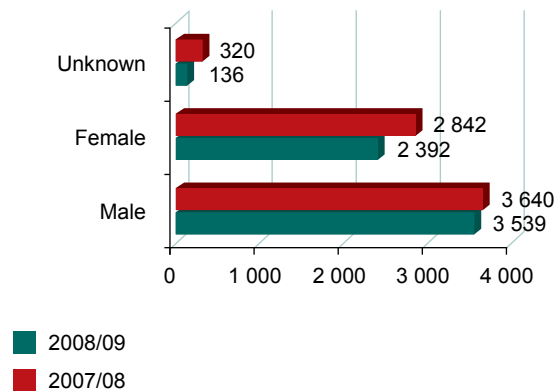
Figure 15: Race distribution of employees



Gender Distribution of Aggrieved Employees

Departments reported that **3 539** (58%) males and **2 392** (40%) females lodged grievances during the financial year 2008/09. The gender distribution in respect of **136** (2%) employees was not indicated by some departments. The gender distribution of grievances is not in keeping with the employee demographics in the Public Service as at 31 March 2009, as the Public Service comprises of 44.4% males and 55.6% females⁸. It would therefore appear that males are either more likely to assert their rights when dissatisfied or are conversant with the grievance procedure. **Figure 16** provides a comparison in respect of the gender distribution of grievances for the financial years 2007/08 and 2008/09.

Figure 16: Gender distribution of employees



⁷ Republic of South Africa. Public Service Commission. Report on Grievance Trends in the Public Service for the periods 1 April 2006 to 31 March 2007 and 1 April 2007 to 31 March 2008.

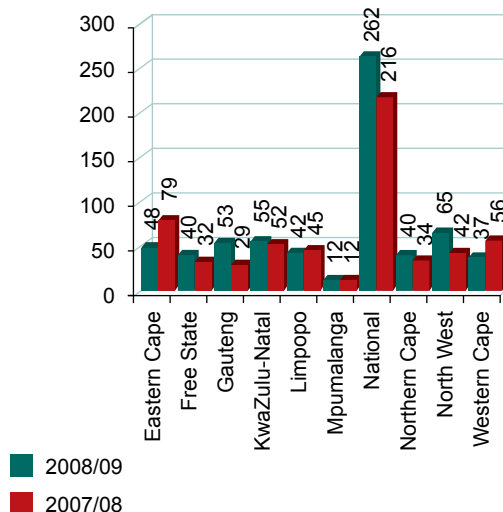
⁸ Headcount as at 31 March 2009 as provided by the Department of Public Service and Administration.



Increase in the Number of Grievances Referred to the PSC

The resolution of grievances does not always end with the conclusion of the internal process within a department. In terms of the provisions of Rule F.9 of the Grievance Rules read with section 35 (1) and (2) of the *Public Service Act*, 1994 (as amended) the PSC has an important role to play in the resolution of grievances. If an aggrieved employee remains dissatisfied after an Executive Authority has considered his/her grievance, and has informed the aggrieved accordingly, such a grievance may be referred to the PSC for consideration if the aggrieved so requests. The PSC only considers grievances of employees once the internal grievance procedure has been exhausted. In comparison with the previous report⁹, the number of grievances referred to the PSC for consideration, has increased from **597** for the 2007/08 financial year, to **654** for the 2008/09 financial year. An exposition of the number of grievances referred to the PSC in respect of the financial years 2007/08 and 2008/09 is provided in **Figure 17**.

Figure 17: Grievances referred to the PSC

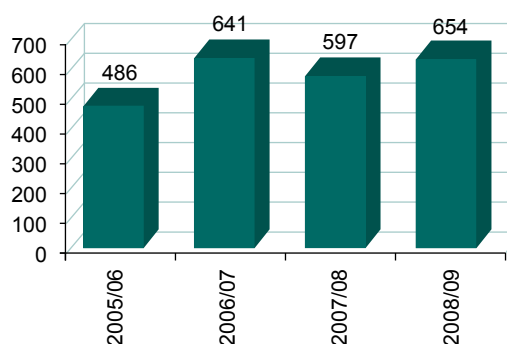


“A grievance is most poignant when almost redressed.”

Eric Hoffer (American Writer, 1902-1983)

Figure 18 reflects an increase of 8.7% in the grievances referred to the PSC from the 2007/08 (**597**) to the 2008/09 (**654**) financial years. The underlying reasons for the increase are related to the poor interpretation of the Grievance Rules by departments and administrative problems resulting in slow grievance resolution in departments. The importance of support to managers by human resource and labour relations practitioners in the management of grievances also came to the fore as a critical shortcoming. This trend was identified by the PSC in its previous reports on grievance trends¹⁰.

Figure 18: Grievances referred to the PSC



The highest number of grievances referred to the PSC, in respect of employees employed in national departments, were received from the Department of Justice and Constitutional Development (**66**), followed by the Department of Labour (**22**) and the Department of Correctional Services (**21**).

In respect of provincial departments, the highest number of grievances referred to the PSC, were from employees employed by the Department of Health in the Eastern Cape Province (**25**),

⁹ Republic of South Africa. Public Service Commission. Report on Grievance Trends in the Public Service for the periods 1 April 2006 to 31 March 2007 and 1 April 2007 to 31 March 2008.

¹⁰ Republic of South Africa. Public Service Commission. Report on Grievance Trends in the Public Service for the periods 1 April 2006 to 31 March 2007 and 1 April 2007 to 31 March 2008.

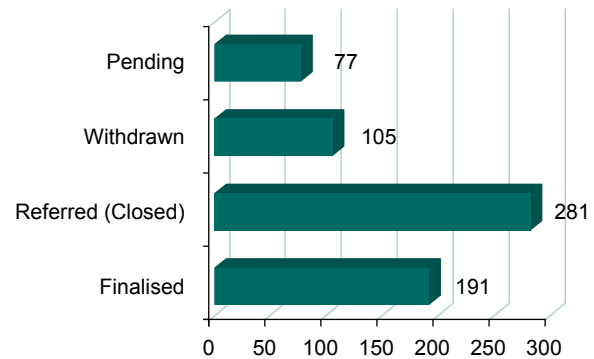
followed by the Department of Health in the Western Cape Province (24), and the Department of Sport, Arts and Culture in the Northern Cape Province (21).



Status of Grievances Lodged with the PSC

Figure 19 shows that of the 654 grievances received, 191 (29%) cases were finalised and recommendations made by the PSC to departments. 281 (43%) grievances were referred back to departments due to non-compliance with the Grievance Rules. Of these, 98 grievances were resolved internally by departments pursuant to the intervention of the PSC. In 105 (16%) cases, the grievances were closed due to the withdrawal of the grievance by aggrieved employees. As at 31 March 2009, 77 (12%) cases were pending due to inadequate and incomplete information provided to the PSC (e.g. Submission on the filling of a post not included in a grievance pertaining to the same matter).

Figure 19: Status of number of grievances handled for 2008/09



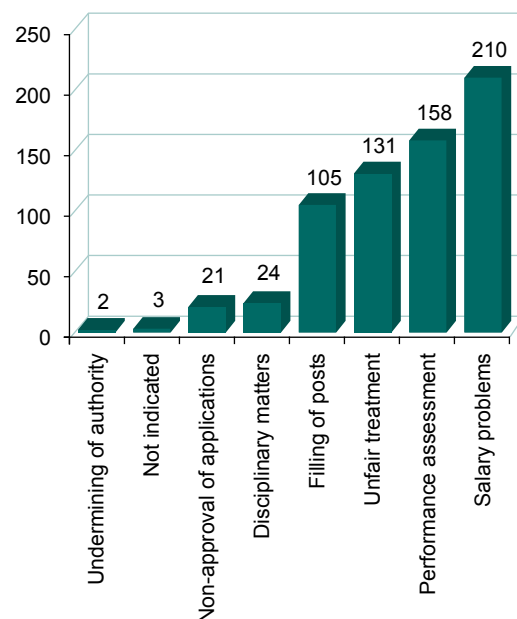
The non-compliance by departments to provide complete information on time remains problematic and accounts for the delays in the finalisation of grievances. Apart from supporting departments, the PSC has also had to issue summons to two HoDs, and this has helped to prioritise the handling of grievances in departments, and cleared some of the backlogs.



Nature of Grievances Lodged with the PSC

In contrast with the nature of grievances reported by departments, most of the grievances referred to the PSC relate to issues of salary matters followed by performance assessment and unfair treatment. Figure 20 provides an overview of the nature of grievances lodged with the PSC. It shows that 210 (32%) of the grievances referred to the PSC, relate to salary matters. In most cases, the reason for grievances in this category, relates to the outcome of job evaluation and the subsequent upgrading or degrading of posts, as well as the implementation of the Occupational Specific Dispensation.

Figure 20: Nature of grievances



There appears to be a general misunderstanding of the objective of job evaluation in that employees regard their performance to be of such a high level that they expect their posts to

be graded on a higher level. Job evaluation is intended to measure the job contents and demands and not the performance of an employee¹¹. In order to address the number of grievances relating to job evaluation, it is imperative that departments inform employees of the objective of job evaluation.

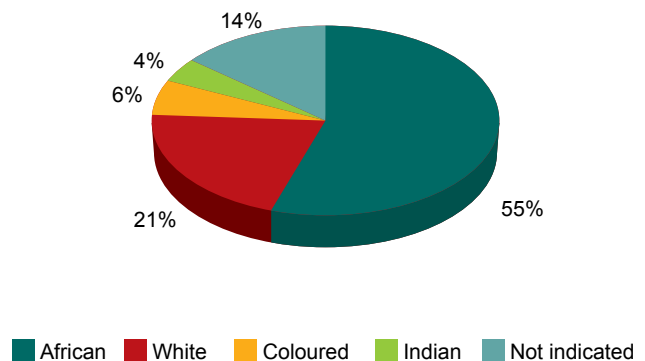
The outcome of performance assessments or the failure by departments to assess employees accounts for 158 (24%) of the grievances referred to the PSC. The overriding aim of performance management is to help the employee for the benefit of both the individual and the Public Service. It should be used to identify problem areas and attempt to agree on steps to address the problem. It also serves as a mechanism to reward employees. The high number of grievances relating to performance assessment is therefore disconcerting.



Race Distribution of Aggrieved Employees that Lodged Grievances with the PSC

In **Figure 21** a breakdown is provided in terms of the racial classification of aggrieved employees. It was found that 55% of the grievances were lodged by Africans, followed by Whites (21%), Coloureds (6%) and Indians (4%). In 14% of the cases the race of the aggrieved employees was not indicated.

Figure 21: Race distribution of aggrieved employees



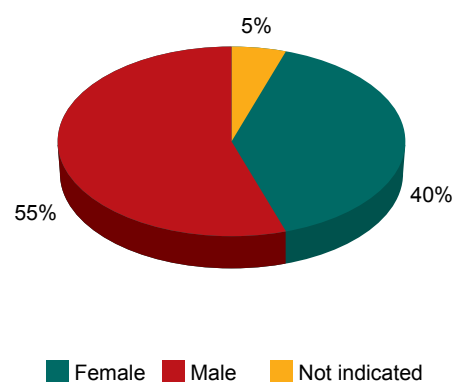
In comparison with the race demographics in the Public Service as at 31 March 2009¹², more grievances were referred to the PSC by Whites (0.19%) followed by Indians (0.12%), Africans and Coloureds (0.07%, respectively).



Gender Distribution of Aggrieved Employees that Lodged Grievances with the PSC

Figure 22 depicts that most of the grievances referred to the PSC were lodged by males (55%), with females comprising 40% of the aggrieved. The gender of the remaining 5% was not provided by departments and aggrieved employees.

Figure 22: Gender distribution of aggrieved employees



In comparison with the demographics in the Public Service as at 31 March 2009¹³, 0.07% of males referred grievances to the PSC and 0.04% of females. As the Public Service comprises of 44.4% males and 55.6% females¹⁴, it appears that males are more conversant with the Grievance Rules, and therefore, more likely to refer their grievances to the PSC.

¹¹ Republic of South Africa. Department of Public Service and Administration. Guide on Job and Evaluation.

¹² Headcount as at 31 March 2009 as provided by the Department of Public Service and Administration.

¹³ Ibid.

¹⁴ Ibid.



Conclusion

In conclusion, the statistics presented in this Fact Sheet paint a picture of the level of dissatisfaction regarding official acts or omission by employees in the Public Service. Although there is a decrease in the number of grievances from the previous financial year, departments still need to attempt to adhere to the time frames for the resolution of grievances which would improve the morale of public servants, especially as the most commonly reported grievances emanate from Human Resource practices which are often implemented incorrectly. An in-depth trend analysis on the nature of grievances lodged will be included in the full report for the 2009/10 financial year.

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