



# **FACT SHEET ON GRIEVANCE RESOLUTION FOR THE 2019/20 FINANCIAL YEAR**

**DECEMBER 2020**

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## LIST OF ACRONYMS

COGTA	:	Co-operative Governance and Traditional Affairs
DAFF	:	Department of Agriculture, Forestry and Fisheries
DBE	:	Department of Basic Education
DCS	:	Department of Correctional Services
DHET	:	Department of Higher Education
DIRCO	:	Department of International Relations and Cooperation
DTI	:	Department of Trade and Industry
DTPS	:	Department of Telecommunication and Postal Services
DOJCD	:	Department of Justice and Constitutional Development
DPME	:	Department of Planning, Monitoring and Evaluation
DPSA	:	Department of Public Service and Administration
GCIS	:	Government Communication Information Services
GPAA	:	Government Pensions Administration Agency
GPW	:	Government Printing Works
HoD	:	Head of Department
IPID	:	Independent Police Investigative Directorate
NSG	:	National School of Government
OCJ	:	Office of the Chief Justice
OPSC	:	Office of the Public Service Commission
OSD	:	Occupation Specific Dispensation
PSC	:	Public Service Commission
PMDS	:	Performance Management and Development System
SA	:	South Africa
SAPS	:	South African Police Service
SMS	:	Senior Management Service

## 1. INTRODUCTION AND BACKGROUND

The Public Service Commission (PSC) is mandated in terms of section 196(4)(b) of the *Constitution of the Republic of South Africa*, 1996, to investigate, monitor and evaluate the organisation, administration and personnel practices of the Public Service. Section 196(4)(f)(ii) of the *Constitution*, 1996, read with section 35(1) of the *Public Service Act*, 1994, further mandates the PSC to investigate grievances of employees in the Public Service concerning official acts or omissions. In terms of section 196(6) of the Constitution, 1996, the PSC must report at least once a year on its activities to the National Assembly and the provincial legislatures of the nine provinces.

The PSC published Rules on Referral and Investigation of Grievances of Employees in Public Service (the Rules) on 21 October 2016 in Government Gazette 40359. In terms of Rule 19 (4) the PSC must, on a six monthly basis, request Heads of Department to provide the PSC with information relating to grievance resolution in their departments in order for the PSC to –

- analyse trends and promote the cultivation of good human resource management and career development in order to maximize human potential in the Public Service, and
- promote accountability in public administration.

## 2. OBJECTIVES OF THE FACT SHEET

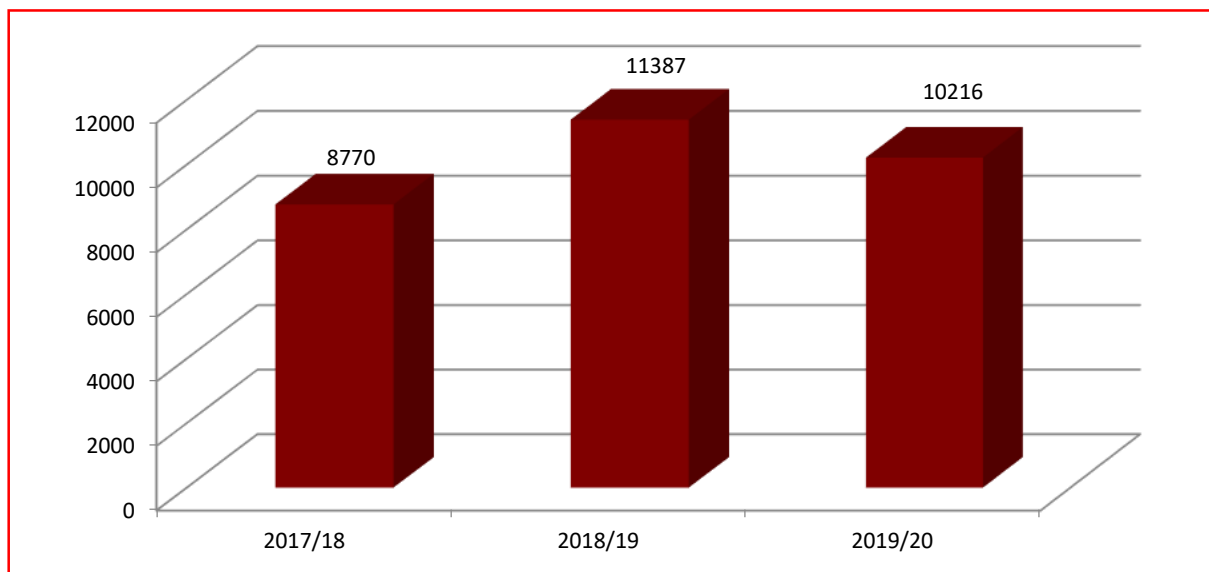
The objectives of the Fact Sheet are to provide –

- a statistical overview in respect of grievance resolution within the Public Service for the 2019/20 financial year (fy), compared with 2018/19 and 2017/18 as reported by national and provincial departments;
- a statistical comparison of grievance resolution in terms of compliance with timeframes;
- statistical overview in terms of the nature of grievances reported;
- statistical overview in terms of race, gender and salary levels of employees who lodged grievances; and
- an overview in respect of the number of grievances investigated by the PSC and the findings made in respect of these grievances.

## 3. STATISTICAL OVERVIEW

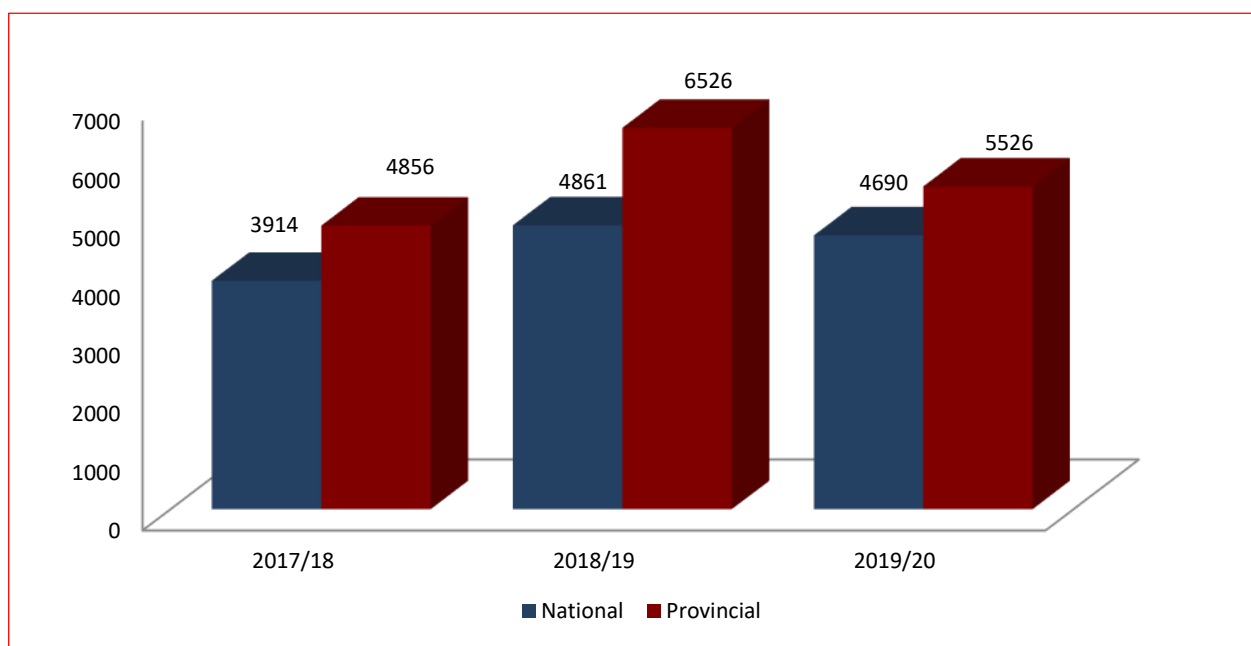
### 3.1 Overview of the total number of grievances lodged

A total of **10216** grievances were reported in both national and provincial departments for the 2019/20 fy, which reflects a decrease of 10.3% from the total of **11387** grievances reported for the 2018/19 fy. However, in comparison with the total of **8770** grievances that were reported for the 2017/18 fy, the number of grievances represent an increase by 16.5%. **Figure 1** provides an overview of the total number of grievances reported by departments for the three financial years.



**Figure 1:** Total number of grievances lodged in the Public Service

A further breakdown in respect of the number of grievances lodged with national and provincial departments is provided in **Figure 2**. National departments reported a total of **4,690** grievances for the 2019/20 fy, which reflects a decrease of 3.5% from **4,861** grievances reported for the 2018/19 fy, but an increase of 19.8% from the total of **3,914** grievances reported for the 2017/18 fy. Provincial departments reported a total of **5,526** grievances for the 2019/20 fy. The reporting by provincial departments indicates a decrease of 15.3% in comparison to the reporting of **6,526** grievances for the 2018/19 fy. Similar, to national departments on grievances reported for the 2017/18 fy, an increase on the number of grievances is noted, reporting 13.8% increase from **4,856** grievances.



**Figure 2:** Number of grievances lodged with national and provincial departments

### 3.2 Total number of collective grievances reported

A total number of **248** collective grievances were reported by national and provincial departments for the 2019/20 fy. This indicates a decrease of 12.1% in comparison with **282** collective grievances reported 2018/19 fy. However, in comparison with the total number of **177** collective grievances reported for the 2017/18 fy, an increase of 40.1% is noted. The number of collective grievances are included in the total number of grievances that are reflected in **Figure 1** and **2** above. An overview in respect of the number of collective grievances reported by national and provincial departments is provided in **Table 1** below.

**Table 1: Number of collective grievances reported by national and provincial departments**

National and Provincial departments	2017/18	2018/19	2019/20
<b>National</b>	136	207	200
<b>Eastern Cape</b>	0	1	3
<b>Free State</b>	7	12	15
<b>Gauteng</b>	14	18	7
<b>KwaZulu-Natal</b>	6	20	3
<b>Limpopo</b>	11	5	5
<b>Mpumalanga</b>	1	0	1
<b>Northern Cape</b>	1	3	3
<b>North West</b>	1	16	11
<b>Western Cape</b>	0	0	0
<b>Total</b>	<b>177</b>	<b>282</b>	<b>248</b>

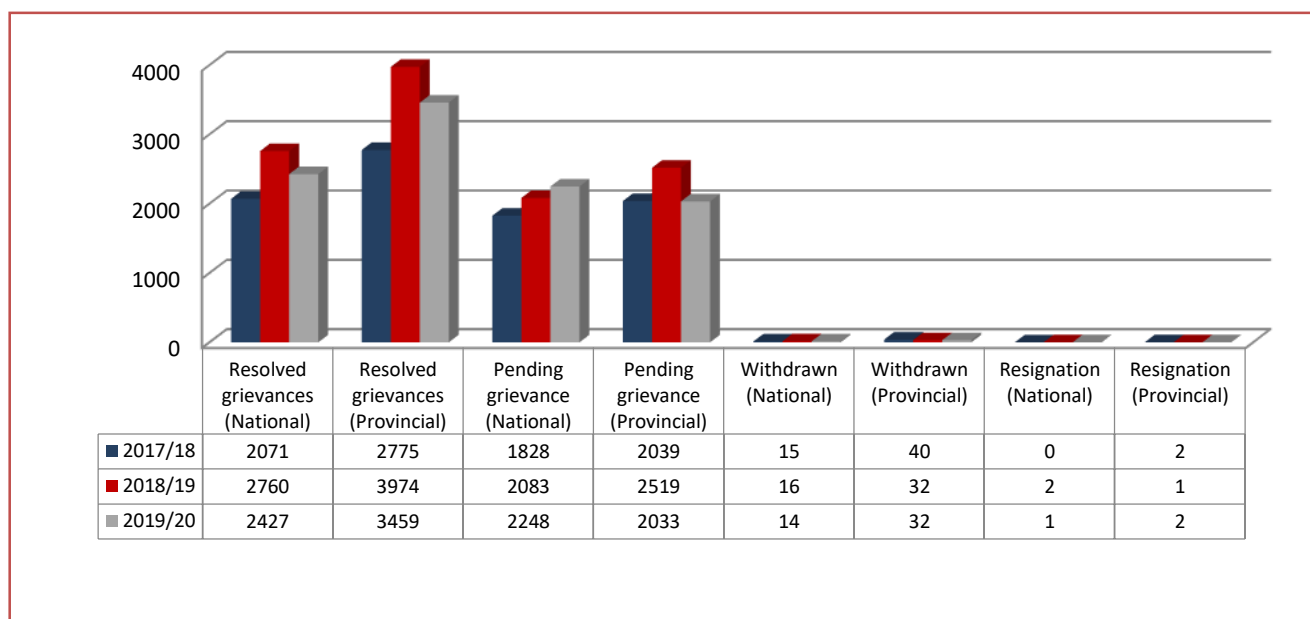
As illustrated in **Table 1** above, a total of **200** collective grievances were reported by national departments for the 2019/20 fy. An analysis on the number of collective grievance reported reveals that the South African Police Service (SAPS) reported the highest number of collective grievances with **87** (35.1%), followed by the Department of Correctional Services (DCS) with **49** grievances. In comparison with the 2018/19 fy, it is noted that the number of collective grievances reported by the SAPS, increased by 13% from **77** grievances to **87** and 50% increase when compared to **58** collective grievances reported for the 2017/18 fy. In respect of DCS, the number of collective grievances for the 2019/20 fy, decreased by 25.8% from **66** grievances reported for the 2018/19 fy, to **49** grievances, and a further decrease of 19.7% was reflected when compared to **61** grievances reported for the 2017/18 fy. It should be noted that except for the SAPS and Department of DCS whose grievance policies and procedures provide for collective lodging of grievances, the Grievance Rules used by other departments do not provide for the collective lodging of grievances. However, departments permit the lodging of such grievances. The number of collective grievances lodged by provincial departments has remained low, with most provinces reporting below seven collective grievances, whereas Free State and North West provincial departments reported 15 and 11 respectively.



### 3.3 Overall pending grievances by national and provincial departments

In terms of the provisions of the Grievance Rules, 2003 and Chapter Ten of the SMS Handbook on the Rules for Dealing with Grievances of SMS Members, a grievance of an employee/member should be dealt with by the department within a period of 30 and 45 working days, respectively. This period may be extended on mutual agreement between the department and the aggrieved employees.

For 2019/20 fy a total of **5886** (57.6%) grievances were resolved by national and provincial departments and **4281** (41.9%) remained pending, **46** (0.5%) grievances were withdrawn and **3** employees resigned/retired before their grievances could be dealt with by their respective departments. **Figure 3** below provides a breakdown in respect of the total number of grievances that were concluded and grievances that remained pending, or were withdrawn as well as grievances for employees who resigned/retired for the past three financial years.



**Figure 3:** Summary of resolved, pending and withdrawn as well as grievances for employees who resigned/retired from national and provincial departments

As indicated in **Figure 3** above, out of **10216** grievances, **4281** (41.9%) remained pending for the 2019/20 fy. Of the **4281** pending grievances **2248** (52.5%) grievances are located in national departments and **2033** (47.5%) of the pending grievances are located in provincial departments.

For the 2019/20 fy, **46** (0.5%) of the grievances from both national and provincial departments were withdrawn whereas in **3** instances the aggrieved employees resigned/retired before the grievance process could be concluded. In comparison with the 2018/19 fy, the number of withdrawn grievances has decreased from **48** to **46**, which is a decrease of 4.2% and a further 16.4% in comparison to **55** withdrawn grievances for the 2017/18 fy.

#### 4 NUMBER OF GRIEVANCES REPORTED BY NATIONAL DEPARTMENTS

As indicated in **Figure 2**, a total of **4690** (45.9%) grievances were reported national departments for the 2019/20 fy. This includes **200** (2%) collective grievances reported by national departments. As stated in **paragraph 3.1**, a total number of grievances reported by national departments reflects a decrease of 3.5% when compared to **4861** grievances reported for the 2018/19 fy, but an increase of 19.8% from the total of **3914** grievances reported for the 2017/18 fy. **Table 2** below provides an overview of the number of grievances reported by national departments from the 2017/18 to the 2019/20 financial years.

**Table 2:** *Number of grievances reported by national departments*

Department	No of grievances		
	2017/18	2018/19	2019/20
Agriculture, Forestry and Fisheries	74	62	115
Arts and Culture	8	5	15
Basic Education	2	34	4
Civilian Secretariat for Police	7	3	13
Communications	3	6	5
Cooperative Governance	6	9	4
Correctional Services	939	815	804
Defence	205	491	510
Economic Development	9	26	5
Employment and Labour	259	231	245
Energy	21	25	29
Environmental Affairs	47	44	20
GCIS	11	5	6
GPAA	45	54	22
Government Printing Works	24	53	63
Health	16	50	49
Higher Education and Training	84	294	231
Home Affairs	76	45	142
Human Settlements	9	28	22
Independent Police Investigative Directorate	9	20	18
International Relations and Cooperation	18	33	17
Justice and Constitutional Development	236	363	306
Military Veterans	22	29	31
Mineral Resources	18	15	25
National School of Government	6	5	19
National Treasury	7	14	24
Office of the Chief Justice	11	24	33

OPSC	6	8	17
Planning, Monitoring and Evaluation	12	15	15
Public Enterprises	0	4	8
Public Service and Administration	21	34	44
Public Works and Infrastructure	100	70	119
Rural Development and Land Reform	274	269	125
SAPS	919	1287	1060
Science and Technology	5	3	1
Small Business Development	12	18	7
Social Development	3	19	20
Sport & Recreation SA	1	1	0
Statistics SA	31	37	26
Telecommunications and Postal Services	7	5	6
The Presidency	7	17	6
Tourism	7	11	15
Trade and Industry	67	96	47
Traditional Affairs	1	3	8
Transport	21	27	9
Water and Sanitation	243	150	377
Women	5	4	3
<b>Total</b>	<b>3914</b>	<b>4861</b>	<b>4690</b>

An analysis of grievances received revealed that according to the SAPS approved establishment of **192 431**<sup>1</sup>, SAPS reported **1060** (0.6%) grievances for the 2019/20 fy, which, remains the highest number of grievances as compared to other departments. In comparison with the previous financial year of 2018/19, a 17.6% decrease is noted from **1287** grievances, but an increase of 15.3% is noted when compared to **919** grievances for the 2017/18 fy.

According its approved establishment of **41463**<sup>2</sup>, the DCS reported **804** (1.9%) grievances for the 2019/20 fy, which is the second highest number of grievances for the 2019/20 fy when compared to other departments. This shows a decrease of 1.3% from **815** grievances reported for the 2018/19 fy, and a 14.4% decrease from the **939** grievances reported for the 2017/18 fy.

From the Department of Defence's approved establishment of **75211**<sup>3</sup>, the department reported **510** (0.7%) grievances for the 2019/20 fy. This is the third highest number of grievances when compared to other departments, this was an increase of 3.9% from the total of **491** grievances reported for the 2018/19 fy. In comparison with the 2017/18 fy, the total number of grievances also shows an increase of 148.8% from the total of **205** grievances reported.

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\*At the time of the drafting of this report, annual reports for 2019/20 were not yet available

<sup>1</sup> South African Police Service Annual Report 2018/2019

<sup>2</sup> Department of Correctional Services Annual Report 2018/2019

<sup>3</sup> Department of Defence Annual Report 2018/2019

The Department of Water and Sanitation which has an approved establishment of **23834**<sup>4</sup> reported **377** (1.6%) grievances, an increase of 151.3% from the **150** grievances reported for the 2018/19 fy. This huge leap resulted from **205** (54.4%) grievances related to salary upgrades being lodged by General Workers and Groundsmen. In comparison to the 2017/18 fy, an increase of 55.1% from the **243** grievances was reported.

## **5 RESOLUTION OF GRIEVANCES BY NATIONAL DEPARTMENTS**

Resolution 14 of 2002, also known as the Grievance Rules<sup>5</sup>; Rule F.8 of the Grievance Rules, and Rule 6(g) of the Rules for dealing with grievances of SMS members<sup>6</sup>, provides a specific time frame (30 and 45 days respectively) for departments to resolve grievances of employees. This period may be extended on mutual agreement between the department and the aggrieved employees.

An analysis in respect of the reporting by national departments indicates that of the **4690** grievances reported for the 2019/20 fy, **2427** grievances were resolved, which is 51.7% of the total number of grievances received by national departments. Of the **2427** grievances resolved, **1409** (58.1%) were resolved within the prescribed period, **1016** (41.9%) were resolved outside the prescribed timeframe of 30/45 days respectively and for **2** grievances the departments reported the contradictory dates, for example, the date finalised precedes the date reported.

The reports received from national departments revealed that only the department of Small Business and Development managed to resolve **all** (7 out of 7) their grievances reported for 2019/20 fy. The departments of Mineral Resources also performed well in managing to resolve **84%** (21 out of 25) of grievances received during the 2019/20 fy. The following departments also managed to resolve **above 70%** of grievances received during the 2019/20 fy, namely: SAPS managed to resolve **77.3%** (819 out of 1060) received grievances; Department of Public Works and Infrastructure managed to resolve **75.6%** (90 out of 119) of grievances; Department of Cooperative Governance resolved **75%** (3 out of 4) grievances; Department of Environmental Affairs resolved also managed to resolve **75%** (15 out of 20) of grievances received while the Department of Planning, Monitoring and Evaluation managed to resolve **73.3%** (11 of 15) of grievances received.

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\*At the time of the drafting of this report, annual reports for 2019/20 were not yet available

<sup>4</sup> Department of Justice and Constitutional Development 2018/2019

<sup>5</sup> Republic of South Africa. Public Service Commission. Rules for dealing with the grievances of employees in the Public Service. Published in Government Gazette No. 25209 dated 25 July 2003.

<sup>6</sup> Republic of South Africa. Public Service Commission. Rules for dealing with the grievances of members of the SMS including HoDs. Published in Government Gazette No.33540 dated 17 September 2010.

A detailed breakdown of grievance resolution in respect of each national department is provided in **Table 3** below:

**Table 3: Status of resolution of grievances by national departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances	
Agriculture, Forestry and Fisheries	115	37	32.2%
Arts and Culture	15	3	20%
Basic Education	4	2	50%
Civilian Secretariat for Police	13	9	69.2%
Communications	5	0	0%
Cooperative Governance	4	3	75%
Correctional Services	804	546	67.9%
Defence	510	49	9.6%
Economic Development	5	1	20%
Employment and Labour	245	95	38.8%
Energy	29	20	69%
Environmental Affairs	20	15	75%
GCIS	6	4	66.7%
GPAA	22	11	50%
Government Printing Works	63	41	65.1%
Health	49	12	24.5%
Higher Education and Training	231	71	30.7%
Home Affairs	142	95	66.9%
Human Settlements	22	14	63.6%
Independent Police Investigative Directorate	18	5	27.8 %
International Relations and Cooperation	17	9	52.9%
Justice and Constitutional Development	306	169	55.2%
Military Veterans	31	7	22.6%
Mineral Resources	25	21	84%
National School of Government	19	7	36.8%
National Treasury	24	6	25%
Office of the Chief Justice	33	14	42.4%
Office of the Public Service Commission	17	7	41.2%
Planning, Monitoring and Evaluation	15	11	73.3%
Public Enterprises	8	1	12.5%
Public Service and Administration	44	15	34.1%
Public Works and Infrastructure	119	90	75.6%
Rural Development and Land Reform	125	46	36.8%
SAPS	1060	819	77.3%

Science and Technology	1	0	0%
Small Business Development	7	7	100%
Social Development	20	4	20%
Sport & Recreation SA	0	0	0%
Statistics SA	26	12	46.2%
Telecommunications and Postal Services	6	2	33.3%
The Presidency	6	4	66.7%
Tourism	15	5	33.3%
Trade and Industry	47	27	57.4%
Traditional Affairs	8	4	50%
Transport	9	2	22.2%
Water and Sanitation	377	105	27.9%
Women	3	0	0%
<b>TOTAL</b>	<b>4690</b>	<b>2427</b>	<b>51.7%</b>

### 5.1 Status of grievances resolved within the prescribed timeframe by national departments

As stated earlier, the Grievance Rules stipulate that a grievance of an employee/member should be dealt with by the department within a period of 30 and 45 working days, respectively. This period may be extended on mutual agreement between the department and the aggrieved employees.

In terms of compliance with the prescribed timeframes, a review and analysis of the reports received from national departments revealed that out of **47** national departments only **15** departments managed to resolve above **60%** of grievances within the stipulated timeframe of 30 and 45 working days, and **4** departments resolved at least **50%** grievances within the stipulated timeframe. All other **28** (59.6%) remaining departments resolved less than **50%** of grievances reported within the stipulated timeframe. A detailed breakdown of grievances resolved within timeframe in respect of national departments that managed to resolve at least **60%** and **50%** is provided in **Table 4** below:

**Table 4: Status of grievances resolved within timeframe by national departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved within timeframe	
Basic Education	4	2	50%	2	100%
Correctional Services	804	546	67.9%	399	73.1%
Employment and Labour	245	95	38.8%	64	67.4%
Energy	29	20	67.1%	13	65%
Environmental Affairs	20	15	75%	10	66.7%
GCIS	6	4	66.7%	3	75%

GPAA	22	11	50%	7	63.6%
Justice and Constitutional Development	306	169	55.2%	107	63.3%
Mineral Resources	25	21	84%	13	61.9%
National School of Government	19	7	36.8%	5	71.4%
National Treasury	24	6	25%	3	50%
DPME	15	11	73.3%	7	63.6%
Public Works and Infrastructure	119	90	75.6%	56	62.2%
SAPS	1060	819	77.3%	515	62.9%
Small Business Development	7	7	100%	5	71.4%
Social Development	20	4	20%	2	50%
Telecommunication and Postal Services	6	2	33.3%	1	50%
Traditional Affairs	8	4	50%	2	50%
Water and Sanitation	377	105	27.9%	68	64.8%

It is thus concerning that only **19** (40.4%) national departments managed to resolve 50% to 70% of their grievances within the stipulated timeframe, as delays in attending to grievances of employees timeously defeats the purpose of timeframes in the grievance procedure, namely the resolution of grievances within the prescribed timeframes. Therefore, delays create further frustration to aggrieved employees who have to wait longer for the resolution of their grievances.

## 5.2 Status of grievances resolved outside timeframe by national departments

As already indicated above, the Grievance Rules for employees on salary levels 2 to 12 and for members of the SMS require that grievances should be resolved within 30/45 days, respectively. The analysis of reports received from national departments revealed that there were departments which did not comply with these prescribed timeframes. **Table 5** below shows departments that failed to comply with the prescribed period of grievance resolution, hence **70%-100%** of the resolved grievances were finalised outside the prescribed timeframes.

**Table 5:** *Grievances resolved outside the prescribed timeframe by national departments*

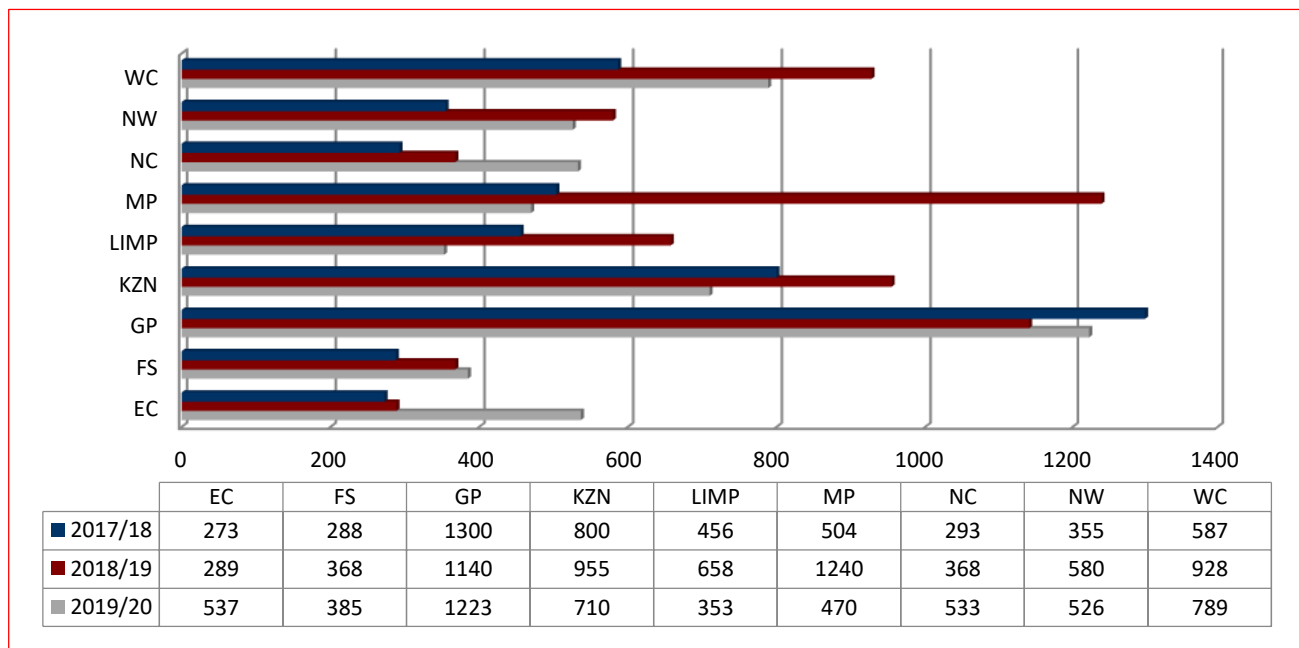
Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved outside timeframe	
Economic Development	5	1	20%	1	100%
Government Printing Works	63	41	65.1%	34	82.9%
Higher Education and Training	231	71	30.7%	56	78.8%
Human Settlements	22	14	63.6%	10	71.4%
IPID	18	5	33.3%	4	80%
Military Veterans	31	7	22.6%	5	71.4%

Office of the Chief Justice	33	14	42.4%	13	92.9%
Office of the Public Service Commission	17	7	41.2%	6	85.7%
Public Enterprises	8	1	12.5%	1	100%
Public Service and Administration	44	15	34.1%	12	80%
Rural Development and Land Reform	125	46	36.8%	37	80.4%
Tourism	15	5	33.3%	5	100%
Trade and Industry	47	27	57.4%	26	96.3
Transport	9	2	22.2%	2	100%

## 6 NUMBER OF GRIEVANCES REPORTED AND RESOLVED BY PROVINCIAL DEPARTMENTS

As indicated in **Figure 2**, for the 2019/20 fy, departments at provincial level reported a total of **5526** grievances, which in comparison with the 2018/19 fy, decreased by 15.3% from **6526** grievances, but increased by 13.8% from **4856** grievances for the 2017/18 fy. Out of **5526** grievances reported, a total of **3459** (62.6%) grievances were concluded by provincial departments, which represent a decrease of (13%) when compared to **3974** grievances resolved for the 2018/19 fy and but an increase of (24.6%) in comparison to the **2775** grievances resolved for the 2017/18 fy.

**Figure 4** below, provides an overview in respect of the total number of grievances reported by provincial departments, including collective grievances.



**Figure 4:** Total number of grievances per Province



As can be seen from the figure above, Gauteng Province reported the highest number of grievances for the 2019/20 fy with **1223** grievances, reflecting an increase of 7.3% from the previous financial year where **1140** grievances were reported. In comparison with the total of **1300** grievances reported for the 2017/18 fy, the number of grievances has decreased by 5.9%.

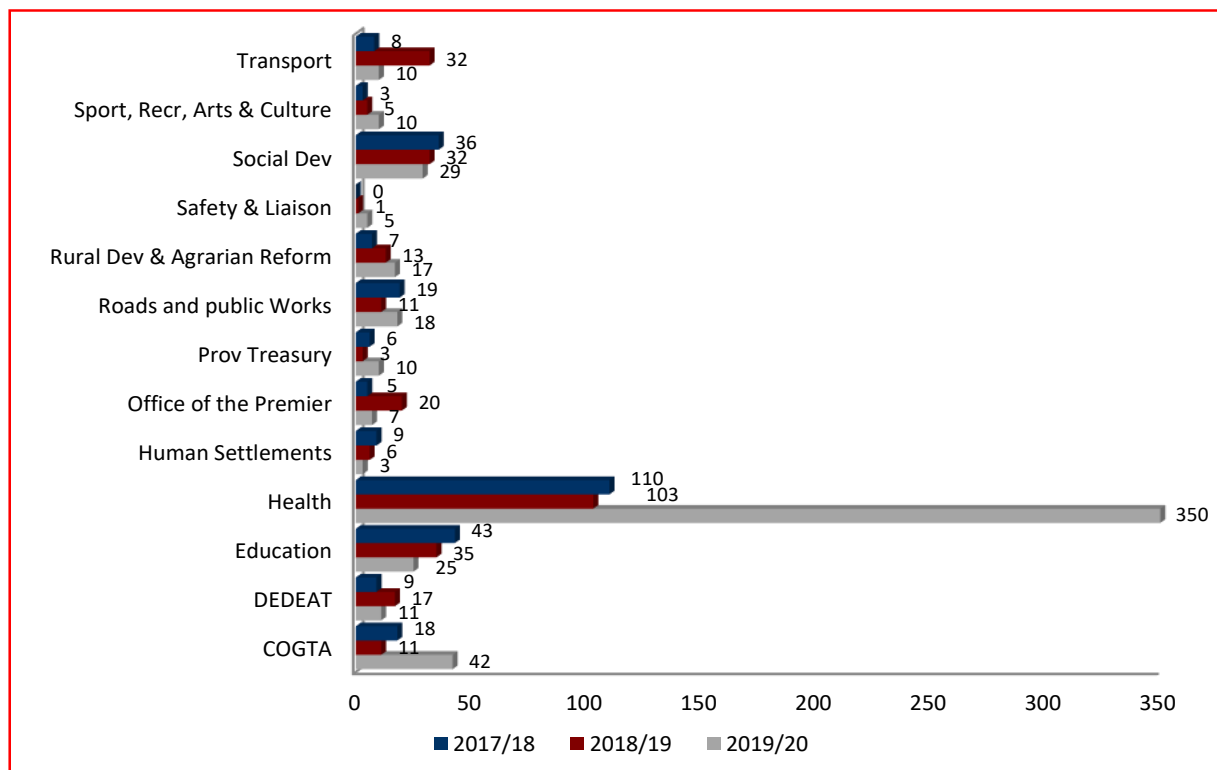
Western Cape Province reported the second highest number of grievances with **789** grievances for the 2019/20 fy. This is however, a decrease of 15% from the reporting of **928** grievances for the 2018/19 fy but in comparison to **587** grievances reported for the 2017/18 fy an increase 34.4% is noted.

The KwaZulu Natal Province follows with the third highest number of grievances, with **710** grievances for the 2019/20 fy, presenting a decrease of 25.7% from **955** grievances reported for the 2018/19 fy and a further decrease of 11.3% from **800** grievances reported for the 2017/18 fy.

A detailed overview in respect of each province is provided in the sections below.

## 6.1 Eastern Cape Province

Eastern Cape Province reported a total of **537** grievances for the 2019/20 fy, which indicates an increase of 85.8% from the total of **289** grievances reported for the 2018/19 fy, and also an increase of 96.7% from the total of **273** grievances reported for the 2017/18 fy. **Figure 5** below, provides an overview in respect of grievances reported by the Eastern Cape departments for the previous three financial years.



**Figure 5:** Number of grievances reported by Eastern Cape departments

Similar to previous financial years, the Department of Health reported the highest number of grievances for the 2019/20 fy, with **350** grievances. The number of grievances reported by the Department of Health reflects a huge increase of 239.8% from the total of **103** grievances reported for the 2018/19 fy, this increase is a result of **214** grievances relating to performance management reported by enrolled nurses. A further 218.2% increase is reflected in comparison to **110** grievances reported for the 2017/18 fy. The second highest number of grievances were reported by the Department of Cooperative Governance and Traditional Affairs with **42** grievances for the 2019/20, reflecting an increase of 281.8% from the **11** grievances reported for the 2018/19 fy. In comparison with the 2017/18 fy, an increase of 133.3% from **18** grievances was reported. The Department of Social Development reported the third highest number of grievances for the 2019/20 fy, with **29** grievances, however, this is a decrease of 9.4% from the total of **32** grievances reported for the 2018/19 fy and 19.4% decrease from **36** grievances reported for the 2017/18 fy.

#### **6.1.1 Status of grievances resolved within and outside the prescribed timeframe by Eastern Cape provincial departments**

Of the **537** grievances reported by Eastern Cape provincial departments for the 2019/20 fy, **367** (68.3%) were resolved, of which **311** (84.7%) grievances were resolved within the prescribed period, **55** (15%) grievances were resolved outside the prescribed timeframe and in respect of **1** (0.3%) grievance the department provided a contradictory where the date finalised precedes the date received.

An analysis in respect of **367** the grievances resolved by the Eastern Cape provincial departments revealed that the Department of Human Settlements managed to resolve 100% (**3** out of **3**) of their grievances within the prescribed timeframe. The Provincial Treasury resolved 90% (**9** out of **10**) of their grievances, of which **3** (33.3%) grievances were resolved within the prescribed timeframe and **6** (66.7%) of the grievances was resolved outside the timeframe. The Department of Health resolved the third highest percentage at 80% (**280** out of **350**) of which **262** (93.6%) of these grievances were resolved within the prescribed timeframe, and **17** of these grievances were resolved outside the timeframe. The Department of Education resolved the fourth highest percentage of grievances at 76% (**19** out of **25**) of which **14** (73.7%) grievances were resolved within the timeframe and **5** (26.3%) grievances were resolved outside the timeframe, followed by the Department of Public Works which resolved 61.1% (**11** out of **18**) of which **4** (36.4%) were resolved within the prescribed period and **7** (63.6%) of those grievances were resolved outside the timeframe. The Department of Sport, Recreation, Arts and Culture and the Department of Transport managed to resolve 60%, (**6** out of **10** each) of grievances, of which **4** (66.7%) of these were resolved within the prescribed timeframe and **2** (33.3%) grievances were resolved outside the prescribed timeframe and of 30/45 days.

The Department of Social Development, however, completely failed to comply with the prescribed period of grievance resolution as it could not resolve any of the **29** grievances received or reported. The Department of Sport, Recreation, Arts and Culture concluding **6** (60%) of the **10** received in the reporting period, outside the prescribed timeframe.

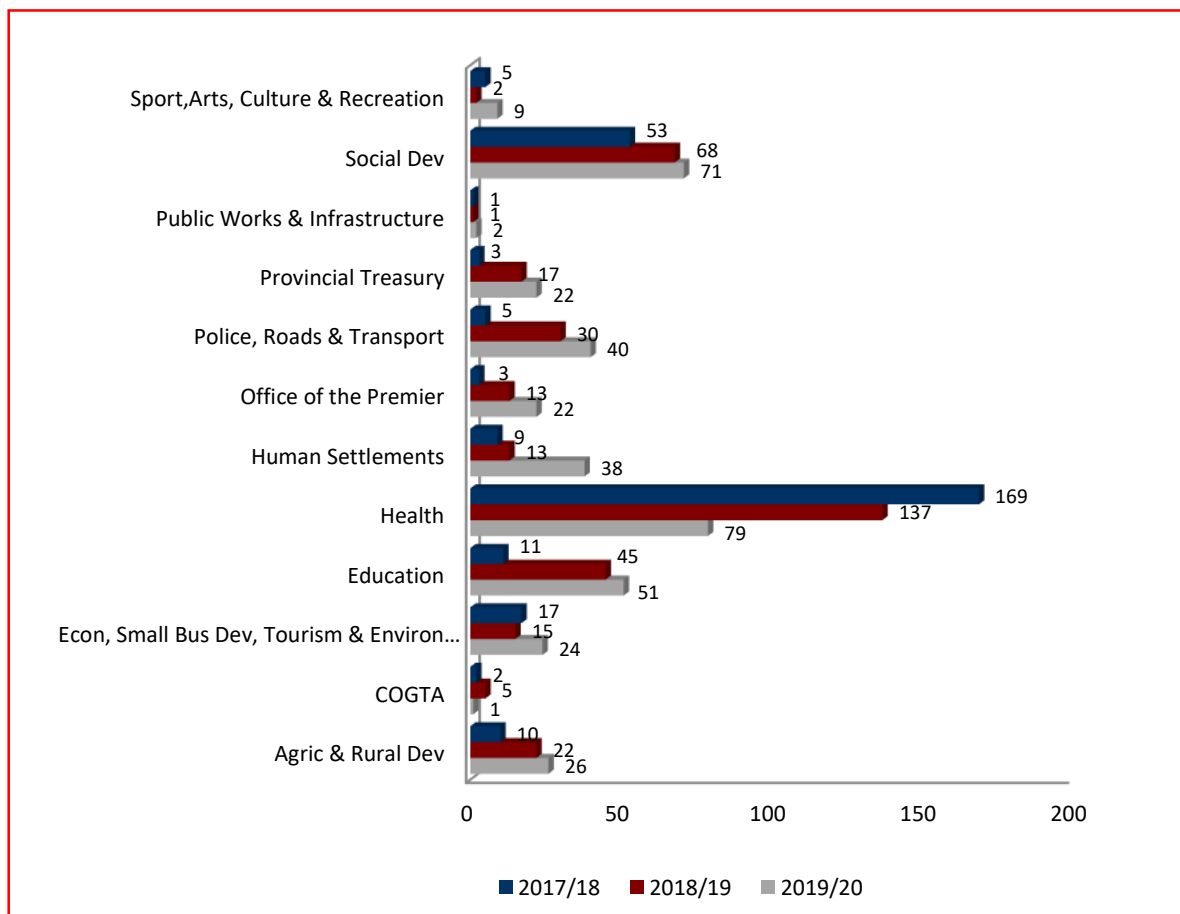
A breakdown of grievance resolution in respect of the Eastern Cape provincial departments is provided in **Table 6** below:

**Table 6:** Resolution of grievances by Eastern Cape provincial departments

Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved within timeframe		Resolved outside timeframe		Contradictory dates	
Cooperate Governance and Traditional Affairs (COGTA)	42	18	42.9%	14	77.8%	4	22.2%		
Economic Development, Environmental Affairs and Tourism	11	6	54.5%	3	50%	3	50%		
Education	25	19	76%	14	73.7%	5	26.3%		
Health	350	280	80%	262	93.6%	17	6.1%	1	0.3%
Human Settlements	3	3	100%	3	100%	0			
Office of the Premier	7	3	42.9%	1	33.3%	2	66.7%		
Public Works	18	11	61.1%	4	36.4%	7	63.6%		
Rural Development and Agrarian Reform	17	4	23.5%	2	50%	2	50%		
Safety and Liaison	5	2	40%	1	50%	1	50%		
Social Development	29	0		0		0			
Sport, Recreation, Arts and Culture	10	6	60%	0		6	100%		
Transport	10	6	60%	4	66.7%	2	33.3%		
Treasury	10	9	90%	3	33.3%	6	66.7%		
TOTAL	537	367	68.3%	311	84.7%	55	15%	1	0.3%

## 6.2 Free State Province

Departments within the Free State Province reported a total of **385** grievances for the 2019/20 fy. In comparison to **368** grievances reported for the 2018/19 fy, the number of grievances reported increased by 4.6%, and a further increased by 33.7% from **288** reported grievances for the 2017/18 fy. **Figure 6** which follows, provides an overview in respect of the number of grievances reported by the Free State Provincial departments.



**Figure 6:** Number of grievances reported by Free State departments

From **Figure 6** above it is noted that similar to previous fys, the Department of Health continues to report the highest number of grievances in the Province, with **79** for the 2019/20 fy; however, the number of grievances reported has decreased by 42.3% from the **137** grievances that were reported for the 2018/19 fy and 53.3% decrease from the **169** grievances reported for the 2017/18 fy. This indicates a notable decrease in grievances reported by the Free State Department of Health. Also similar to previous fys, the Department of Social Development reported the second highest number of grievances for the 2019/20 fy with **71** (18.5%) grievances, which reflects an increase of 4.4% from the **68** grievances reported for the 2018/19 fy, and a further increase of 34% in comparison with **53** grievances reported for 2017/18 fy. The Department of Education reported the third highest number of grievances with **51** (13.2%) grievances for the 2019/20 fy, which shows a continual increase over the years, an increase of 13.3% is noted from the total of **45** grievances reported for the 2018/19 fy, and an increase of 363.6% when compared to the **11** grievances reported for the 2017/18 fy.

#### **6.2.1 Status of grievances resolved within and outside the prescribed timeframe by Free State provincial departments**

Of the **385** grievances reported by Free State provincial departments for the 2019/20 fy, **198** (51.4%) were resolved, of which **100** (50.5%) grievances were resolved within the prescribed period, **97** (49%) grievances were resolved outside the prescribed timeframe, and in respect of

1 (0.5%) grievance the department provided contradictory information where the date of finalisation precedes the date of receipt.

An analysis of the **198** grievances resolved by the Free State provincial departments revealed that the Department of Cooperative Governance and Traditional Affairs (COGTA) managed to resolve the only one grievance that was received during the current financial year, which is 100% (**1** out of **1**). However, this grievance was resolved outside the prescribed timeframe. The Provincial Treasury resolved the second highest percentage of grievances at 90.9% (**20** out of **22** grievances), of which **18** (90%) of these grievances were resolved within the prescribed timeframe and **2** (10%) were resolved outside the timeframe. The third highest percentage was reported by the Department of Social Development at 87.3% (**62** out of **71**) of which **44** (71%) of these grievances were resolved within the prescribed timeframe and **18** (29%) were resolved outside the timeframe. The Department of Economic Development managed to resolve the fourth highest percentage of grievances at 79.2% (**19** out of **24**) of which **15** (78.9%) of these grievances were resolved within the timeframe and **4** (21.1%) grievances were resolved outside the prescribed timeframe of 30/45 days.

There are departments that, failed to comply with the prescribed period of grievance resolution of 30/45 days. The Department of Agriculture and Rural Development, COGTA, Department of Human Settlements, Department of Sport, Arts, Culture and Recreation and the Office of the Premier failed to comply with the prescribed period by concluding **all** the resolved grievances outside the timeframes. The Department of Police, Roads and Transport also performed poorly by concluding **90.9%** of the resolved grievances outside the prescribed timeframes.

A breakdown of grievance resolution in respect of the Free State provincial departments is provided in **Table 7** below:

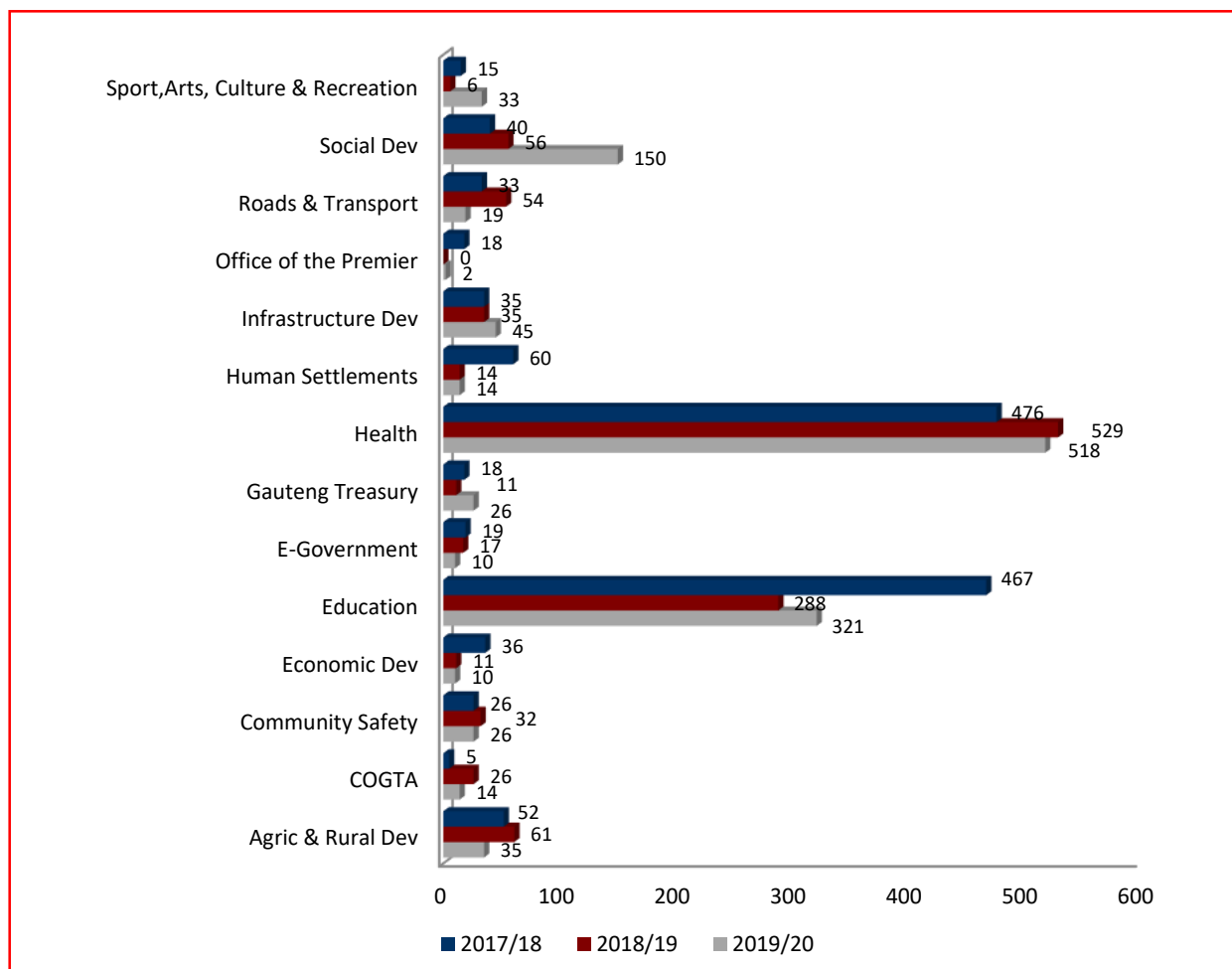
**Table 7: Resolution of grievances by Free State provincial departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved within timeframe		Resolved outside timeframe		Contradictory dates	
Agriculture and Rural Development	26	4	15.4%	0		4	100%		
Cooperative Governance and Traditional Affairs (COGTA)	1	1	100%	0		1	100%		
Economic Development	24	19	79.2%	15	78.9%	4	21.1%		
Education	51	18	35.3%	8	44.4%	9	50%	1	5.6%
Health	79	19	24.1%	12	63.2%	7	36.8%		
Human Settlements	38	17	44.7%	0		17	100%		
Office of the Premier	22	9	40.9%	0		9	100%		
Police, Roads and Transport	40	22	55%	2	9.1%	20	90.9%		
Provincial Treasury	22	20	90.9%	18	90%	2	10%		
Public Works and Infrastructure	2	1	50%	1	100%	0			
Social Development	71	62	87.3%	44	71%	18	29%		

Sport, Arts Culture and Recreation	9	4	44.4%	0		4	100%		
<b>TOTAL</b>	<b>385</b>	<b>198</b>	<b>51.4%</b>	<b>100</b>	<b>50.5%</b>	<b>97</b>	<b>49%</b>	<b>1</b>	<b>0.5%</b>

### 6.3 Gauteng Province

Departments in the Gauteng Province reported a total of **1223** grievances for the 2019/20 fy, which reflects an increase of 7.3% from the total of **1140** grievances reported for the 2018/19 fy. In comparison to the total of **1300** grievances reported for the 2017/18 fy, a decrease of 5.9% is noted. **Figure 7** which follows, provides an overview in respect of the number of grievances reported by departments in the Gauteng Province for the past three financial years:



**Figure 7:** Number of grievances reported by Gauteng departments

Similar to the Eastern Cape and Free State provincial departments, the Department of Health in Gauteng which has an approved establishment of **65 821**<sup>7</sup> reported **518** (0.8%) grievances for the 2019/20 fy, which was the highest as compared to other departments within the province. However, the number reflects a slight decrease of 2.1% from the total of **529** grievances

\*At the time of the drafting of this report, annual reports for 2019/20 were not yet available

<sup>7</sup> Gauteng Department of Health Annual Report 2018/19

reported for the 2018/19 fy, but 8.8% increase from **476** grievances reported for the 2017/18 fy. Similar to the previous fys, the second highest number of grievances for the 2019/20 fy were reported by the Department of Education, which has an approved establishment of **93 032**<sup>8</sup>. The department reported **321** (0.3%) grievances, which is an increase of 11.5% from the total of **288** grievances reported for the 2018/19 fy, and in comparison to **467** grievances reported for the 2017/18 fy, a decrease of 31.3% is noted. The Department of Social Development reported the third highest number of grievances for the 2019/20 fy with **150** grievances, which reflects a 167.9%% increase from **56** grievances reported for the 2018/19 fy and a further 275% increase from **40** grievances reported for the 2017/18 fy. The increase to the total number of grievances reported by the Department of Social Development is a result of the **108** grievances relating to pay progression dissatisfaction reported by care workers which increased Department's total to **150**.

### **6.3.1 Status of grievances resolved within and outside the prescribed timeframe by Gauteng provincial departments**

Of the **1223** grievances reported by Gauteng provincial departments for the 2019/20 fy, **828** (67.7%) were resolved, of which **551** (66.5%) grievances were resolved within the prescribed period, and **277** (33.5%) grievances were resolved outside the prescribed timeframe.

An analysis on the **828** grievances resolved by the Gauteng provincial departments revealed that the Department of Office of the Premier managed to resolved **all** (100%) their grievances (**2** out of **2**) resolved within the prescribed timeframe. The Department of Human Settlements resolved the second highest percentage of grievances at 85.7% (**12** out of **14** grievances), of which **11** (91.7%) grievances were resolved within the prescribed timeframe and **1** (8.3%) grievance was resolved outside the timeframe. The third highest percentage was reported by the Department of Community Safety at 80.8% (**20** out of **26**) of which **19** (90.5%) of these grievances were resolved within the prescribed timeframe and **2** (9.5%) grievances were resolved outside the timeframe. The Department of Roads and Transport by concluding the fourth highest percentage of grievances at 78.9% (**15** out of **19**), of these **10** (66.7%) grievances were resolved within the timeframe and **5** (33.3%) grievances were resolved outside the prescribed timeframe of 30/45 days.

Gauteng Treasury followed with the fifth highest percentage of resolved grievances at 73.1% (**19** out of **26**), of which **4** (21.1%) were resolved within the prescribed timeframe and **15** (78.9%) were resolved outside the timeframe. The sixth highest number of resolved grievances was reported by the Department of Education at 71% (**228** out of **321**), of these **201** (88.2%) were resolved within the prescribed timeframe and **27** (11.8%) were resolved outside the timeframe. The Departments of Economic Development and Social Development managed to resolved the seventh highest percentage of grievance at 70% each, with Department of Economic Development concluding (**7** out of **10**) grievances, of which **4** (57.1%) were resolved within the prescribed timeframe and **3** (42.9%) outside the timeframe. The Department of Social Development concluded (**105** out of **150**) grievances and **13** (12.4%) were resolved within the timeframe and **92** (87.6%) outside the prescribed timeframe of 30/45 days.

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<sup>8</sup> Gauteng Department of Education Annual Report 2018/19

The Department of Cooperative Governance however, failed to comply with the prescribed period of grievance resolution by concluding none of the received grievances within the prescribed timeframe of 30/45 days.

A breakdown of grievance resolution in respect of the Gauteng provincial departments is provided in **Table 8** below:

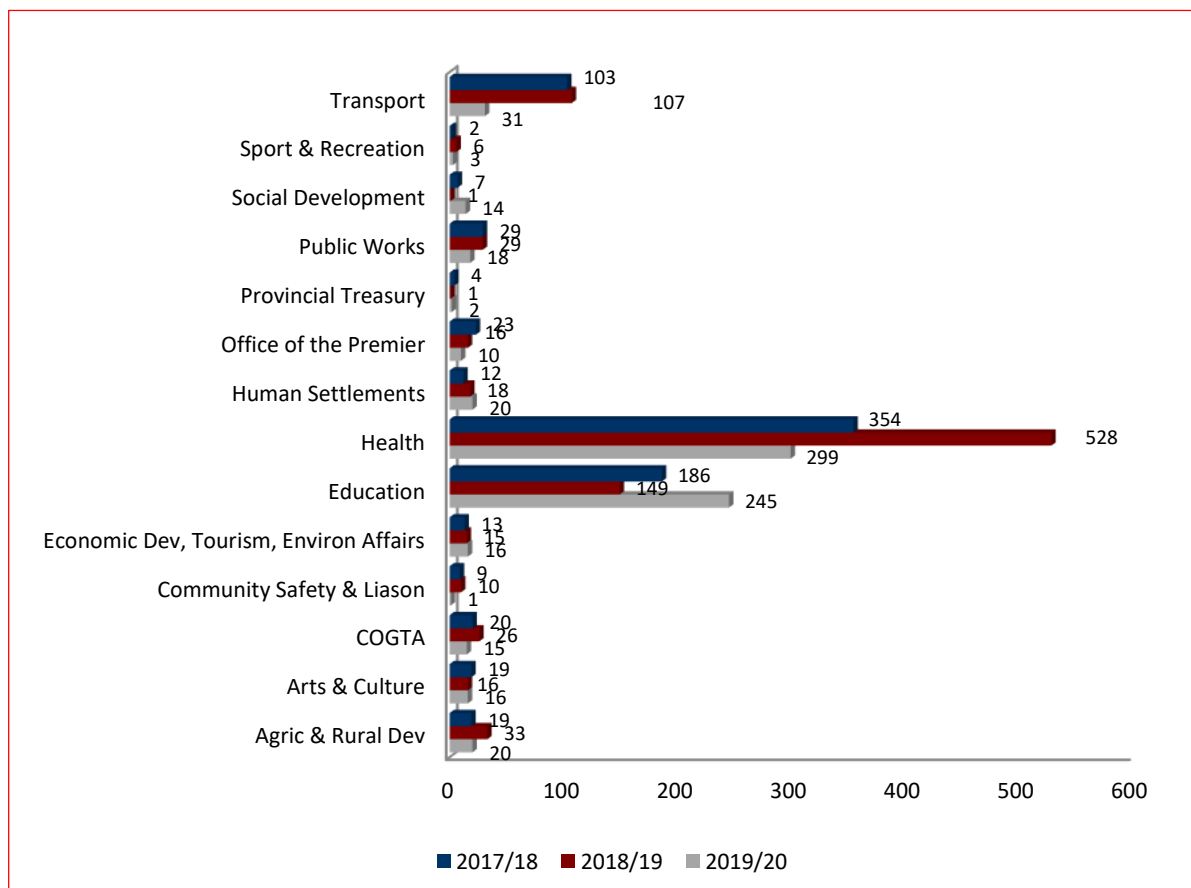
**Table 8: Resolution of grievances by Gauteng provincial departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances	Resolved within timeframe	Resolved outside timeframe
Agriculture and Rural Development	35	15	42.9%	53.3%
COGTA	14	0	0	0
Community Safety	26	21	80.8%	9.5%
Economic Development	10	7	70%	42.9%
Education	321	228	71%	11.8%
E-Government	10	6	60%	50%
Gauteng Treasury	26	19	73.1%	78.9%
Health	518	352	68%	30.7%
Human Settlements	14	12	85.7%	8.3%
Infrastructure Development	45	24	53.3%	37.5%
Office of the Premier	2	2	100%	0
Roads and Transport	19	15	78.9%	33.3%
Social Development	150	105	70%	87.7%
Sport, Arts, Culture and Recreation	33	22	66.7%	18.2%
<b>TOTAL</b>	<b>1223</b>	<b>828</b>	<b>67.7%</b>	<b>33.5%</b>

## 6.4 KwaZulu-Natal Province

KwaZulu-Natal provincial departments reported a total of **710** grievances for the 2019/20 fy, which shows a decrease of 25.7% from the total of **955** grievances reported for the 2018/19 fy, and in comparison with the reporting for the 2017/18 fy, the total number of grievances has also decreased by 11.25% from **800**. **Figure 8** below provides an overview in respect of reported grievance grievances by the KwaZulu-Natal departments for the past three financial years.





**Figure 8:** Number of grievances reported by KwaZulu Natal departments

The Department of Health in KwaZulu Natal Province reported the highest number of grievances for the 2019/20 fy with **299** grievances, reflecting a decrease of 43.4% when compared to the total of **528** grievances reported for the 2018/19 fy and a further 15.5% decrease from the total of **354** grievances reported for the 2017/18 fy. Similar to the previous two financial years, the Department of Education reported the second highest number of grievances with **245** grievances for the 2019/20 fy, which reflects an increase of 64.4% for the 2018/19 fy, wherein **149** grievances were reported, and an increase of 31.7% from the total of **186** grievances for the 2017/18 fy is noted.

#### 6.4.1 Status of grievances resolved within and outside the prescribed timeframe by KwaZulu Natal provincial departments

Of the **710** grievances reported by KwaZulu Natal provincial departments for the 2019/20 fy, **404** (56.9%) were resolved, of which **211** (52.2%) grievances were resolved within the prescribed period, and **193** (47.8%) grievances were resolved outside the prescribed timeframe of 30/45 days.

Of the **404** grievances resolved by the KwaZulu Natal provincial departments, the Department of Community Safety and Liaison and Provincial Treasury managed to resolve **1** (one) and **2** (two) respectively, which is 100%. However, all these grievances were resolved outside the timeframe of 30/45 days. The Department of Public Works resolved the second highest percentage of grievances at 77.8% (**14** out of **18** grievances), of which **10** (71.4%) grievances were resolved

within the prescribed timeframe and **4** (28.6%) of the grievances were resolved outside the timeframe. Followed by the Department of Education, managing to resolve the third highest percentage at 73.9% (**181** out of **245**) of which **83** (45.9%) of these grievances were resolved within the prescribed timeframe and **98** (54.1%) grievances were resolved outside the timeframe. The Department of Social Development managed to resolve the fourth highest percentage of grievances at 71.4% (**10** out of **14**) of which **9** (90%) grievances were resolved within the timeframe and **1** (10%) grievances were resolved outside the prescribed timeframe of 30/45 days. The fifth highest percentage of grievances was resolved by the Office of the Premier at 70% (**7** out of **10** grievances), of which **6** (85.7%) grievances were resolved within the timeframe and **1** was resolved outside the prescribed timeframe.

The Department of Economic Development, Tourism and Environmental affairs also performed poorly by concluding **all** their resolved grievances outside the prescribed timeframe and the Department of Sport and Recreation failed to resolve any of the grievances received.

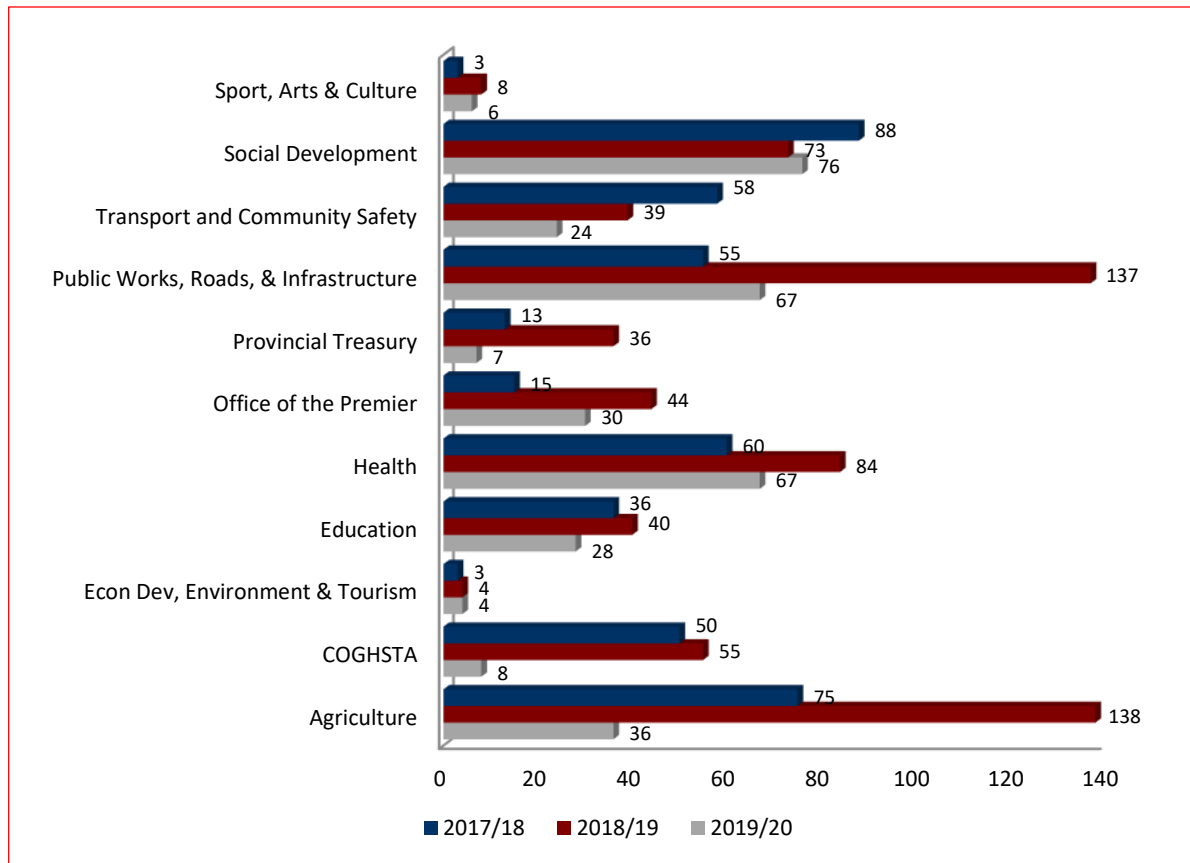
A breakdown of grievance resolution in respect of the KwaZulu Natal provincial departments is provided in **Table 9** below:

**Table 9: Resolution of grievances by KwaZulu Natal provincial departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances	Resolved within timeframe	Resolved outside timeframe			
Agriculture and Rural Development	20	4	20%	1	25%	3	75%
Arts and Culture	16	10	62.5%	6	60%	4	40%
COGTA	15	9	60%	4	44.4%	5	55.6%
Community Safety and Liaison	1	1	100%	0		1	100%
Economic Development, Tourism and Environmental Affairs	16	6	37.5%	0		6	100%
Education	245	181	73.9%	83	45.9%	98	54.1%
Health	299	142	47.5%	85	59.9%	57	40.1%
Human Settlements	20	5	25%	3	60%	2	40%
Office of the Premier	10	7	70%	6	85.7%	1	14.3%
Provincial Treasury	2	2	100%	0		2	100%
Public Works	18	14	77.8%	10	71.4%	4	28.6%
Social Development	14	10	71.4%	9	90%	1	10%
Sport and Recreation	3	0		0		0	
Transport	31	13	41.9%	4	30.8%	9	69.2%
<b>TOTAL</b>	<b>710</b>	<b>404</b>	<b>56.9%</b>	<b>211</b>	<b>52.2%</b>	<b>193</b>	<b>47.8%</b>

## 6.5 Limpopo Province

Departments in the Limpopo Province reported a total of **353** grievances for the 2019/20 fy, which in comparison with **658** grievances reported for the 2018/19 fy indicates a decrease of 46.4% and a further decrease of 22.6% in comparison with **456** grievances reported for the 2017/18 fy. **Figure 9** below provides an overview in respect of grievances reported by departments in the Limpopo Province for the past three financial years.



**Figure 9:** Number of grievances reported by Limpopo departments

The highest number of grievances were reported by the Department of Social Development with **76** grievances for the 2019/20 fy, which reflects a slight increase of 4.1% compared to the total of **73** grievances reported for the 2018/19 fy. and also an increase of 13.6% from **88** grievances reported from 2017/18 fy. The Department of Health and Department of Public Works, Roads and Infrastructure reported the second highest number of grievances with a total of **67** grievances each, which in comparison to the 2018/19 fy, the Department of Health indicates a decrease of 20.2% from **84** grievances reported and the Department of Public Works, Roads and Infrastructure also shows a decrease of 51.1% from **137** grievances reported. In comparison to the 2017/18 fy, the number of grievances reported by the Department of Health shows a further decrease of 11.7% from **60** grievances reported, and the Department of Public Works, Roads and Infrastructure also indicates a decrease of 21.8% from **55** grievances reported.

### 6.5.1 Status of grievances resolved within and outside the prescribed timeframe by Limpopo provincial departments

Of the **353** grievances reported by Limpopo provincial departments for the 2019/20 fy, **213** (60.3%) were resolved, of which **117** (54.9%) grievances were resolved within the prescribed period, and **96** (45.1%) grievances were resolved outside the prescribed timeframe.

An analysis of the **213** grievances resolved by the Limpopo Provincial departments revealed that the Department of Public Works, Roads and Infrastructure managed to resolve the highest percentage of grievances at 86.6% (**58** out of **67**) of which **51** (87.9%) grievances were resolved within the prescribed timeframe and **7** (12.1%) grievances were resolved outside the timeframe. It was followed by the Department of Sport, Arts and Culture which resolved 83.3% (**5** out of **6** grievances), of which **2** (40%) grievances were resolved within the prescribed timeframe and **3** (60%) of the grievances were resolved outside the timeframe. The third highest percentage was reported by the Department of Agriculture and Rural Development at 77.8% (**28** out of **36**) of which **13** (46.4%) of these grievances were resolved within the prescribed timeframe and **15** (53.6%) grievances were resolved outside the timeframe. It was followed by Department of Health which managed to resolve the fourth highest percentage of grievances at 76.1% (**51** out of **67**), of which **20** (39.2%) grievances were resolved within the timeframe and **31** (60.8%) grievances were resolved outside the prescribed timeframe of 30/45 days. The Department of Cooperative Governance, Human Settlements and Traditional Affairs managed to resolve the fifth highest percentage of grievance at 75% (**6** out of **8**), of which **3** (50%) grievances were resolved within the prescribed timeframe and **3** (50%) grievances were resolved outside the prescribed timeframe.

However, the Department of Economic Development, Environment and Tourism failed to comply with the prescribed timeframe, thus concluding **85.7%** of their grievances outside the prescribed timeframes.

A breakdown of grievance resolution in respect of the Limpopo provincial departments is provided in **Table 10** below:

**Table 10: Resolution of grievances by Limpopo provincial departments**

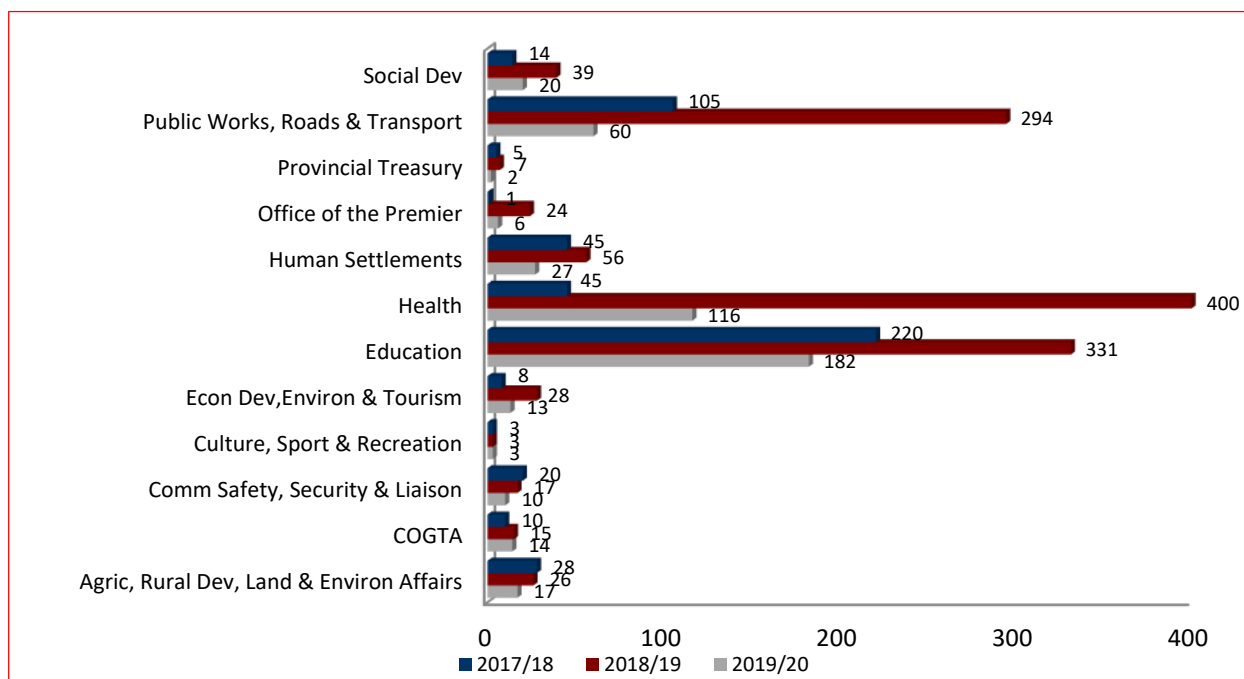
Name of Department	Total no of grievances reported	Total no of resolved grievances	Resolved within timeframe	Resolved outside timeframe
Agriculture and Rural Development	36	28	77.8%	13
CoGHSTA	8	6	75%	3
Education	4	0		0
Economic Development, Environment and Tourism	28	14	50%	2
Health	67	51	76.1%	20
Office of the Premier	30	15	50%	8
Provincial Treasury	7	3	42.9%	3
Public Works, Roads and Infrastructure	67	58	86.6%	51

Social Development	76	19	25%	10	52.6%	9	47.4%
Sport, Arts and Culture	6	5	83.3%	2	40%	3	60%
Transport and Community Safety	24	14	58.3%	5	35.7%	9	64.3%
<b>TOTAL</b>	<b>353</b>	<b>213</b>	<b>60.3%</b>	<b>117</b>	<b>54.9%</b>	<b>96</b>	<b>45.1%</b>

## 6.6 Mpumalanga Province

For the 2019/20 fy, a total of **470** grievances were reported by departments in the Mpumalanga Province reflecting a decrease of 62.1% from the **1240** grievances reported for the 2018/19 fy, and 6.7% decrease from the **504** grievances reported for the 2017/18 fy. Unlike other provinces where the Department of Health reported the highest number of grievances for the 2019/20 fy, the Mpumalanga Department of Education reported the highest number of grievances at **182** grievances, which is a decrease of 45% from the total of **331** grievances reported for the 2018/19fy, and a further 17.3% decrease from the total of **220** grievances reported for the 2017/18 fy. The Department of Health reported the second highest number of grievances with **116** grievances, which indicates a decrease of 71% from the **400** grievances reported for the 2018/19 fy, but 157.8% increase from **45** grievances reported for the 2017/18 fy. The third highest number of grievances were reported by the Department of Public Works, Roads and Transport with **60** grievances, reflecting a decrease of 79.6% from the total of **294** grievances reported for the 2018/19 fy, and a further decrease of 42.9% from the total of **105** grievances reported for the 2017/18 fy.

**Figure 10** below provides an overview in respect of the total number of grievances reported per department.



**Figure 10:** Number of grievances reported by Mpumalanga departments

### 6.6.1 Status of grievances resolved within and outside the prescribed timeframe by Mpumalanga provincial departments

Of the **470** grievances reported by Mpumalanga provincial departments for the 2019/20 fy, **246** (52.3%) were resolved, of which **75** (30.5%) grievances were resolved within the prescribed period, and **171** (69.5%) grievances were resolved outside the prescribed timeframe.

An analysis of the **246** grievances resolved by the Mpumalanga provincial departments revealed that the Provincial Treasury managed to resolve the highest percentage of grievances at 100% (**2** out of **2**) of which **all** of these were resolved outside the timeframe. The Department of Education, which resolved the second highest percentage of grievances at 74.7% (**136** out of **182** grievances), of which **46** (33.8%) grievances were resolved within the prescribed timeframe and **90** (66.2%) of the grievances were resolved outside the timeframe. The third highest percentage of grievances was resolved by the Department of Community Safety, Security and Liaison at 70% (7 out of 10) of which **3** (42.9%) grievances were resolved within the timeframe and **4** (57.1%) of the grievances were resolved outside the prescribed timeframe. The fourth highest percentage was resolved by the Department of Culture, Sport and Recreation and the Provincial Treasury at 66.7% each (**2** out of **3**) and (**4** out of **6**) grievances respectively, of which the Department of Culture, Sport and Recreation resolved all their grievances were resolved outside the prescribed timeframe and the Provincial treasury resolved **2** (50%) grievances within the timeframe and **2** (50%) outside the prescribed timeframe. The Department of Agriculture, Rural Development, Land & Environmental Affairs managed to resolve the fifth highest percentage of grievances at 64.7% (**11** out of **17**), of which **4** (36.4%) were resolved within the prescribed timeframe and **7** (63.6%) grievances were resolved outside the timeframe. The sixth highest percentage of grievances were resolved by the Department of Economic Development and Tourism which managed to resolve 61.5% (**8** out of **13**) and **all** were resolved outside the prescribed timeframe of 30/45 days.

Although the Department of Culture, Sport and Recreation, the Department of Economic Development and Tourism, and the Provincial Treasury are amongst the departments that managed to resolve the highest percentage of grievances, they however, failed to comply with the prescribed period of grievance resolution by concluding **all** the resolved grievances outside the prescribed timeframes. The Department of Human Settlements resolved 92.9% (**13** out of **14**) grievances outside the prescribed timeframe and the Department of Social Development also concluded 80% (**4** out of **5**) of their resolved grievances outside the prescribed timeframe of 30/45 days.

A breakdown of grievance resolution in respect of the Mpumalanga provincial departments is provided in **Table 11** below:

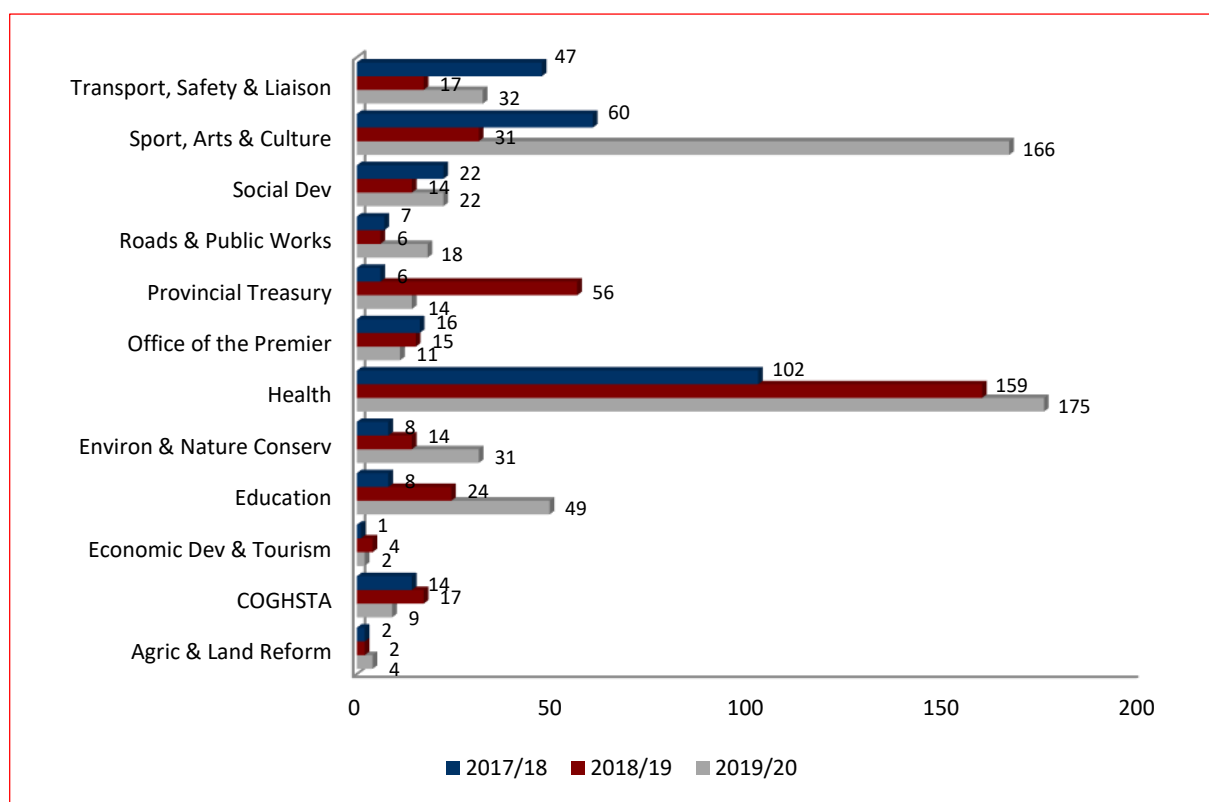
**Table 11: Resolution of grievances by Mpumalanga provincial departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved within timeframe		Resolved outside timeframe
Agriculture, Rural Development, Land and Environmental Affairs	17	11	64.7%	4	36.4%	7
COGTA	14	6	42.9%	4	66.7%	2

Community Safety	10	7	70%	3	42.9%	4	57.1%
Culture, Sport and Recreation	3	2	66.7%	0		2	100%
Economic Development and Tourism	13	8	61.5%	0		8	100%
Education	182	136	74.7%	46	33.8%	90	66.2%
Health	116	36	31%	8	22.2%	28	77.8%
Human Settlements	27	14	51.9%	1	7.1%	13	92.9
Office of the Premier	6	4	66.7%	2	50%	2	50%
Provincial Treasury	2	2	100%	0		2	100%
Public Works, Roads and Transport	60	15	25%	6	40%	9	60%
Social Development	20	5	25%	1	20%	4	80%
<b>TOTAL</b>	<b>470</b>	<b>246</b>	<b>52.3%</b>	<b>75</b>	<b>30.5%</b>	<b>171</b>	<b>69.5%</b>

## 6.7 Northern Cape Province

Departments in the Northern Cape Province reported a total of **533** grievances for the 2019/20 fy, which is an increase of 44.8% from the total of **368** grievances reported for the 2018/19 fy and 81.9% increase from the **293** grievances reported for the 2017/18 fy. **Figure 11** below provides an overview of the grievances reported by the Northern Cape provincial departments for the past three financial years.



**Figure 11:** Number of grievances reported by Northern Cape departments

Similar to other provinces, the Department of Health reported the highest number of grievances with **175** grievances for the 2019/20 fy, which in comparison with reporting for the 2018/19 fy, shows an increase of 10.1% from **159**, and 71.6% from **102** grievances reported for the 2017/18 fy. The Department of Sport, Arts and Culture reported the second highest number of grievances with **166** grievances, which reflects a massive increase of 435.5%, as compared to **31** grievances reported for the 2018/19 fy, and a further 176.7% increase from the total of **60** grievances reported for the 2017/8 fy. The increase to the total number of grievances for the 2019/20 fy was as a result of clerks who were dissatisfied about promotion within the department. The Department of Education follows with the third highest number of grievances at **49** grievances for the 2019/20 fy, indicating a 104.2% increase when compared to the total of **24** grievances reported for the 2018/19 and an increase of huge increase of 512.5% from **8** grievances reported for the 2017/18 fy.

#### **6.7.1 Status of grievances resolved within and outside the prescribed timeframe by Northern Cape provincial departments**

Of the **533** grievances reported by Northern Cape provincial departments for the 2019/20 fy, **215** (40.3%) were resolved, of which **120** (55.8%) grievances were resolved within the prescribed period, **92** (42.8%) grievances were resolved outside the prescribed timeframe and in terms of **3** (1.4%) grievances, the department provided contradictory dates as the date finalised preceded the date received.

An analysis of the **215** grievances resolved by the Northern Cape provincial departments revealed that similar to the previous fy, the Department of CoGHSTA managed to resolve the highest percentage of grievances at 100% (**9** out of **9**) of which **8** (88.9%) grievances were resolved within the prescribed timeframe and **1** (11.1%) was resolved outside the timeframe. The Department of Agriculture and Land Reform follows with the second highest percentage of resolved grievances at 75% (**3** out of **4** grievances), of which **all** grievances were resolved within the prescribed timeframe. The third highest percentage was reported by the Provincial Treasury at 71.4% (**10** out of **14**) and **all** of the grievance were resolved outside the timeframe. The Department of Health managed to resolve the fourth highest percentage of grievances at 70.9% (**124** out of **175**) of which **85** (68.5%) grievances were resolved within the timeframe and **38** (30.5%) grievances were resolved outside the prescribed timeframe of 30/45 days. The fifth highest percentage of grievances was reported by the Office of the Premier which managed to resolve 63.6% (**7** out of **11** grievances), of which **3** (42.9%) were resolved within the timeframe and **3** (42.9%) was resolved outside the prescribed timeframe of 30/45 days.

The Department of Environment and Nature Conservation failed to comply with the prescribed period of grievance resolution by resolving **all** the concluded grievances outside the prescribed timeframes. Although the Provincial Treasury is amongst the Departments that resolved the highest number of grievances, they however failed to comply with the timeframe and thus resolved **all** their grievances outside the prescribed timeframe of 30/45 days. The department of Sport, Arts and Culture also performed poorly by concluding **1** grievance out of a total of **166** grievances received for the 2019/20 fy.



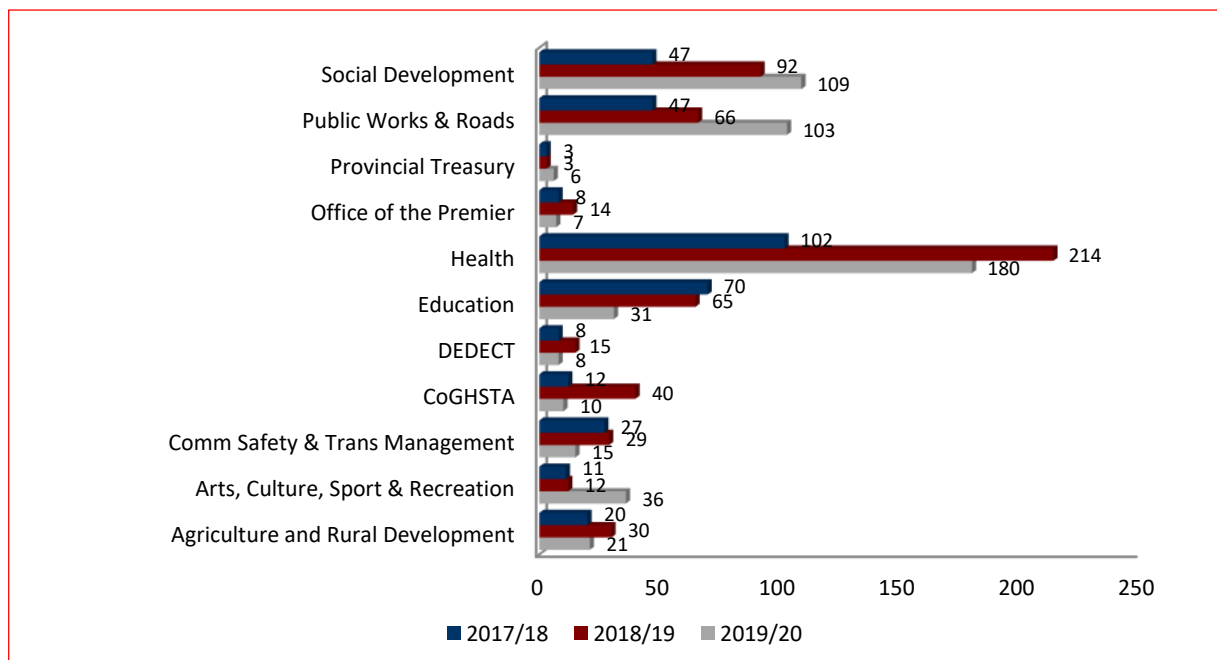
A breakdown of grievance resolution in respect of the Northern Cape provincial departments is provided in **Table 12** below:

**Table 12: Resolution of grievances by Northern Cape provincial departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved within timeframe		Resolved outside timeframe		Contradictory dates	
Agriculture, Land Reform and Rural Development	4	3	75%	3	100%	0			
COGHSTA	9	9	100%	8	88.9%	1	11.1%		
Economic Development and Tourism	2	0		0		0			
Education	49	29	59.2%	8	27.6%	21	72.4%		
Environment and Nature Conservation	31	14	45.2%	0		14	100%		
Health	175	124	70.9%	85	68.5%	38	30.6%	1	0.8%
Office of the Premier	11	7	63.6%	3	42.9%	3	42.9%	1	14.3%
Provincial Treasury	14	10	71.4%	0		10	100%		
Roads and Public Works	18	3	16.7%	3	100%	0			
Social Development	22	10	45.5%	6	60%	4	40%		
Sport, Arts Culture	166	1	0.6%	1	100%	0			
Transport, Safety and Liaison	32	5	15.6%	3	60%	1	20%	1	20%
TOTAL	533	215	40.3%	120	55.8%	92	42.8%	3	1.4%

## 6.8 North West Province

Departments in the North West Province reported **526** grievances for the 2019/20 fy, which indicates a 9.3% decrease from **580** the reported grievances for the 2018/19 fy but in comparison to the 2017/18 fy, and an incese of 48.2% from **355** grievances is noted. **Figure 12** below provides an overview in respect of the reporting by departments in the North West Province.



**Figure 12:** Number of grievances reported by North West departments

As with other provinces, the Department of Health continues to report the highest number of grievances for the 2019/20 fy with **180** grievances. In comparison with the 2018/19 fy reporting of **214** grievances, a decrease of 15.9% is noted, but an increase of 76.5% is reflected when compared to **102** grievances reported for the 2017/18 fy. The Department of Social Development reported the second highest with a total of **109** grievances for the 2019/20 fy, which is an increase of 18.5% when compared to **92** grievances reported during the 2018/19 fy, and a further 131.9%% increase from the reporting of **47** grievances for the 2017/18 fy. The third highest number of grievances for the 2019/20 fy was reported by the Department of Public Works and Roads with **103** grievances. In comparison with the 2018/19 fy, the number of grievances reported by the Department of Public Works and Roads increased by 56.1% from **66** grievances and an increase of 119.1% was reflected for 2017/18 fy, from **47** grievances reported.

### 6.8.1 Status of grievances resolved within and outside the prescribed timeframe by North West provincial departments

Of the **526** grievances reported by North West provincial departments for the 2019/20 fy, **304** (57.8%) were resolved, of which **113** (37.2%) grievances were resolved within the prescribed period, and **191** (62.8%) grievances were resolved outside the prescribed timeframe.

An analysis on the **304** grievances resolved by the North West provincial departments revealed that the Department Agriculture and Rural Development managed to resolve the highest percentage of grievances at 95.2% (**20** out of **21**), of these grievances and **12** (60%) were resolved within the timeframe, whereas **8** (40%) were resolved outside the prescribed timeframe. The Department of Community Safety and Transport Management resolved the second highest percentage at 86.7% (**13** out of **15** grievances), of which **7** (53.8%) of the grievances were resolved within the prescribed timeframe and **6** (46.2%) grievances were resolved outside the timeframe. The third highest percentage of grievances were reported by

the Department of Cooperative Governance, Human Settlements and Traditional Affairs with 80% (**8** out of **10**) grievances, of which **7** (87.5%) of the grievances were resolved within the timeframe and **1** grievance was resolved outside the prescribed timeframe. The Department of Social Development resolved the fourth highest percentage of grievances at 71.6% (**78** out of **109**), of which **42** (53.8%) were resolved within the timeframe and **36** (46.1%) were resolved outside the prescribed timeframe of 30/45 days. The Office of the Premier resolved the fifth highest percentage of grievances at 71.4% (**5** out of **7** grievances), of which **1** (20%) grievance was resolved within the prescribed timeframe and **4** (80%) of the grievances were resolved outside the timeframe and the sixth highest percentage was reported by the Education at 71% each (**22** out of **31**), of these **10** (45.5%) grievances were resolved within the timeframe and **12** (54.5%) were resolved outside the prescribed timeframe.

The Department of Provincial Treasury failed to comply with the prescribed period of grievance resolution hence they concluded all the resolved grievances outside the prescribed timeframes. The Department of Arts, Culture, Sport and Recreation also performed poorly by resolving 91.7% (**22** out of **24**) of grievances outside the prescribed timeframe, followed by the Department of Health and the Office of the Premier at 80.3% (**61** out of **76**) and 80% (**4** out of **5**) respectively.

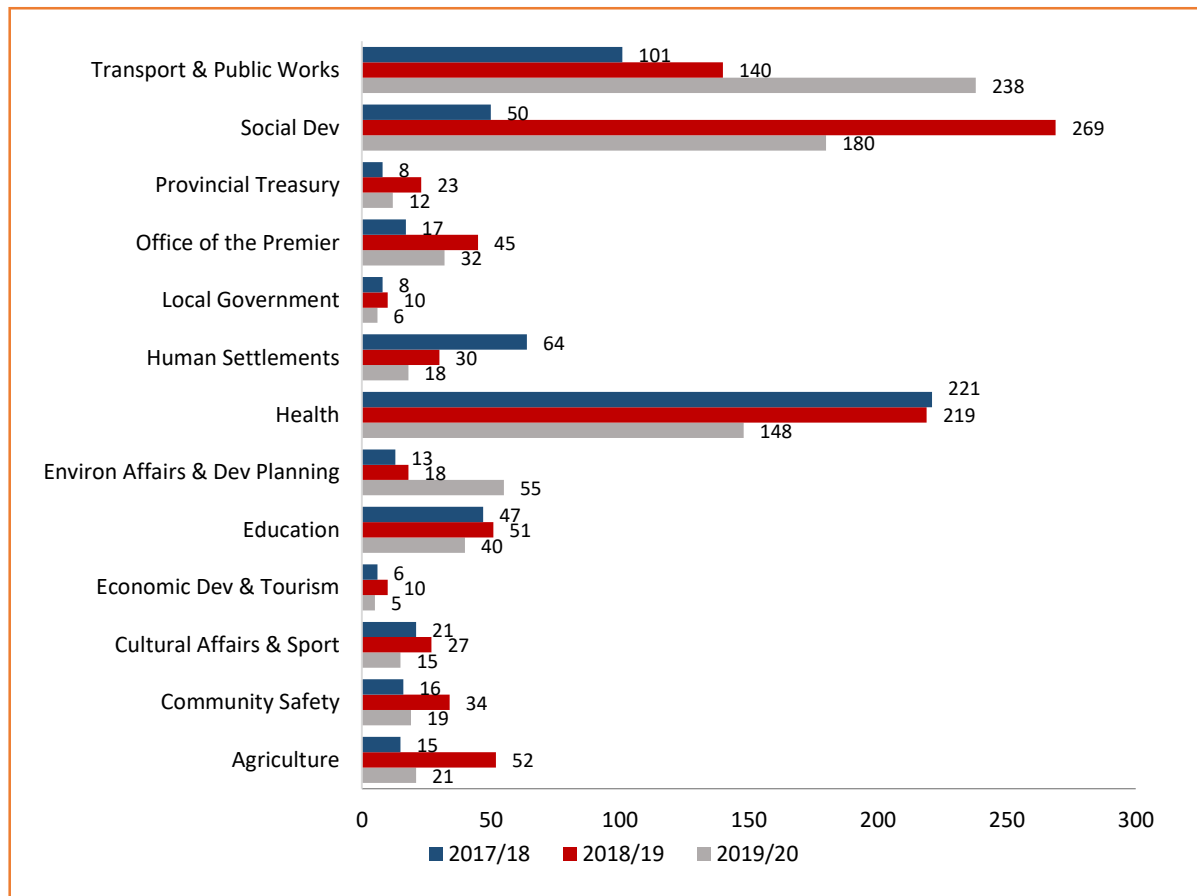
A breakdown of grievance resolution in respect of the North West provincial departments is provided in **Table 13** below:

**Table 13: Resolution of grievances by North West provincial departments**

Name of Department	Total no of grievances reported	Total no of resolved grievances	Resolved within timeframe	Resolved outside timeframe
Agriculture and Rural Development	21	20	95.2%	12
Arts, Culture, Sport and Recreation	36	24	66.7%	2
Community Safety and Transport Management	15	13	86.7%	7
COGHSTA	10	8	80%	7
Economy Development, Environment, Conservation and Tourism	8	3	37.5%	2
Education	31	22	71%	10
Health	180	76	42.2%	15
Office of the Premier	7	5	71.4%	1
Provincial Treasury	6	4	66.7%	0
Public Works and Roads	103	51	49.5%	11
Social Development	109	78	71.6%	42
<b>TOTAL</b>	<b>526</b>	<b>304</b>	<b>57.8%</b>	<b>113</b>

## 6.9 Western Cape Province

For the 2019/20 fy, Western Cape provincial departments reported a total of **789** grievances. In comparison with **928** grievances for the 2018/19 fy, the number of grievances decreased by 15%. However, in comparison with **587** grievances reported for the 2017/18 fy, the number of grievances increased by 34.4%. **Figure 13** below provides an overview in respect of the number of grievances reported by departments in the Western Cape provincial department for the past three financial years.



**Figure 13:** Number of grievances reported by Western Cape departments

As can be seen above, the Western Cape Provincial Department of Transport and Public Works reported the highest number of grievances with **238** for 2019/20 fy, depicting an increase of 70% from the total of **140** grievances reported for the 2018/19 fy and a further increase of 135.6% from the total of **101** reported for the 2017/18 fy. The Department of Social Development reported the second highest number of grievances with **180**. It is noted that in comparison with the 2018/19 fy, the number of grievances reflect a decreased of 33.1% from the reported **269** grievances. However, in comparison with the 2017/18 fy where **50** grievances were reported, an increase of 260% is noted. The third highest number of grievances was reported by the Department of Health with **148** grievances, indicating a decrease of 32.4% from **219** grievances reported for the 2018/19 and a further decrease of 33% against the total of **221** grievances reported for the 2017/18 fy.

### 6.9.1 Status of grievances resolved within and outside the prescribed timeframe by Western Cape provincial departments

Of the **789** grievances reported by Western Cape provincial departments for the 2019/20 fy, **683** (86.6%) were resolved, of which **479** (70.1%) were resolved within the prescribed period, and **204** (29.9%) grievances were resolved outside the prescribed timeframe.

Of the **683** grievances resolved by the Western Cape provincial departments, an analysis revealed that the Department of Environment and Development Planning and the Department of Local Government managed to resolve the highest percentage of grievances at 100% (**55** out of **55**) and (**6** out of **6**) respectively, of which the Department of Environment and Development Planning resolved **54** (98.2%) grievances were resolved within the prescribed timeframe and **1** (1.8%) grievance was resolved outside the timeframe and the Department of Local Government managed to resolve **5** (83.3%) within the timeframe and **1** (16.7%) outside the timeframe of 30/45 days. The Department of Transport and Public Works resolved the second highest percentage of grievances at 95.8% (**228** out of **238** grievances), of which **217** (95.2%) grievances were resolved within the prescribed timeframe and **11** (4.8%) of the grievances were resolved outside the timeframe. The third highest percentage was reported by the Provincial Treasury at 91.7% (**11** out of **12**) of which **9** (81.8%) of these grievances were resolved within the prescribed timeframe and **2** (18.2%) grievances were resolved outside the timeframe. The Department of Community Safety managed to resolve the fourth highest percentage of grievances at 89.5% (**17** out of **19**) of which **11** (64.7%) grievances were resolved within the timeframe and **6** (35.3%) grievances were resolved outside the prescribed timeframe of 30/45 days.

The fifth highest percentage of grievances were reported by Department of Human Settlements which managed to resolve 88.9% (**16** out of **18** grievances), of these grievances **10** (62.5%) were resolved within the timeframe and **6** (37.5%) were resolved outside the prescribed timeframe. Followed by the Department of Social Development which managed to resolve the sixth highest percentage of grievances at 88.3% (**159** out of **180** grievances), of which **57** (35.8%) were resolved within the timeframe and **102** (64.2%) were resolved outside the prescribed timeframe. The Office of the Premier resolved at 84.4% (**27** out of **32** grievances), of which **14** (51.9%) were resolved within the timeframe and **13** (48.1%) grievances were resolved within the prescribed timeframe. The Department of Agriculture also reported the highest percentage of resolved grievances at 81% (**17** out of **21** grievances), which **12** (70.6%) grievances were resolved within the prescribed timeframe and **5** (29.4%) were resolved within the prescribed timeframe of 30/45 days.

A breakdown of grievance resolution in respect of the Western Cape provincial departments is provided in **Table 14** below:

**Table 14:** Resolution of grievances by Western Cape provincial departments

Name of Department	Total no of grievances reported	Total no of resolved grievances		Resolved within timeframe	Resolved outside timeframe	
Agriculture	21	17	81%	12	70.6%	29.4%
Community Safety	19	17	89.5%	11	64.7%	35.3%
Cultural Affairs and Sport	15	10	66.7%	7	70%	30%

Economic Development and Tourism	5	3	60%	2	66.7%	1	33.3%
Education	40	22	55%	8	36.4%	14	63.6%
Environmental Affairs and Development Planning	55	55	100%	54	98.2%	1	1.8%
Health	148	112	75.7%	73	65.2%	39	34.8%
Human Settlements	18	16	88.9%	10	62.5%	6	37.5%
Local Government	6	6	100%	5	83.3%	1	16.7%
Office of the Premier	32	27	84.4%	14	51.9%	13	48.1%
Provincial Treasury	12	11	91.7%	9	81.8%	2	18.2%
Social Development	180	159	88.3%	57	35.8%	102	64.2%
Transport and Public Works	238	228	95.8%	217	95.2%	11	4.8%
<b>TOTAL</b>	<b>789</b>	<b>683</b>	<b>86.6%</b>	<b>479</b>	<b>70.1%</b>	<b>204</b>	<b>29.9%</b>

## 6.10 Observations regarding the number of grievances reported by provincial departments

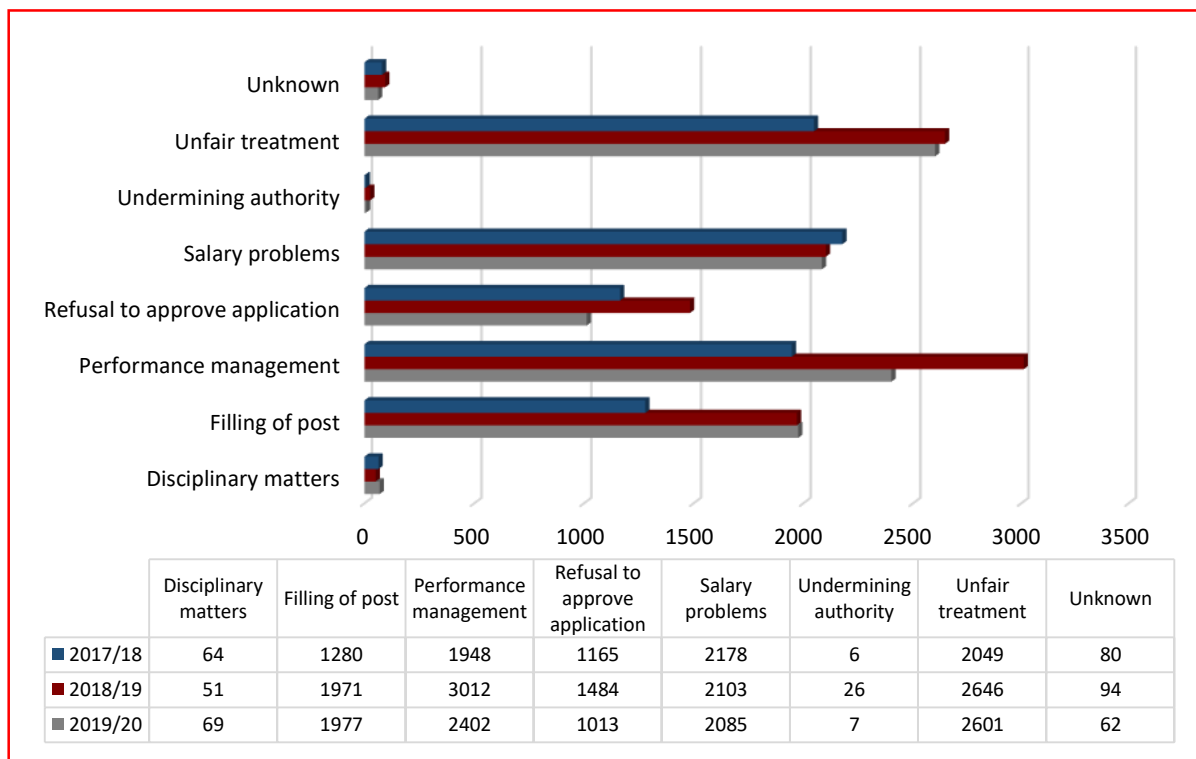
It was observed that compared to the previous fys, the departments of Health continue to report the highest number of grievances, except in Limpopo and Mpumalanga where they reported as the second highest, and Western Cape as the third highest department.

It was further observed on figure 4 and figure 21 that Gauteng Province has overall a higher number of grievances as compared to a lower number of grievances that the provincial departments referred to the PSC and Limpopo Province has an overall lower number of grievances as compared to the higher number of grievances that the provincial departments referred to the PSC.

## 7 NATURE OF GRIEVANCES

### 7.1 Nature of grievances in national and provincial departments

Of the **10216** grievances reported for the 2019/20 fy, the analysis has revealed that, unlike 2018/19 fy, where performance assessment rated the highest number of grievances, the majority of grievances for the 2019/20 fy relate to unfair treatment, at **2601** (25.5%) grievances, whereas performance assessment rates the second highest with **2402** (23.5%) grievances, followed by salary problems with **2085** (20.4%) grievances and the fourth highest number of grievances relate to the filling of post at **1977** (19.4%). **Figure 14** below provides a comparison in respect of the nature of grievances lodged by aggrieved employees for the past three financial years.



**Figure 14:** Nature of grievances reported by national and provincial departments

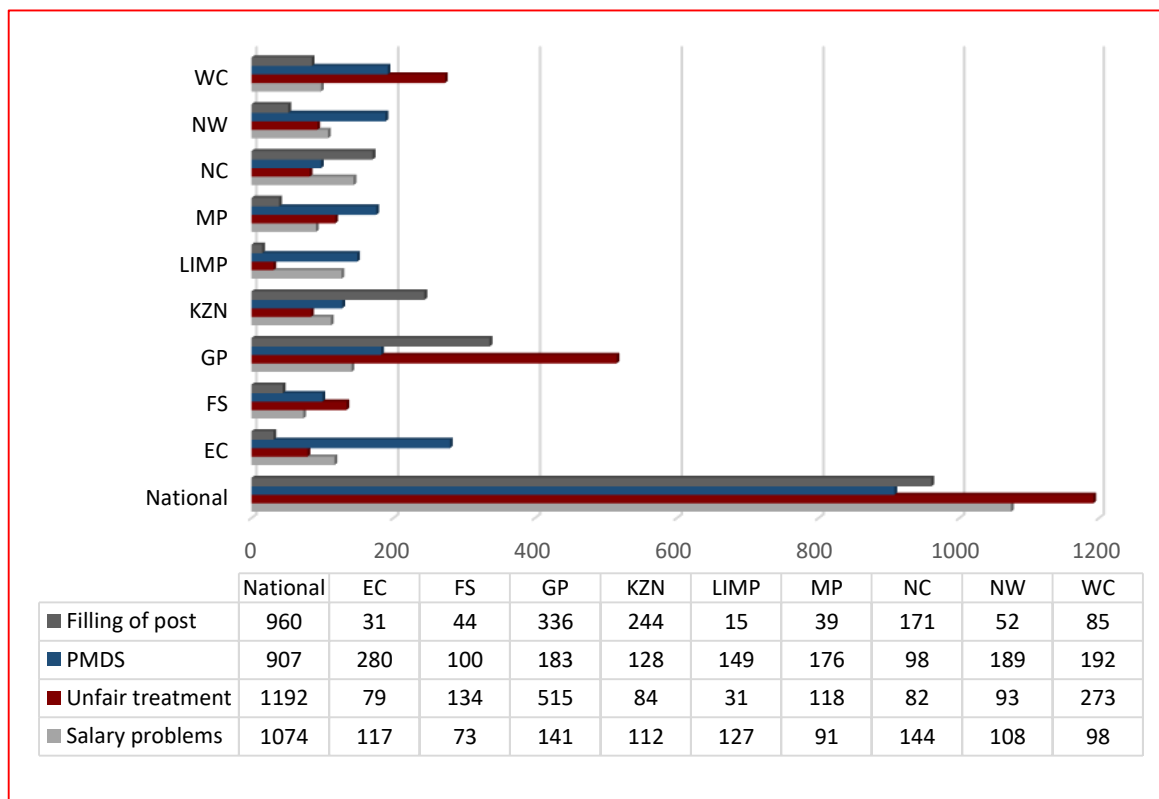
An analysis on the nature of grievances reported for the 2019/20 fy, reveals that grievances relating to **2601** unfair treatment which represent 25.5% of the total number of grievances reported. This is a decrease of 1.7% from **2646** grievances reported for the 2018/19 fy, compared to **2601** reported for the 2019/20 fy, but an increase of 26.9% is noted from **2049** grievances for the 2017/18 fy. The second highest nature of dissatisfaction relates to performance management with **2402** grievances, which represent 23.5% of the total number of grievances reported. This however, reflects a decrease of 20.3% from the **3012** grievances reported in the 2018/19 fy, but an increase of 23.3% when compared to grievances reported for the 2017/18 fy, where **1948** grievances were reported.

Grievances relating to salary problems rate the third highest at **2085**, which is 20.4% of grievances lodged for the 2019/20 fy. This reflects a decrease of 0.9% from the 2018/19 fy where **2103** grievances related to salary problems were reported and a further decrease of 54.5% from the total of **2178** grievances reported in this category for the 2017/18 fy.

The fourth highest nature of grievances reported relates to the filling of post at **1977**, which represent a 19.4% of the total grievances reported. This constitutes a slight increase of 0.3% from **1971** grievances reported for the 2018/19 fy, compared to **1977** reported for the 2019/20 fy, and a further 54.5% decrease is noted from **1280** grievances for the 2017/18 fy.

A further breakdown is provided below in **Figure 15** in respect of grievances that fall in the following categories: Filling of post, PMDS, salary problems and unfair treatment as reported by national and provincial departments for the 2019/20 fy, since they continue to be among the top four categories of grievances reported.





**Figure 15:** Nature of grievances in respect of the three highest categories for national and provincial departments

As indicated in **paragraph 5**, national departments reported **4690** grievances for the 2019/20 fy. Of the **4690** grievances reported, the highest number of dissatisfaction relate to unfair treatment where a total of **1192** grievances were reported, which is 25.4% of the total number of grievances reported by national departments. National departments reported salary problems as the second highest number of grievances at **1074**, which amounts to 22.9%% of the total number of grievances reported by national departments and the third nature of grievance reported relate to filling of post with a total of **960** grievances, which represent 20.5% of the total number of grievances reported by national departments. Performance management was reported as the fourth highest dissatisfaction at **907**, which represents 19.3% of grievances reported by national departments.

It is noted that out of the **5526**, grievances reported by provincial departments, similar to the previous fy, grievances relating to PMDS rate the highest at **1495** for the 2019/20 fy, which represents 27.1% of the total number of grievances reported by provincial departments. The analysis indicates that the highest number of performance management related dissatisfaction were reported by Eastern Cape provincial departments with **280** (18.7%) grievances, which represents 52.1% of the total number of grievances reported by Eastern Cape provincial departments. This high number of **280** is a result of **214** (76.4%) performance assessment grievances reported by the Department of Health. Western Cape provincial departments reported the second highest number of performance management grievances with **192**, which reflects 24.3% reported grievances. The third highest performance management grievances were reported by Limpopo provincial departments with **189** grievances, which is 53.5% of



grievances reported by the province. The fourth highest grievances relating to performance management were reported by Gauteng provincial departments with **182** grievances, which is 14.9% of grievances reported by Gauteng province.

Grievances relating to unfair treatment rate the second highest on grievances reported by provincial departments at **1409**, which represents 25.5% of the total number of grievances reported by provincial departments. Gauteng provincial departments reported the highest number of unfair treatment grievances at **515**, which is also the highest nature of grievances reported by the provincial departments, this represents 42.1% of the total grievances received by the Province, followed by Western Cape with **273** grievances which is 34.6% of grievances received by the Province. Free State provincial departments reported the third highest with **134** grievances which represents 34.8% of grievances received by the Province and the fourth highest grievances relating to unfair treatment were reported by Mpumalanga province with **118**, which is 25.1% of the total grievances received.

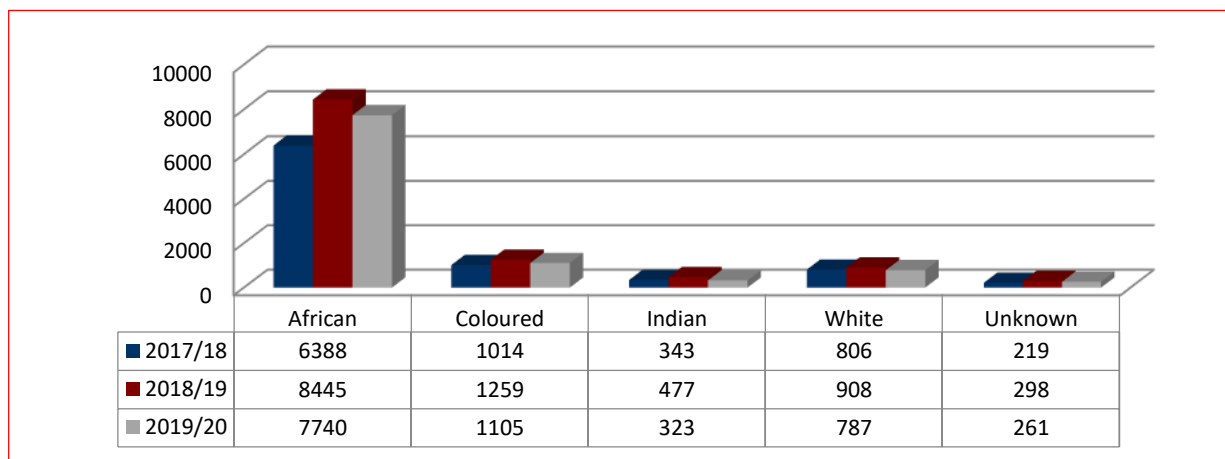
Filling of post rate the third highest nature of grievances reported by provincial departments at **1017**, which represents 18.4% of total number of grievances reported by provincial departments. Gauteng Province reported the highest number of filling of posts grievances at **336**, which represent 27.5% of the grievances reported by the Gauteng provincial departments, followed by KwaZulu Natal provincial departments at **244** grievances, which is 34.4% of the grievances reported by the province, Northern Cape reported the third highest filling of post dissatisfaction at **171**, which amounts to 32.1% of the grievances received by the province.

Grievances relating to salary problems rate the fourth highest on dissatisfaction reported by provincial departments. Northern Cape provincial departments reported the highest at **144**, which reflects 27% of the total grievances reported by the province. The second highest grievances relating to salary problems were reported by Gauteng provincial departments at **141**, representing 11.5% of the total grievances reported by Gauteng Province. Followed by Limpopo province which reported **127** salary problem grievances, which is 36% of grievances reported.

An analysis on the nature of grievance by Provinces revealed that the Eastern Cape, Limpopo, Mpumalanga and North West reported performance management as the highest dissatisfaction in their Provinces while KwaZulu Natal and Northern Cape Provinces reported the filling of post as the highest nature of grievances in the provinces whereas Free State, Gauteng and Western Cape reported unfair treatment as the highest dissatisfaction in the Provinces.

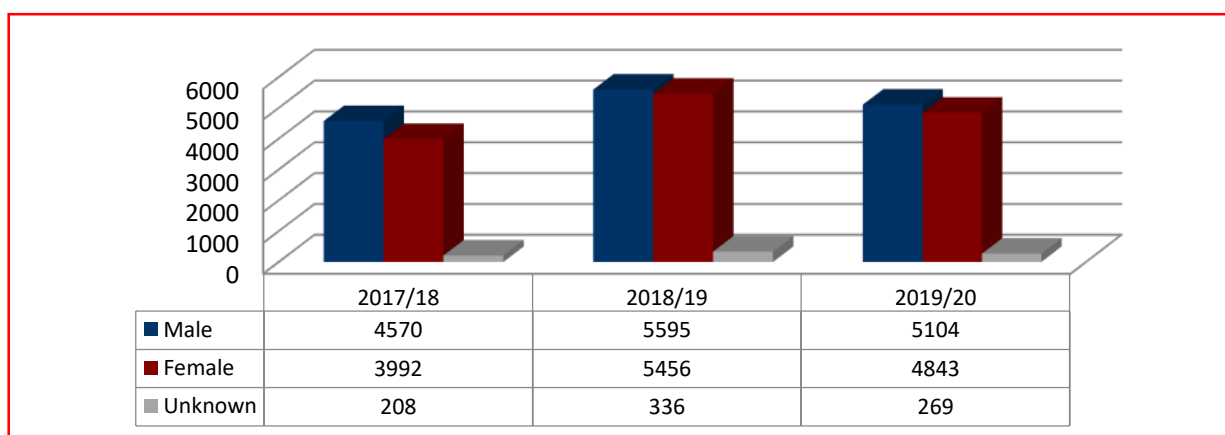
## **8 RACE AND GENDER DISTRIBUTION OF AGGRIEVED EMPLOYEES**

**Figures 16 and 17** provide an overview in respect of the race and gender distribution of aggrieved employees as reported by national and provincial departments.



**Figure 16:** Race distribution on aggrieved employees

A total of **7740** grievances were lodged by African employees for the 2019/20 fy, which amounts to 75.8% of the total number of grievances lodged. This presents a decrease from the **8445** (8.3%) grievances lodged in the 2018/19 fy, but an increase from **6388** (21.2%) for grievances reported in the 2017/18 fy. In respect of Coloured employees, **1105** employees lodged grievances, which represents 10.8% of reported grievances. This constitutes a decrease from **1259** (12.2%) grievances reported for the 2018/19 fy, but when compared to **1014** grievances reported for the **2017/18** fy, an increase of (9%) is noted. The number of grievances lodged by Indian employees for the 2019/20 fy is **323** (3.2%), which indicates a decrease when compared to the **477** (32.3%) grievances reported for the 2018/19 fy and a further decrease from **343** (5.8%) grievances when compared to the 2017/18 fy. The number of grievances lodged by White employees for the 2019/20 fy decreased by 13.3% from **908** grievances reported for the 2018/19 fy to **787** (7.7%) grievances in 2018/19 fy, while for the 2017/18 fy, the number reflects a further decrease of 2.4% is noted from **806** grievance reported. In respect of **261** (2.6%) grievances, the racial distribution is not known because it was not provided by the departments. The **261** grievances include **248** collective grievances where departments could not provide the race of the individual employees involved due to the manner in which these grievances were reported.

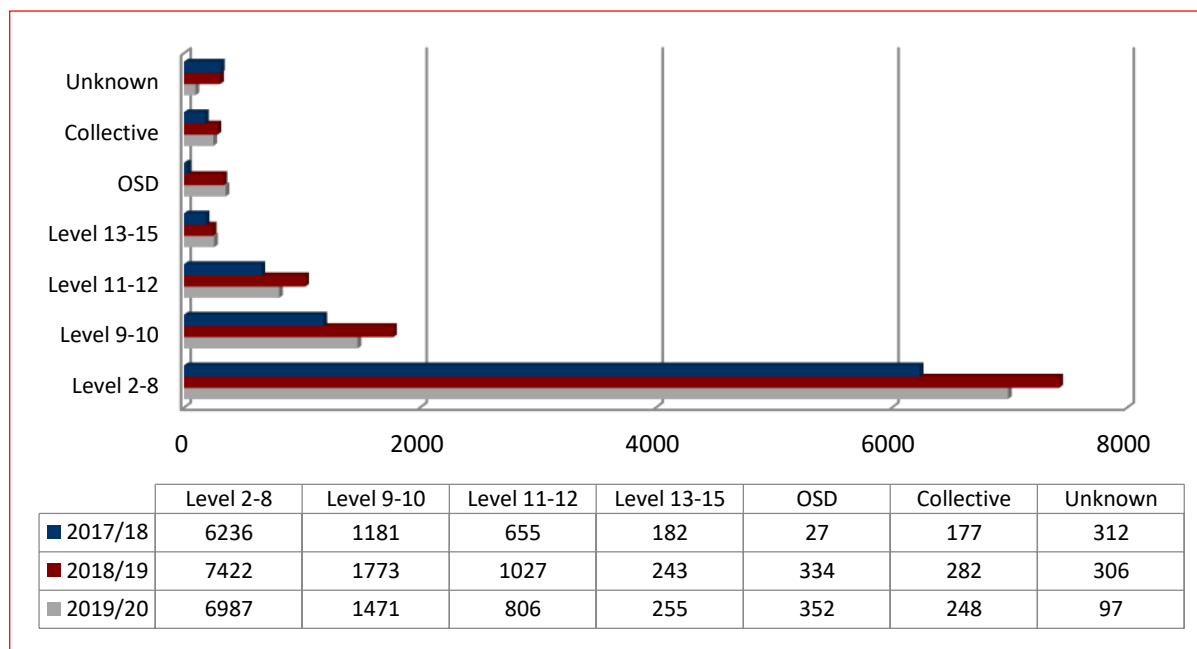


**Figure 17:** Gender distribution of aggrieved employees

As far as the gender distribution is concerned, a total **5104** grievances were lodged by males against **4843** grievances lodged by females for the 2019/20 fy, which is a ratio of 50%:47.4%. This compares to a ratio of male to female of 49.1%:47.9% in the 2018/19 fy and 52.1%:45.5% for the 2017/18 fy. It is noted that there is a slight increase of female employees who lodged grievances when compared to the previous financial years. The gender of **269** (2.6%) employees for the current reporting period was not indicated by departments.

## 9 SALARY DISTRIBUTION OF AGGRIEVED EMPLOYEES

The total number of grievances lodged by employees on salary levels 2 to 8 indicates a decrease of 5.9% from **7422** grievances reported for the 2018/19 fy to **6987** reported for the 2019/20 fy, but in comparison with the total of **6236** grievances lodged by employees on salary level 2-8 for the 2017/18 fy, an increase of 12% is noted. In 2018/19 fy, the aggrieved employees on salary levels 9 to 10 reported an increased by 24.6% from **1181** for the 2018/19 fy to **1471** for 2019/20 fy. However, compared to **1773** grievances reported for the 2017/18 fy, a decrease of 17% was recorded. **Figure 18** provides an overview in respect of the salary distribution of aggrieved employees.



**Figure 18:** Salary distribution in respect of aggrieved employees

In respect of salary levels 11 to 12, the total number of aggrieved employees decreased by 21.5% from **1027** for the 2018/19 fy, to **806** employees for the 2019/20 fy but increased by 23.1% to **655** for the 2018/19 fy. The number of grievances lodged by aggrieved employees on SMS level increased by 40.1% from **182** for the 2017/18 fy to **243** grievances reported for the 2018/19 fy, which also indicates an increase of 4.9% from **255** grievances reported for the 2019/20 fy.

The employees translated to the OSD reported **352** grievances, which indicates an increase of 5.4% for the 2019/20 fy from **334** grievances reported for the 2018/19 fy, and a huge increase of

1203.7% is noted from the **27** reported for the 2017/18 fy. The salary levels in respect of **97** grievances, which is 0.9%, are unknown. The number of grievances in this category shows a decrease of 68.3% from **306** grievances reported for the 2018/19 fy, and a further 68.9% decrease from **312** grievances reported for the 2017/18 fy. In respect of the **248** collective grievances reported for the 2019/20 fy a decrease of 12.1% is noted from **282** grievances, but in comparison to **177** grievances for 2017/18 fy an increase of 40% is noted.

## 10 GRIEVANCES CONSIDERED BY THE PUBLIC SERVICE COMMISSION (PSC)

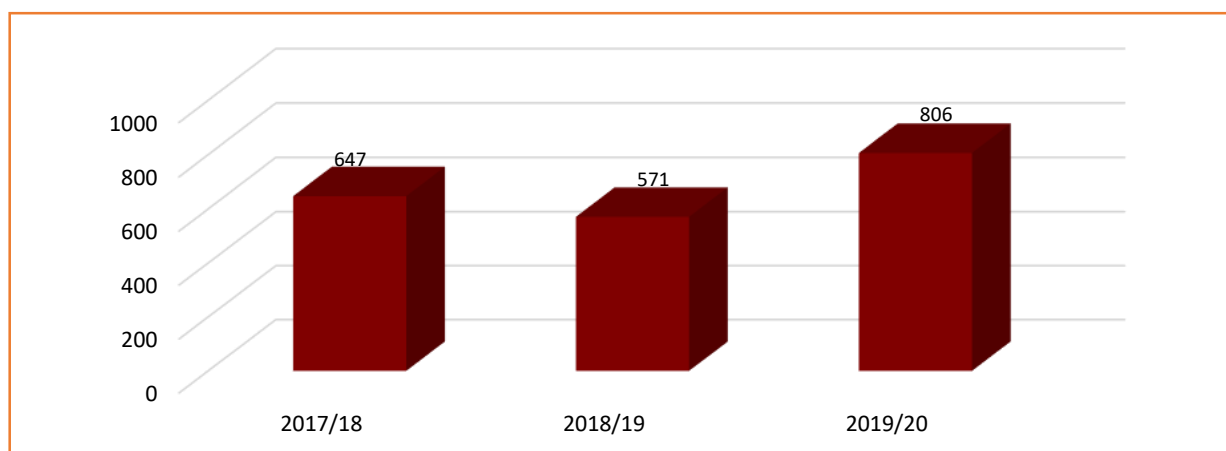
Grievances of employees can be referred to the PSC by the executive authority in terms of section 35(1)(a) of the Public Service Act, 1994, read with the PSC Rules, 2016; or by the aggrieved employee if the executive authority fails to –

- provide the employee with his/her decision within the prescribed timeframe or on the lapse of the agreed date of extension; or
- refer the employee's grievance to the PSC for investigation within the prescribed 10 days of receiving a written request from the employee.

The PSC resolves some of the grievances through mediation or conducts a full investigation into grievances that are properly referred to it. This section of the Fact Sheet provides a statistical overview in respect of those grievances that were referred to the PSC. It is also important to note that the PSC conduct advocacy sessions to assist departments resolve grievances closest to the point of origin, hence only a fraction of grievances lodged in departments are referred to the PSC.

### 10.1 Total number of grievances referred to the PSC

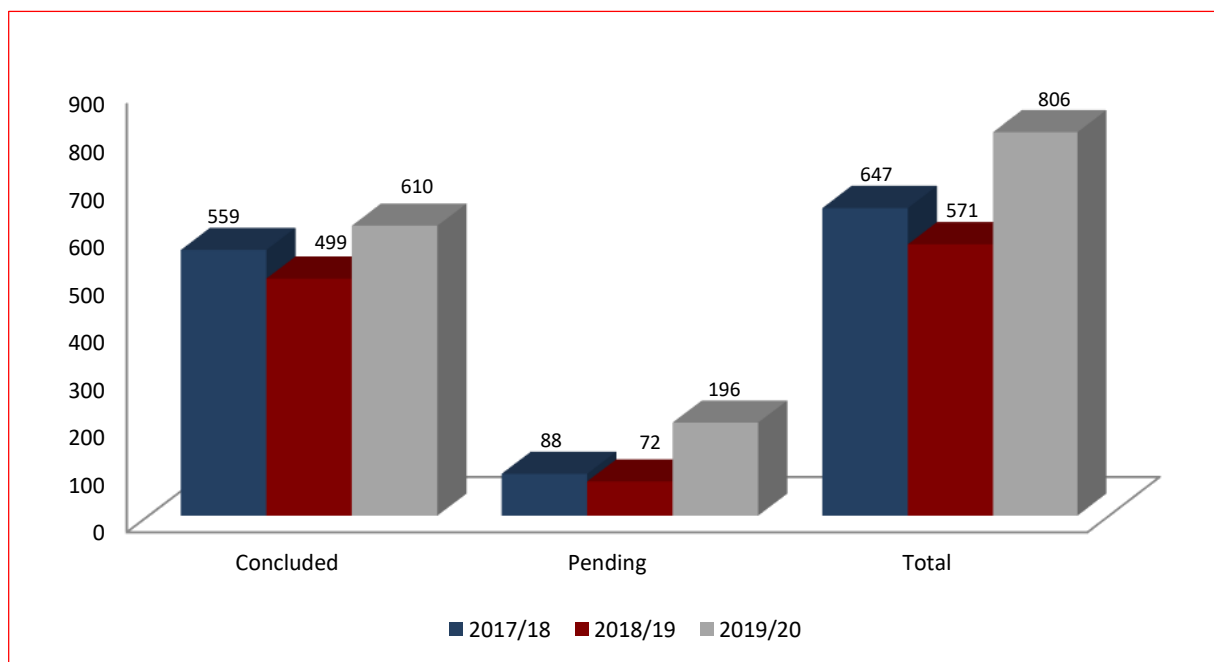
The trend over the three-year financial period revealed that a total of **806** grievances were handled by the PSC for the 2019/20 fy, which indicates an increase of 41.2% from **571** grievances referred to the PSC for the 2018/19, and a further increase of 24.6% when compared to **647** grievances referred for the 2017/18 fy. **Figure 18** below reflects the total number of grievances referred to the PSC from 2017/18 to 2019/20.



**Figure 19:** Grievances referred to the PSC

## 10.2 Overall status of grievances referred to the PSC

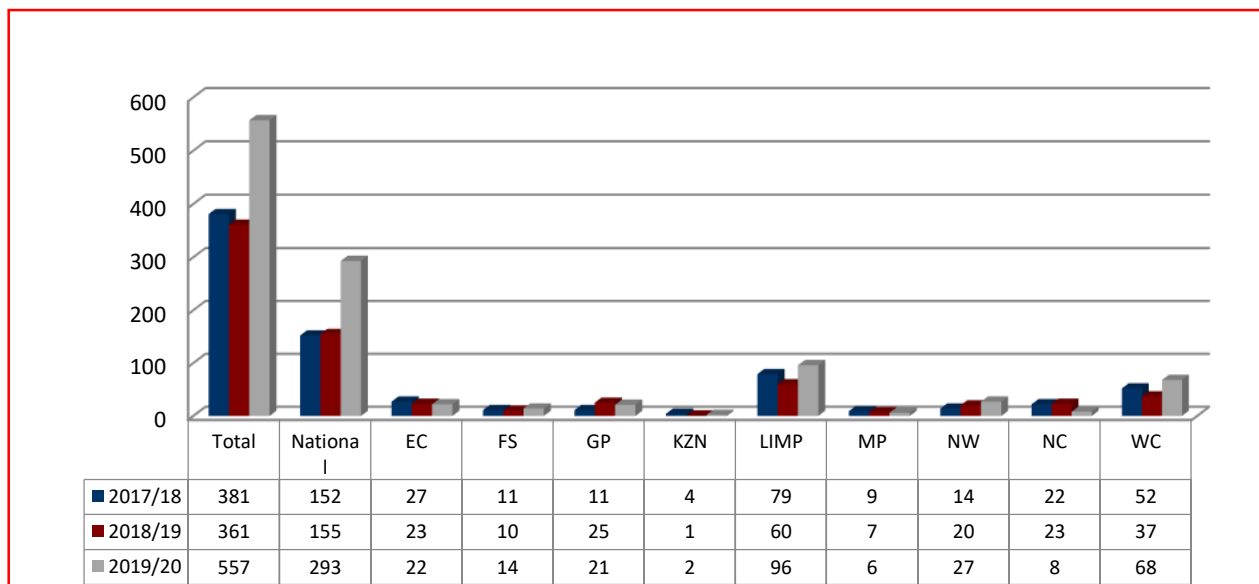
For the 2017/18 fy, a total of **559** (86.4%) grievances were concluded and **88** grievances (13.6%) remained pending. In respect of the 2018/19 fy a total of **499** (87.4%) grievances were concluded and a total of **72** grievances (12.6%) remained pending. In respect of the 2019/20 fy, **610** (75.7%) grievances were concluded and 24.3% (**196**) grievances remained pending. **Figure 19** below provides an overview in respect of the status of grievances referred to the PSC for the past three financial years.



**Figure 20:** Status of grievances referred to the PSC

## 10.3 Status of grievances properly referred to the PSC

A total of **557** properly referred grievances were referred to the PSC during the 2019/20 fy. As can be seen from **Figure 21** below, the number of properly referred grievances referred to the PSC indicates an increase from **361** (54.3%) for the 2018/19 fy and a further increase from **381** (46.2%) referred for the 2017/18 fy. An overview in respect of grievances that were properly referred to the PSC by national and provincial departments is reflected in **Figure 21** below.



**Figure 21:** Number of grievances properly referred to the PSC in respect of national and provincial departments

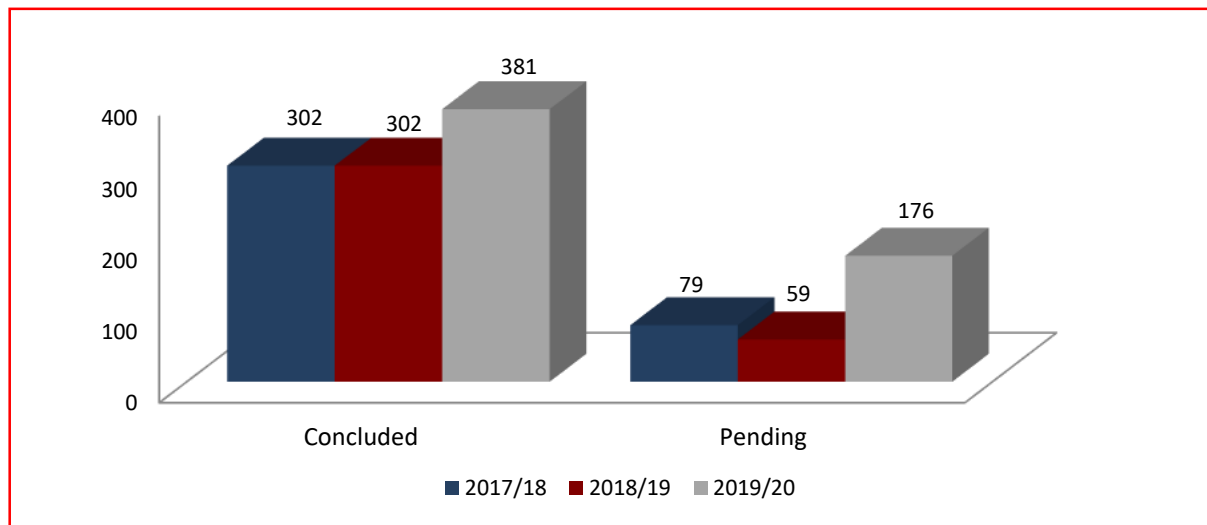
As can be seen from the above figure, compared to the previous two fys, the total number of properly referred grievances in respect of employees in national departments reflects an increase of 89% from the total of **155** grievances referred for the 2018/19 fy to **293** grievances reported for the 2019/20 fy, and a further increase of 92.8% from **152** grievances received for the 2017/18 fy.

In respect of provincial PSC Offices, the Eastern Cape Province, reported **22** grievances referred during the 2019/20 fy, reflecting a decrease of 4.3% from the **23** reported for the 2018/19 fy however, a decrease of 18.5% compared to **27** grievances referred in the 2017/18 fy. In the Free State Province, **14** grievances were referred during the 2019/20 fy, reflecting an increase of 40% from the **10** reported for the 2018/19 fy, and a further increase of 27.3% compared to **11** grievances referred in the 2017/18 fy. The number of grievances referred in the Gauteng Province decreased by 16% from **21** grievances recorded for the 2019/20 fy, compared to **25** grievances for the 2018/19 fy, however, when compared to **11** grievances referred for the 2017/18 fy an increase of 90.9% is noted. KwaZulu-Natal Province registered **2** grievances for the 2019/20 fy, which reflects a 50% increase when comparing with **1** grievance received for the 2018/19 fy, but an increase of 50% to **4** grievances for the 2017/18 fy.

In Limpopo Province, **96** grievances were referred for the 2019/20 fy, which reflects an increase of 60% from the **60** grievances reported for the 2018/19 fy and a further increase of 21.5% when compared to **79** for the 2017/18 fy. In Mpumalanga Province, **6** grievances were referred for the 2019/20 fy, reflecting a decrease of 14.3% from the total of **7** grievances referred in the 2018/19 fy, and a further decrease of 33.3% from **9** grievances referred for the 2017/18 fy. North West Province reported, a total of **27** referred grievances for the 2019/20 fy, reflecting an increase of 35% from the **20** grievances reported for the 2018/19 fy and an increase of 92.9% from **14** grievances reported for the 2017/18 fy. In the Northern Cape Province, the number of grievances increased from **8** grievances referred in the 2018/19 fy to **23** grievances referred in the 2019/20 fy, which reflects 65.2% decrease; and a further 63.6% compared to **22** grievances recorded for the 2017/18 fy. In the Western Cape Province, a total of **68** grievances were

referred for the 2019/20 fy, which is an increase of 83.8% from the **37** grievances referred in the 2018/19 fy and also an increase of 30.8% compared to **52** grievances referred in the 2017/18 fy.

**Figure 22** below provides an overview in respect of the status of properly referred grievances to the PSC for the three financial years.



**Figure 22:** Status of properly referred grievances

For the 2019/20 fy, **381** grievances (68.4%) of the total of **557** properly lodged grievances were concluded and **176** (31.6%) remained pending. Of the **361** properly referred grievances for the 2018/19 fy a total of **302** (83.7%) grievances were concluded and **59** (16.3%) of these grievances remained pending at the end of the financial year; and for the 2017/18 financial year, **302** (79.3%) grievances from **381** properly referred were concluded and **79** (20.7%) grievances remained pending by the end of the financial year. Of the **381** grievances concluded, **218** (52.2%) were closed and **163** (42.8%) were finalised in the 2019/20 fy. The **163** grievances finalised by the PSC, includes **86** (52.8%) grievances which were found to be **unsubstantiated**, **21** (12.9%) **partially substantiated** and **56** (34.4%) which were **substantiated**.

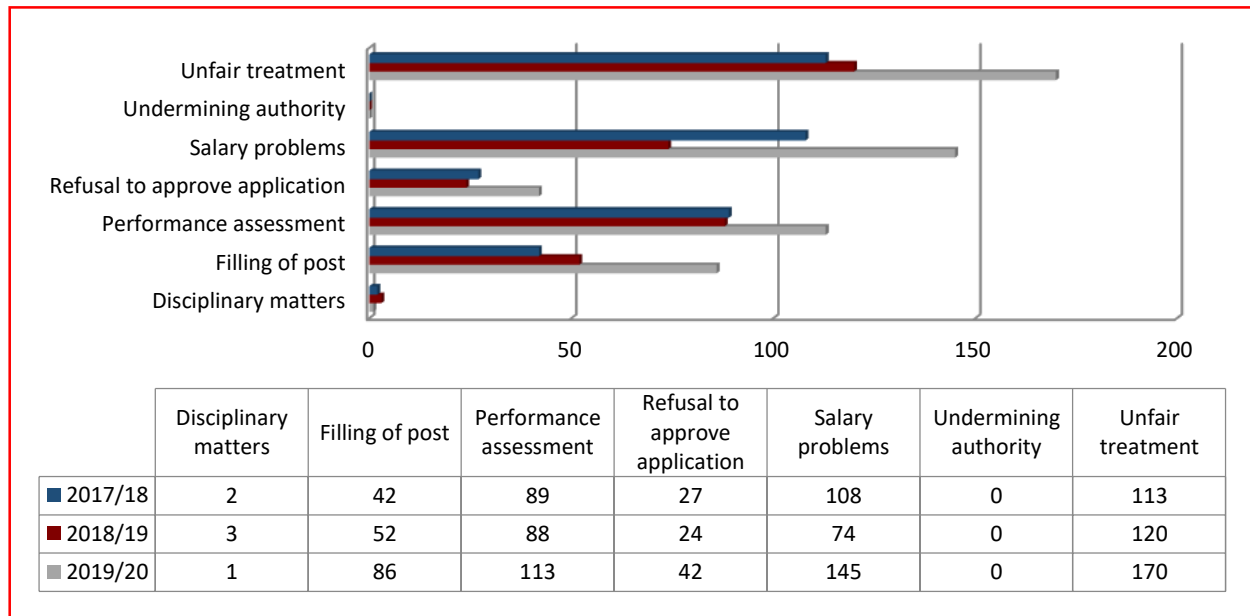
#### 10.4 Nature of grievances properly referred to with the PSC

**Figure 23** below provides an overview in respect of the nature of grievances that were properly referred to the PSC. An analysis on the nature of grievances for the 2019/20 fy, revealed that similar to the previous financial year, grievances relating to unfair treatment rate the highest at **170** (30.5%), which reflects a decrease of 41.7% from the **120** grievances properly referred to the PSC for the 2018/19 fy. When compared to 2017/18 where **113** grievances were reported an increase of 50.4% is noted.

Grievances related to salary problems rated the second highest for the 2019/20 fy at **145** (26%), which shows an increase of 95.9% from **74** grievances reported for the 2018/19 fy and 34.3% from **108** grievances reported for the 2017/18 fy.

Grievances relating to performance management rated the third highest with **113** (20.3%) grievances reported for the 2019/20 fy, which reflects a decrease of 28.4% when compared to

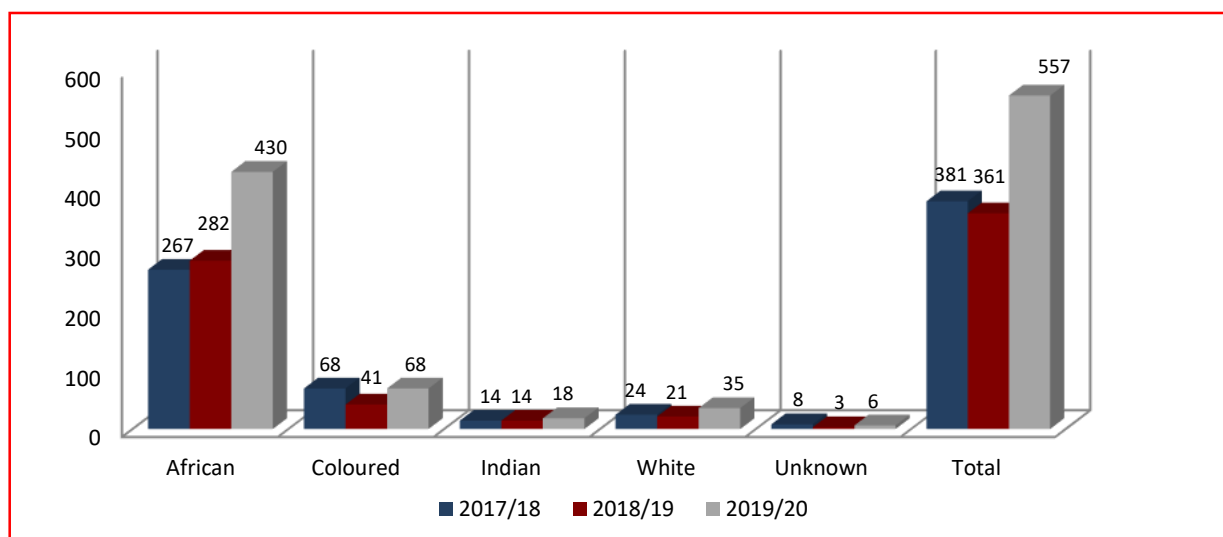
**88** grievances for the 2018/19 fy, and also 27% of the **89** grievances reported for the 2017/18 fy.



**Figure 23:** Nature of grievances properly referred to the PSC

## 10.5 Race and gender distribution of grievances properly referred to the PSC

**Figures 24 and 25** below provide an overview in respect of the race and gender of employees that lodged grievances with the PSC.

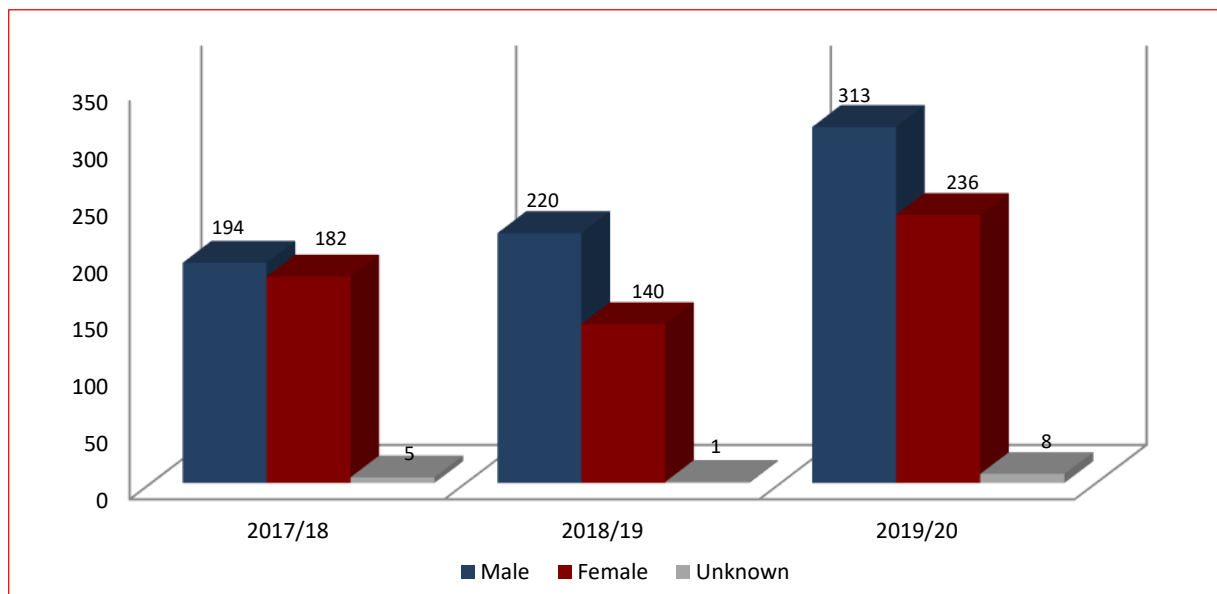


**Figure 24:** Race distribution of grievances referred to the PSC

As can be seen from **Figure 24**, grievances referred by African employees are the highest at **430** (77.2%), followed by Coloured employees at **68** (12.2%) grievances, whereas Whites stood at **35** (6.3%) and Indians at **18** (3.3%) grievances. With respect to **6** (1.1%) grievances,



information relating to the race distribution of the aggrieved employees was not provided by departments.



**Figure 25:** Gender distribution of grievances referred to the PSC

As far as the gender distribution is concerned, a total **313** grievances were properly referred to the PSC by males against **236** grievances lodged by females for the 2019/20 fy, which is a ratio of 56.2%:42.4%. This compares to a ratio of male to female of 56.2%:42.4% from **220** against **140** for the 2018/19 fy and 50.9%:47.8% from **194** against **182** grievances properly referred for the 2017/18 fy. It is noted that there is a slight increase of female employees who lodged grievances when compared to the previous financial years. The gender of **8** (1.4%) employees for the current reporting period was not indicated by departments

## 11 CONCLUSION

The PSC has observed that contrary to the previous fy, the total number of grievances reported by national and provincial departments received for the 2019/20 fy, has decreased by 10.3%. The PSC also noted with concern that performance management and unfair treatment are interchangeable reported as the first highest and the second highest dissatisfaction amongst employees. This means that departments should give serious attention to the interpersonal relationships between supervisors and subordinates which might be the reason why dissatisfaction to performance management and in unfair treatment remain the highest.

The PSC has also observed that the reporting trend for provincial departments remain similar in that out of seven Provinces, five Provinces reported that the highest number of grievances were reported by the Department of Health and two Provinces reported the Department of Health as the second highest. There is therefore a need for provincial departments of Health to investigate and address the underlying causes. The PSC will also engage with the provincial departments of Health in order to address the root causes of grievances.

It was also noted that amongst all provinces, the Western Cape provincial departments resolved the highest percentage of grievances reported at 86.6%. However, Eastern Cape managed to resolve the highest percentage (84.7%) of the grievance within the prescribed timeframe of 30/45 days, followed by Western Cape at 70.1% and KwaZulu Natal managed to resolve third highest percentage of grievances within the timeframe at 66.5%. All other Provinces only managed to resolve about 50% of their grievances within the prescribed timeframe of 30/45 days.

It is also noted that out of **806** grievances referred to the PSC, **249** (30.9%) grievances were referred outside the provisions of the Grievance Rules, which reflects 18.6% increase in comparison to **210** grievances referred for the 2018/19 fy. It was also noted that the majority of these grievances were referred by employees on salary levels 1-8.

The PSC has noted the cause might be that employees on these levels do not understand the grievance procedures, to that effect, the PSC has collaborated with departments and has to conducted advocacy sessions to educate management and employees including representatives (i.e. Trade Unions) on Grievance Procedures.