



## **MEMORANDUM**

**TO : MS D.G. MAHLANGU, MP AND MS B.P. MABE, MP**  
**CO-CHAIRPERSONS: JOINT STANDING COMMITTEE ON**  
**FINANCIAL MANAGEMENT OF PARLIAMENT**

**FROM : MS P N TYAWA**  
**ACTING SECRETARY TO PARLIAMENT**

**DATE : 25 SEPTEMBER 2019**

**SUBJECT : SUBMISSION TO THE JOINT STANDING COMMITTEE ON THE**  
**FINANCIAL MANAGEMENT OF PARLIAMENT**

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Dear Honourable Mahlangu and Honourable Mabe

Further to the submission on 19 September 2019, please find the outstanding responses. I have also requested that the Human Resources matters be discussed at the upcoming Joint Standing Committee on the Financial Management of Parliament.

### **1. INTERNATIONAL RELATIONS MATTERS**

#### **1.1 Reasons for rejecting attendance of PBO conference in Ghana**

This matter must be referred to the four Chairpersons of Joint Standing Committees on Finance in line with the Money Bills and Related Matters Act, 2009.

#### **1.2 PAP Johannesburg offices**

This matter was responded to by Mr Sithole, Division Manager for International Relations at the meeting on 29 August 2019.

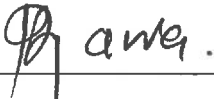
### **2. RESOLUTION TRACKING SYSTEM**

This matter was responded to by Advocate Phindela, Secretary to National Council of Provinces at the meeting on 27 August 2019.

### 3. HUMAN RESOURCES MATTERS

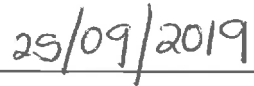
Please find a detailed report on the matter attached.

Yours faithfully,

  
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**PN Tyawa**

**Acting Secretary to Parliament**

  
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**Date**



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**RESPONSES TO THE MEETING OF THE JOINT STANDING  
COMMITTEE ON FINANCIAL MANAGEMENT OF PARLIAMENT HELD  
ON 22 AUGUST 2019**

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## **1. RESPONSE IN RELATION TO THE REMUNERATION AND BENEFITS OF EMPLOYEES**

### **1.1 INTRODUCTION**

The purpose of this part of the Human Resources report is to provide responses and clarity to the questions raised by the Honourable Members of Parliament of the Joint Standing Committee on the Financial Management of Parliament (The Committee) in relation to the remuneration and benefits of employees.

The Committee raised the following matters:

- 1.1.1 Allegations of discriminatory practices around remuneration based on gender. An example given related to the Parliamentary Communications Services Division.
- 1.1.2 Whether the same jobs were graded and paid higher in the National Assembly compared to the same jobs in the National Council of Provinces. An example used related to the positions in the National Assembly Table and National Council of Provinces Table.
- 1.1.3 Differences in Salaries between Protection Officers and Chamber Support Officers.

### **1.2 BACKGROUND**

In responding to the questions above, the report will start by giving a background on Parliament's Remuneration Philosophy, of the Job Evaluation and Job Analysis procedures as well as the remuneration in Parliament. Thereafter, the report will respond in detail to the questions listed above.

### **1.3 REMUNERATION POLICY**

Parliament's Remuneration Philosophy for employees is based on the following principles:

- **Internal Equity** – That there is fair and equitable remuneration for all employees based on equal pay for work of equal value. Each job in the Parliamentary administration is allocated a pay grade. Each pay grade consists of notches starting from the minimum notch to the maximum notch. An employee's salary is determined by the pay grade that is assigned to the position that they are occupying. The grades are determined through a Job Evaluation process which will be discussed in detail below.
- **Performance Management** – Parliament recognises performance through its Performance Management system which is based on a balanced scorecard system. This is to ensure that employees perform and Parliament gets value for money.

## 1.4 JOB ANALYSIS AND JOB EVALUATION

All jobs in Parliament are subject to a job analysis process which entails gathering and analyzing information about the content and the human requirements of jobs, as well as, the context in which jobs are performed. At the conclusion of this process, a job description, which is a written summary of the basic tasks, functions and working conditions of the job is prepared and authorised by the Line Managers and Human Resources. Job descriptions are used for recruitment, performance management and skills development.

Job evaluation is a method of determining the various levels of responsibilities attached to the different jobs in an organisation and attaching a points value and grade to each job. Parliament implemented a job evaluation system for grading jobs in 1998 which was based on Paterson Broadband, the system utilises the following 6 factors to grade a job:

- Acquisition and application of knowledge
- Skills acquisition and practice
- Communication
- Planning and Leadership
- Judgment
- Job Impact

All Parliamentary administration jobs are measured by using the factors listed above. The Job Evaluation system enables the Parliamentary Administration to grade jobs in an organised and systematic way; to determine the content of each job and assign it a grade value relative to other jobs in the organisational structure. One of the primary objectives of job evaluation is to ensure that jobs are graded fairly, consistently and that ultimately all employees are remunerated fairly and equitably.

The Paterson Broadband system is one of the recognised Job Evaluation Systems in the country. The Department of Public Service and Administration uses a system called EQUATE. The table below from one of the leading pay solutions companies called 21<sup>st</sup> Century Pay Solutions, provides a comparison of the different Job Evaluation systems used by different organisations in South Africa such as:

- EQUATE – used by the Department of Public Service and Administration
- PATERSON BROADBAND – used by Parliament
- PATERSON
- PEROMNES
- TASK
- HAY

21st Century Pay Solutions Group - Cross Correlation Table

21st Century Pay Solutions Group										Other Common Systems									
J.Easy																			
SST BROADBAND	SST SUB-GRADES	SST VANILLA	PATERSON BROADBAND	PATERSON	EXECU MEASURE (EM)	PERMONES	TASK	LMO	GRS	Execu/All (typical application)	HAY	J.E. Manager (typical application)	EQUATE	EMPLOYMENT EQUITY - OCCUPATIONAL LEVELS					
<b>P (Primary Skills)</b> Unskilled				A1		19/18	1				54 - 62 (4)	1 - 7	1						
				A2		17	2				69 - 72 (5)	8 - 16	2	Unskilled and defined decision making					
			A	A3		16	3				73 - 84 (6)	17 - 24	3						
				B1		15	4				85 - 97 (7)	25 - 34	4						
				B2		14	5				99 - 113 (8)	35 - 44	5						
<b>Q (Operational)</b> Basic Operational Skills				B3		13	6				114 - 134 (9)	45 - 54	5						
				B4		12	7				135 - 160 (10)	55 - 64	6						
				B5		12	8				161 - 191 (11)	65 - 74	7						
						11	9				192 - 227 (12)	75 - 84	7						
						10	10				228 - 268 (13)	85 - 94	8						
<b>AOS (Advanced Operational Specialist)</b>				C1															
				C2															
				C3															
				C4															
				C5															
<b>M (Manager/Head Of)</b>				D1															
				D2															
				D3															
				D4															
				D5															
<b>SE (Strategic Execution)</b>				E1															
				E2															
				E3															
				E4															
				E5															
<b>SI (Strategic Intent)</b>				F1															
				F2															
				F3															
				F4															
				F5															
<b>G (Global corporate Governance)</b>				G1															
				G2															
				G3															
				G4															
				G5															
<b>Global Corporate Governance</b>				G6															

## **1.5 THE JOB EVALUATION PROCEDURE**

The first step in the Job Evaluation procedure is the approval of a structure which clearly shows where the position/positions report to and which other position/s report to it or them, if any. The second step is to ensure that a job evaluation process is applied to a position and not an employee. An employee is appointed into an already evaluated position.

The third step is to conduct a provisional evaluation. Provisional evaluations are done by forming small evaluation groups that comprise of the following participants:

- Job incumbent/s;
- Job manager;
- Divisional Manager and;
- A facilitator from the Human Resources Division/appointed service provider where there is a vacancy in the Human Resources Division.

The next step is the Validation step. The validation is done by a Job Evaluation Audit Committee which is appointed by the Secretary to Parliament. The membership of the Job Evaluation Audit Committee includes a union representative. The role of the committee is to:

- review the evaluation carried out by the facilitator, job holder, manager, divisional manager and the Human Resources representative; and
- to ensure consistency of the application of the system across functions.

The Job Evaluation Audit Committee makes recommendations to the Human Resources Executive and the Secretary to Parliament regarding the final job grades for all positions on the Parliamentary Service Establishment. The results of the evaluation are then communicated to the employee/s concerned as well as their line managers.

The procedure followed above applies to the evaluation of all the jobs in the Parliamentary Administration Services. The procedure followed in the evaluation of positions in the National Assembly Table is the same as the one followed in the National Council of Provinces table. It is also the same process followed in the Human Resources Division and other divisions in Parliament.

## **1.6 REMUNERATION**

As mentioned earlier, employees' salaries are determined by the pay grade that is assigned to the positions that they are holding. Each pay grade consists of salary scales which start with a minimum and end with a maximum, with a number of notches in between. The pay scales in Parliament were introduced in 1998 when the Job evaluation system referred to above was introduced. The pay scales were



reviewed in the year 2007 when Parliament converted from a Pay plus Benefits pay structure to a Total Cost to Company pay structure. Since then, the pay scales within the pay grades are adjusted annually through the cost of living adjustment.

As a principle in Parliament, when positions are advertised both inside and outside of the institution, the advert indicates the minimum scale of the pay grade. When a suitable employee is offered a post, it gets offered to him/her at a minimum scale of the pay grade.

In exceptional cases where the new suitable employee is already earning either at the minimum of the new job or above the minimum, then they can write to the Secretary to Parliament requesting for an offer at a higher salary notch above the minimum but within the pay grade scales by submitting their current salary package whether from within Parliament or outside of Parliament. Only the Secretary to Parliament can approve salary offers above the minimum notch of a pay grade.

The main differentiator of salaries within pay grades is as a result of the performance Management system. In the previous performance management system, only employees who received ratings of 4 and above in a 5-point performance rating scale for two consecutive years qualified for notch progressions of 5% of their total cost of employment.

That system created a number of challenges and lots of unhappiness throughout the institution. Two years ago a balanced scorecard based performance management system was introduced and in it employees who score above 3 in a 5-point performance rating scale qualify for a 1% notch progression. This new performance management system allows for more employees to participate and benefit from the process.

The explanation above therefore means that those employees who previously scored 4 and above for a number of consecutive years would earn significantly higher than those who didn't. Secondly, with the current performance management system those who score consistently above 3 will earn higher salaries than those who score below a performance rating of 3.

## **1.7 RESPONDING TO THE SPECIFIC CASES RAISED BY THE JOINT STANDING COMMITTEE**

### **1.7.1 Allegations of discriminatory practices around remuneration based on gender. An example given relates to the Unit Managers and Section Managers in the Parliamentary Communication Services Division.**

- The Parliamentary Communication Services Division consists of six (6) Unit managers whose positions are evaluated at Parliamentary grade D1. Five (5) of the six (6) Unit Managers are female employees and one (1) Unit Manager is male.

- Four (4) of the five (5) female Unit Managers earn more than their male counterpart and the 5<sup>th</sup> female employee earns exactly the same minimum salary as the male colleague.
- One (1) of the four (4) female employees who are earning above the male colleague was appointed at a notch above the minimum because her salary from her previous job she held in the institution was already above the minimum notch of the D1 grade. Following the approval by the Accounting Officer of her above minimum salary she was appointed at a higher notch.
- The division also consist of two (2) Section Managers, one male and one female. The male earns more than the female. The information on the appointment of the two section managers and the differences in their salaries is contained in the table below:

<b>FEMALE EMPLOYEE:</b> Section Manager: Communication Production and Publishing (D2)	<b>MALE EMPLOYEE:</b> Section Manager: Communication Relations (D2)
<b>Position prior to Parliament</b>	<b>Position prior to Parliament</b>
Deputy Director; May 2005 to 30 September 2016.	Deputy Commissioner: June 2014 to 01 December 2016.
<b>Salary before Parliament in 2016:</b> R877 152,00 Total package per annum	<b>Salary before Parliament in 2016:</b> R1 300 614,00 per annum
The minimum salary offered by Parliament in 2016 which was accepted by the employee is R1 224 042 total package per annum	The minimum salary offered by Parliament in 2016 was R 1 224 042 per annum. The employee requested an adjustment within the pay scale for grade D2.  The approved revised offer by the Accounting Officer was for the first notch which was R 1 311 749 per annum, which was accepted by the employee. Hence the difference in their salaries.

## CONCLUSION

- The scenarios above apply in other divisions within Parliament. Salaries are not at all offered to employees on the basis of their gender at all.
- Therefore, allegations of discriminatory practices around remuneration based on gender are completely **Not True**.

**1.7.2 The second allegation is that the same jobs are graded and paid differently in the National Assembly Table Division compared to the same jobs in the National Council of Provinces Table Division. The case referred to relates in particular to the questions area of the National Council of Provinces and that of the National Assembly.**

**1.7.2.1 Job grades in the National Assembly Table and the National Council of Provinces Table Divisions**

- The table below shows similar jobs in both the National Assembly table and the National Council of Provinces. Positions that are graded the same fall within the same salary scales. And therefore the colleagues in those jobs are paid the same, with the differentiators being the reasons listed above such as notch progressions linked to performance.
- There is therefore no truth to the allegation that the same jobs are paid differently due to their location in the Parliamentary Service, that is whether they are located in the National Assembly Division or National Council of Provinces Division or even other Divisions such as Human Resources, Institutional Support Services, etc.

FOR EXAMPLE: BELOW IS A COMPARATIVE PICTURE OF THE SAME POSITIONS IN THE NATIONAL ASSEMBLY TABLE AND THE NATIONAL COUNCIL OF PROVINCES (NCOP) TABLE DIVISIONS

DIVISON	POSITION	GRADE		DIVISON	POSITION	GRADE
NATIONAL ASSEMBLY	Secretary to the National Assembly	E2		NCOP	Secretary To The National Council Of Provinces	E2
NATIONAL ASSEMBLY	Undersecretary: House Plenaries	D3		NCOP	Under Secretary: National Council of Provinces	D3
NATIONAL ASSEMBLY	Procedural Adviser	D2		NCOP	Procedural Adviser: NCOP	D2

NATIONAL ASSEMBLY	Procedural Officer: House Plenaries	D1		NCOP	Procedural Officer: NCOP	D1
NATIONAL ASSEMBLY	Programme Officer	C3		NCOP	Programme Officer	C3
NATIONAL ASSEMBLY	Secretary	B3		NCOP	Secretary	B3

#### **1.7.2.2 Allegations raised by the Control Editor in the National Council of Provinces (NCOP) Table Division**

- The job holder of the Control Editor post in the NCOP alleged that the post he is occupying is performing the same functions as the Procedural Adviser in the National Assembly.
- The Control Editor position went through a Job Evaluation process as highlighted in the Job Evaluation Procedure above and both the job holder of the Control Editor post and the line manager as well as the Divisional manager were involved in the evaluation of the Control Editor post and they all signed the relevant documentation confirming their satisfaction with the process.
- It was only when the result of the Job Evaluation process came up with a lower grade than the one that the incumbent of the Control Editor post expected that he raised an objection.
- The results of the evaluation process for the Control Editor post were submitted by the Chairperson of the Job Evaluation Audit Committee for approval in 2015 which referred to a grade of C3.
- According to the document signed by the line manager of the Control Editor post in the National Council of Provinces Table Division in 2015, the Control Editor post is similar to the Control Editor post in the Bills Office which is also evaluated at C3 and not the Procedural Adviser as the current Control Editor is claiming.
- The line manager of the Control Editor position further highlighted that there are differences between the jobs of a Procedural Adviser, Procedural Officer and Control Editor in the National Council of Provinces Table Division.
- The Procedural Adviser and Procedural Officer posts in both the National Assembly and National Council of Provinces tables are

evaluated at the same level at grade D2 and D1 respectively. There is no Control Editor position in the National Assembly Table Division.

#### **1.7.2.3 Issues to highlight about the differences between the two Divisions**

- It is important to highlight that the organograms of the two divisions, the National Assembly Table and the National Council of Provinces Table are historically structured differently due to the nature of the work of the two Houses of Parliament.
- For example, the National Council of Provinces Division has in their organogram positions such as a Manager: Provincial and Municipal Liaison which the National Assembly Table Division does not have.
- There are also positions for example within the National Council of Provinces Division which support the Office of the Chief Whip of the NCOP, whereas in the National assembly the support to the Chief Whips is outside of the Parliamentary Administration.
- The question to answer going forward is therefore whether the organograms of the two divisions, National Assembly Table and National Council of Provinces Division must be fully standardised in how they are structured or not. The engagement on this issue will form part of the re-engineering process currently underway.

### **CONCLUSION**

The allegation that employees who are in the same jobs are paid differently because of the Division in which they are located, such as either being located in the NA Table or NCOP table is Not True.

#### **1.7.3 DIFFERENCES IN SALARIES BETWEEN PROTECTION OFFICERS AND CHAMBER SUPPORT OFFICERS**

It is important to state from the on-set that this matter involving the Protection Officers and the Chamber Support Officers is still before the courts, where the Protection Officers are challenging the ruling by the Labour Court which was made in Parliament's favour.

##### **1.7.3.1 Background**

- The Protection Officers at Parliament referred a dispute to the CCMA, wherein they claimed that the appointment of the Chamber Support Officers unfairly discriminated against them.

- Parliament defended the matter at the CCMA presenting proof that all institutional processes presented above relating to the development of Job Descriptions, Job evaluations and the recruitment and selection of employees were followed.
- The CCMA issued an award in Parliament's favour.
- The Protection Officers were however unhappy about the ruling and applied to have the award of the CCMA reviewed by the Labour Court.
- The Labour Court also ruled in Parliament's favour.
- The Protection Officers are appealing the ruling by the labour court and have applied to the Labour Appeal Court.

#### **1.7.3.2 Way-forward**

- Even though this matter is before the courts, the two parties are currently engaging with a view to reaching a possible settlement outside of the court processes.

## **2. RESPONSE RELATING TO THE LAWS THAT GOVERN THE CONDITIONS OF SERVICE IN THE PARLIAMENTARY ADMINISTRATION**

### **2.1 INTRODUCTION**

The purpose of this part of the Human Resources report is to provide a response and clarity to the questions raised by the Honourable Members of Parliament of the Joint Standing Committee on the Financial Management of Parliament (The Committee) relating to the laws that govern the conditions of service in the Parliamentary Administration.

The Public Service is regulated by the Public Service Act. The Act regulates, amongst others, the conditions of service of officials, including various policies and procedures. A similar example can be found in the South African Police Services. These officials' conditions of service and policies are regulated by the South African Police Service Act.

Unlike the above examples, Parliament does not have an Act which regulates the conditions of Service of officials. The Parliamentary Service Act (Act 33 of 1974) establishes amongst other, the Parliamentary Administration and recognizes the need for officials to support the business of Parliament. This Act does however not regulate the conditions of service of officials.

The Parliamentary Administration's conditions of Service is thus determined in terms of Labour Legislations ie The Labour Relations Act (LRA) and the Basic Conditions of Employment Act (BCEA). All Parliamentary policies and contracts of employment are formulated in line with the labour legislations. To regulate and

guide the Human Resources practices in Parliament, there is an approved Human Resources Policy Manual.

The Financial Management of Parliament and Provincial Legislatures Act, (Act 10 of 2009, as amended) also assist with not only the financial management of Parliament as an Institution, but with the fiduciary duties of officials in the exercise of their duties.

The regulation of Collective Bargaining on the other hand is conducted in terms of a Recognition Agreement. This agreement is concluded with the majority union at Parliament which is the National Education Health and Allied Workers union (NEHAWU). Generally, Parliamentary administration management engage with NEHAWU on matters of mutual interest. The agreements reached with NEHAWU also impact on the conditions of service of officials, on policies and various procedures.

The Parliamentary Service is in the process of establishing a centralized bargaining forum. This forum, when established, will incorporate the entire legislative sector and will amongst others, standardize the conditions of service for all officials within the sector. A Draft Bill called the Legislative Sector Bill has been developed to regulate this process and is being discussed.

The above legislations, policies and procedures, both from an individual and collective labour law perspective, are incorporated into the contracts of employment of officials at Parliament and thus regulate the expectations, conduct and conditions of service of all officials.

### **3. EMPLOYMENT EQUITY PROFILE**

This part of the Human Resources report provides a response to the question raised by the Honourable Members of Parliament of the Joint Standing Committee on the Financial Management of Parliament (The Committee) relating to the number of women in senior management posts and employees with disabilities

There are currently 1319 employees in Parliament. Of this, 799 employees are African representing 61% of the establishment; 387 are Coloured representing 29%; 36 are Indian representing 3% and 97 are White representing 7% of the establishment.

<b>Race</b>	<b>African</b>	<b>Coloured</b>	<b>Indian</b>	<b>White</b>
<b>Number</b>	799	387	36	97
<b>Percentage</b>	61%	29%	3%	7%

In respect of gender representation, 603 or 46% of the establishment are males; and 716 or 54% of filled positions are held by females. At the bargaining level 57% are female while 43% are male. At the middle management and professional level which is at D band, there are 122 males which make up 56% compared to 96 females or 44%. In the senior management category there are 10 males (67%) compared to 5 females (33%). There is an equal representation of 1 male and 1 female or 50% in the top management category.

Category/Level	Grade	Male	Female	Male%	Female%
Top Management	F	1	1	50%	50%
Senior Management	E	10	5	67%	33%
Professional	D	122	96	56%	44%
Skilled; Semi-skilled; Unskilled	X-C	470	614	43%	57%

To address gender equity at the Management level, Parliament, in the 2018/19 financial year, successfully implemented the Women in Leadership Programme to accelerate the development of its women leaders. It was conceptualised as part of a range of programmes designed to improve leadership and management capabilities, and to unleash the leadership potential of talented women managers and team leaders so that they can take up middle management and senior leadership positions in future. Thirty-two (32) women leaders were part of this leadership journey. Four of the participants in this programme have been promoted into Middle Management roles, since embarking on this journey. The participants in this programme continue to participate in a number of institutional projects in order to practice their acquired skills.

In respect of employees with disabilities, there are 10 employees in the institution who have disabilities. Parliament is engaging with organisations that deal with people with disabilities in order to access a database for future employment.

A snapshot of the age profile of the establishment reflects the information as contained in the table below.

AGE CATEGORY	NUMBER PER CATEGORY	% PER AGE CATEGORY	NUMBER PER GROUPED CATEGORY	% PER GROUPED CATEGORY
20 - 24	2	0.15%	24	1.81%
25 - 29	22	1.67%		
30 - 34	97	7.35%		
35 - 39	208	15.77%	305	23.12%
40 - 44	239	18.11%		
45 - 49	313	23.73%		
50 - 54	220	29.01%	370	28.05%
55 - 59	150	11.37%		



60 - 69	65	4.93%	65	4.93%
70 - 75	2	0.15%	3	0.23%
75 - 79	1	0.08%		
<b>TOTAL</b>	<b>1319</b>			

From the table above, it can be seen that only 24 employees or 1.81% of the establishment are below 30 years old; 121 or 9% are below 35 years old and the majority of employees (980 or 74.3%) are located within the 35 to 55-year age category. 17% or 218 employees fall into the 55 and above category which effectively means that they qualify for early retirement and may leave the institution at any time.

Given the age profile of the Parliamentary Services as depicted above, there is a need to ensure that young people are prepared to succeed when the current generation retires. In this regard, it is important to implement programmes that are targeted at developing the skills of young people. The Institution is now looking at implementing a Graduate Development programme with the express purpose of creating a pipeline of young people who will be absorbed into full-time employment following a rigorous development programme over at least a three-year period. In this way, Parliament will be giving effect to the National Development Plan and the needs of Parliament in respect of implementing youth development programmes.

#### 4. VACANCIES

This part of the Human Resources report provides a response to the Honourable Members of Parliament of the Joint Standing Committee on the Financial Management of Parliament (The Committee) relating to the breakdown of the number of vacancies in the institution

At the beginning of the 2019/20 financial year, there were 136 vacant posts in the establishment. Of these, 44 (forty-four) posts are in Core Business Branch, 76 (seventy-six) posts are in Support Services Branch and 16 (sixteen) posts are in the Office of the Secretary Branch.

To date, 81(eighty-one) funded vacant posts were filled. These entailed posts that were vacant at the beginning of the financial year; posts that became vacant as a result of turnover as well as some posts that were carried over from the last financial year. Of these filled posts, 10 (ten) are in the Core Business Branch, 36 (thirty-six) posts are in Support Services Branch and 35 (thirty-five) posts are in the Office of the Secretary Branch.

The high number of appointments in the Support Services Branch is due in large part to appointments in the Catering and Cleaning Services units in the Institutional

Support Services Division. A decision was taken by the institution in the last financial year to insource the catering and cleaning services in Parliament. Funds that were previously allocated to outsourcing this service was redirected to appoint the employees permanently. Nineteen (19) employees were appointed in the Catering Services Unit and the remaining five (5) appointments were made in the Cleaning Services Unit in June 2019.

With the conclusion of the 5<sup>th</sup> Parliament, at the end of June 2019, the contracts of all employees who were attached to the political officer bearers were terminated. In July and August 2019, 28 (twenty-eight) employees were appointed in the Offices of the Speaker of the National Assembly and the Chairperson of the National Council of Provinces in accordance with the needs identified by the Presiding Officers. These posts are located within in the Office of the Secretary branch.

Recruitment campaigns for the filling of 42 (forty) posts activated in this financial year are at various stages of the recruitment process. 10 (ten) are in the Core Business Branch, while 29 (twenty-nine) are in Support Services Branch and 3 (three) in Office of the Secretary Branch.

**The table below shows the stages of progress of the recruitment campaigns activated in this financial year:**

No	Position	Closing date of advert	Recruitment Status (Stage)	Projected Offer Date	Turnaround time (weeks)
1	Asset and Inventory Officer	28 July 2019	Shortlisting	15 October 2019	11.4
2	Chief Finance Officer	16 August 2019	Ranking	01 November 2019	11.2
3	Senior Table Administrative Officer	02 August 2019	Ranking	25 October 2019	11.6
4	Chamber Assistant X4	09 September 2019	Ranking	31 October 2019	7.8
5	Administrative Assistant	29 August 2019	Ranking	01 November 2019	9.4
6	Researcher	6 September 2019	Recommendation	01 November 2019	8.2
7	Researcher	6 September 2019	Recommendation	01 November 2019	8.2
8	Administrative Assistant	29 August 2019	Interview	01 November 2019	9.4
9	Papers Store Assistant	09 August 2019	Recommendation	05 October 2019	8.2

10	Chief Information Officer	16 August 2019	Interview	31 October 2019	11.0
11	Head: Security Management	16 August 2019	Advertising	31 October 2019	11.0
12	Contracts Controller	09 August 2019	Interview	20 October 2019	10.2
13	Section Manager: Catering	15 August 2019	Interview	31 October 2019	11.2
14	Maintenance Assistant X11	09 August 2019	Ranking	18 October 2019	10.2
15	Transport Controller	09 August 2019	Ranking	25 October 2019	11.2
16	Executive Secretary	09 August 2019	Advertising	25 October 2019	11.2
17	Head chef	09 August 2019	Ranking	25 October 2019	11.2
18	Chef	09 August 2019	Ranking	25 October 2019	11.2
19	Head Waitron	09 August 2019	Interview	25 October 2019	11.2
20	Waitron	09 August 2019	Interview	25 October 2019	11.2
21	Catering Assistant	09 August 2019	Ranking	25 October 2019	11.2
22	Business Optimisation Consultant	13 September 2019	Advertising	07 November 2019	9.2
23	Wellness Coordinator	27 September 2019	Advertising	15 November 2019	9.2
24	HRIS Officer	27 September 2019	Advertising	15 November 2019	9.2
25	Labour Relations Specialist	19 July 2019	Interview	08 October 2019	11.6
26	Newsroom Specialist	04 September 2019	Shortlisting	15 November 2019	10.6
27	Principal Communication Officer	04 September 2019	Shortlisting	15 November 2019	10.6
28	Secretary to the Section Manager	27 September 2019	Advertising	30 November 2019	9.2
29	Expenditure and procurement controller	04 September 2019	Shortlisting	15 November 2019	10.6

## **5. OUTCOME OF EXIT INTERVIEWS**

This part of the Human Resources report provides a response to the questions raised by the Honourable Members of Parliament of the Joint Standing Committee on the Financial Management of Parliament (The Committee) relating to the outcome of exit interviews and the strategies employed to retain staff.

At the end of the 2018/19 financial year, the turnover rate which calculates the number of voluntary resignations as a % of total staff complement, was 2.06%. This is indeed low when compared to the norm of 5-10%.

In this financial year to date, there were 7 resignations, representing a turnover rate of 0.53% of the establishment.

Exit interviews are conducted with employees who are exiting the institution, the main aim of which is to determine the reasons for an employee's departure, on the basis that the information obtained will be helpful in driving organizational improvement.

Employees provided the following category of reasons for leaving the organisation:

- Nature of employment contracts
- Geographic location of worksite and cost of living in Cape Town
- Personal/Family commitments
- Career opportunities
- Workload and nature of work
- Organisational culture

### **Strategies to retain staff**

To address the matters raised by employees in their exit interviews, the following interventions were implemented:

1. The new HR Policy Manual approved in October 2018 stipulates that all employees on the A to D band salary level will be employed on a permanent basis, while employees on the E band will be appointed on a fixed-term performance based contract basis.
2. Annual salary adjustments in Parliament are higher than the Public Service. It takes into account the cost of living in Cape Town and the fact that employees who have relocated to Cape Town may in fact be supporting two households.

3. The development of an effective, responsive and agile Parliamentary service is key to ensuring the appropriate support to the Members of Parliament. The Organisational Realignment Project, currently underway, is geared towards organisational effectiveness through a holistic review of the Parliamentary Services Administration. It is aimed at ensuring that there is an alignment of processes, systems, policies, structures, roles and organisational culture to the strategy and mandate of Parliament. A draft Organisational Culture Framework has been developed as part of the deliverables of the realignment project.
4. Employees' workload and nature of work will be addressed through the performance management process where the roles of employees are discussed with their line managers, initially when contracting and subsequently in the review sessions. It is during these engagements that managers will provide clarity to the employees on their deliverables. In addition, more complex issues around role clarity will be addressed in the Organisational Realignment Project.

## **6. PRESENTATION OF THE RESULTS OF THE EMPLOYEE ENGAGEMENT SURVEY**

At the invitation of The Committee, the Human Resources Division will present the results of the Employee Engagement Survey to the Committee.

## **7. CONCLUSION**

The Human Resources (HR) Division have submitted this detailed report in response to the matters raised in the meeting of the Joint Standing Committee on the Financial Management of Parliament held on 22 August 2019. We remain available to provide further detail to this submission, should it be required.