

**MINISTRY OF DEFENCE & MILITARY VETERANS**

**NATIONAL ASSEMBLY**

**QUESTION FOR WRITTEN REPLY**

**1083. Mr S P Mhlongo (EFF) to ask the Minister of Defence and Military Veterans:**

(1) With reference to her reply to question 579 on 10 April 2018, (a) what were the (i) findings and (ii) recommendations of the investigations of the Management Renewal Services and Military Psychological Institute, (b) on what date were the entities appointed, (c) who did they report to and (d) when did they finish their investigation;

(2) what (a) has been finalised in the organisational diagnosis, (b) recommendations will the department be implementing and (c) are the time frames in each case? NW1175E

**REPLY:**

(1) (a) The findings and recommendations of the investigation by Military Psychological Institute (MPI) were as follows:

(i) Findings. More than 90% of the members at Internal Audit Division were interviewed by Industrial Psychologists of MPI and consultants of the South African Air Force’s Directorate Management and Renewal Service (DM&RS) Renewal Services and the findings were confirmed by more than 75% of members interviewed. The results of the quantitative data supported the findings of qualitative data. The Weisbord Six Box Model was used as a departure point in the psychologists’ approach to the Organisational Diagnosis (OD). The model focused on six dimensions in an organisation and provided key information on the dimensions that might impact on an organisation’s effective functioning. Information obtained from individual interviews and focus groups was thematically analysed and integrated in order to identify main themes according to the model used. The positive aspects within each dimension were also addressed in congruent with developmental aspects. The main themes of the findings were as follows:

1. Strategy and Purpose. Members of the Division were found to be clear on what internal audit entails, however, in most cases, there were no clear written job descriptions and performance appraisal documents.
2. Structure. Insufficient structure and lack of clearly defined command channels leads to role ambiguity and confusion in the work place.
3. Rewards and recognition. Absence of formal reward and recognition system made members feel unappreciated.
4. Helping mechanisms. The lack of formalised and clearly communicated policies and procedures create confusion within the Division.
5. Relationships. Management of differences and conflict was identified as a concern. Some of the relationship challenges related to centralised decision making process, lack of communication and post-conflict relationship management.
6. Leadership. Members of the Division were aggrieved by the leadership style adopted by top management.
7. External environment. Long process of audit reports finalisation, recruitment process and support from higher headquarters was were found to be a concern.

(ii) Recommendations. The following recommendations were made:

1. It was recommended that the CAE works with an executive coach of senior status.
2. A strategic planning session needs to be conducted, followed by the implementation of a supportive organisational structure and culture.
3. The CAE should operate in a more strategic and functional capacity and focus on intern development, project output and quality control.
4. Staffing of critical positions to avoid staff burnout.
5. The appointment of Divisional Chief of Staff to act as a link between the Divisional Head and staff members.
6. All members (including the CAE and her management team) should be given the opportunity to see a clinical psychologist to debrief.

(b) The entities’ intervention was requested on 14 November 2016.

(c) The entities reported to Major General M. Sitshongaye, Chief Director HR Strategic Direction and Policy.

(d) The organisational diagnosis was conducted over the period 23 November to 05 December 2016.

(2) (a) The entire OD has been finalised.

(b) The Department has implemented some of the recommendations of the OD and is in the process of processing others.

(c) The timeframes for the implementation of the OD recommendations is continuous. Other recommendations have been implemented, while others are in progress.