

**MINISTRY: PUBLIC SERVICE AND ADMINISTRATION**

**REPUBLIC OF SOUTH AFRICA**

**NATIONAL ASSEMBLY**

**QUESTION FOR WRITTEN REPLY**

**QUESTION NO.: 320**

**Ms A T Lovemore (DA) to ask the Minister of Public Service and Administration:**

With reference to the statement made on page 14 of his department's Annual Operational Plan for the 2015-16 financial year that the Public Service continues to face substantial challenges around recruiting competent senior managers and developing them to be able to carry out the mandate of Government effectively, what are the details of (a) the challenges, including (i) the departments affected, (ii) the magnitude of the challenges, (iii) the (aa) vacancy and (bb) turnover rate of senior managers per department, and (iv) the identified impact on service delivery, and (b) the measures (i) in place or (ii) planned to address the challenges?

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**REPLY**

(a) The challenges include the following:

* Departments have not consistently applied the required legislative prescripts in order to effect a fair and objective recruitment process.
* Departments did not have standardised methods and procedures in place to ensure compliance.
* Departments have challenges in determining inherent skills, competencies and training required.
* Departments have further challenges determining valid and fair selection criteria.

1. The departments affected are listed on the **attached Annexure A**
2. The magnitude of the challenges is small.
3. (aa) The average vacancy rate at senior management level as at 31 December 2015 is 9.12%;

(bb) The average turnover rate at senior management level as at 31 December 2015 is 0.78%.

1. The challenges are minimal due to the measures put in place to prevent them and also to address them as and when they are identified.

(b) (i) Measures in place to address the challenges include the following:

1. Enforcement of the legislation that govern recruitment and selection namely; the Public Service Act, 1994 (as amended) and its subordinate legislation, the Public Service Regulations, 2011 (as amended).
2. Implementation of a strategy to reduce the recruitment period and the vacancy rate in the Public Service, which include reduction of the period to fill a vacant post in the Public Service to four (4) months after being advertised; and reducing the average vacancy rate in the Public Service to 10%.
3. Standardisation of the recruitment practices through introduction of the Executive Protocol on filling of the vacant posts of Directors-General and Deputy Directors-General at national sphere of government. This Protocol also provides norms and standards on recruitment.
4. Introduction of a Directive on the selection practices in relation to Ministerial Directives.
5. Introduction of a Directive on Compulsory Capacity Development, Mandatory Training Days and Minimum Entry Requirements into Senior Management Level.
6. Introduction of a Directive on the Implementation of Competency Assessments for entry onto Senior Management Service levels.
7. Introduction of a Directive on the minimum educational requirements for entry into the position of senior management service.

(ii) Plans to address the challenges;

Planned initiatives include introduction of a pre-entry certification for any individual who wishes to enter or progress within the Senior Management Service. A Public Service specific course is currently being developed by the National School of Government in this regard. A guideline for mentoring and peer support has also been drafted in order to improve the quality of individual leadership development for newly appointed as well as currently employed SMS members.