

**MINISTRY: PUBLIC SERVICE AND ADMINISTRATION**

**REPUBLIC OF SOUTH AFRICA**

**NATIONAL ASSEMBLY**

**QUESTION FOR WRITTEN REPLY**

**QUESTION NO.: 3615.**

**Mr A P van der Westhuizen (DA) to ask the Minister of Public Service and Administration:**

(1) Why did the Public Service Commission’s branch for Leadership and Management Practices choose the Western Cape for an audit to establish a benchmark for appropriate human resource and financial management skills for senior managers;

(2) (a) did the specified audit include both provincial and national senior managers and

(b) what were the findings of the specified audit;

(3) have any benchmarks been developed from the findings of the specified audit; if so, what are the relevant details;

(4) was the specified audit followed by similar studies in other provinces; if so, what were the findings;

(5) were any conclusions and/or recommendations made based on the comparison made between the specified provinces; if so, what are the relevant details? NW4283E

**REPLY**

1. The Public Service Commission (PSC) on an annual basis identifies key areas to be investigated, monitored and evaluated both at national and provincial level. Due to financial and human resource capacity constraints, the scope of projects does not comprise the entire Public Service. Provincially Based Commissioners identify projects to be undertaken in each Province, which is the case with regard to the skills and competency audit of human resource and financial management of senior managers in the Western Cape.

(2) (a) The audit included senior managers (levels 13 and above) from the Western Cape Provincial Administration.

(b) The findings indicated that senior HR managers have improved their components in terms of competence, teamwork, morale and most notably increased efficiencies, compliance and service delivery through streamlined processes. The areas of development identified include the need to enhance on knowledge management within the HR function and strategic capability and leadership.

Finance managers were highly regarded in terms of attention to detail, continuous scoping and analysis of the policy environment, as well as the manner in which most help staff improve competence add value within their context. Developmental areas identified for this group include enhanced interpersonal competencies, especially those that allow them to thrive when managing larger and more diverse teams, contribution towards service delivery innovation and managing change.

(3) The instruments developed and methodology used as part of this project can be refined and adapted for use in departments and other provinces. The project was designed to highlight the required critical skills and knowledge from Human Resource Management and Financial Management portfolios in order to assure high performance.

(4) The audit was not conducted in any other province.

(5) See point 4 above.