**ANNEXURE B: KEY INFORMANT INTERVIEW SCHEDULE**

**PART B: QUESTIONS**

B1. What does the employee’s total remuneration package in the DPSA consists of?

Key Informant 1: Basic Salary, Housing and Car Allowance (where necessary), Non-Pensionable Cash.

Key Informant 2: It consist of Basic Salary, Performance bonus, Leave Discounting, 13th Cheque, Overtime, Housing Allowance, Unemployment Insurance Fund, Medical Aid and Pension Fund.

Key Informant 3: Basic salary, benefits and allowances.

Key Informant 4: Pension, housing allowance, medical aid, car allowance.

Key Informant 5: 357

Key Informant 6: Basic salary, medical aid and pension.

Key Informant 7: Look Senior Managers like myself are remunerated according to a total cost to employer package, so I get a total amount so I can structure that according to my own needs, the only compulsory part is the contribution to Government Employee Pension Fund. In my case, 70% is pensionable and 30% is non-pensionable, so you can basically structure that 30% as you wish.

Key Informant 8: Medical Aid, Pension, Annual bonus, Cellphone allowances, data allowances etc.

Key Informant 9: Net salary, medical aid, pension contribution.

Key Informant 10: Salary level 2 to10, they get basic salary and benefits, for example: medical aid, pension fund. Employees on level 11 and above can structure their packages within the following constraints. Select your basic salary, either 70%, 75% or 76% of total remuneration package; Flexible portion: the employee has the choice to structure the following: Motor Vehicle Allowance and Medical Assistance Benefit. It is compulsory to structure an Annual Service Bonus and membership of the DPSA Fund. Any remaining amount is automatically, paid into the Non-pensionable Cash Allowance.

Key Informant 11: Basic Salary, Service bonus, employer contribution to GEPF, employer contribution to medical scheme, housing allowance, SMS employees get car allowance and non-pensionable income.

Key Informant 12: Ok, for Senior Management Services (SMS) and Middle Management Services (MMS) it is all inclusive package, which also includes pension and then You have got level 1 to 10 that has a salary and they qualify for medical, housing allowance and also pension contribution.

Key Informant 13: Permanent employees and those on contracts

Key Informant 14: It consists of different allowance, which on the total package can be divided according to your preferences. There is prescription, which is 70% can be your basic salary, then there rest is divided amongst non-pensionable allowances, employer contribution and service bonus which can be calculated based on 30%.

Key Informant 15: The package is 70, 30, the 70 percent is dedicated to basic salary and the 30 percent is then dedicated to fringe benefits which is your medical aid, your pension and then also car allowance that fall under fringe benefits and also in the same fringe benefits, there is also those that are not opting for those fringe benefits. They get what we call takeover of what they should have been allocated to their basic salary, because they are not forced to take the package, it is allowed, not all people opted for the package, some they opted for cash. In a nutshell, we are talking of split of 70 to 30 percent.

Key Informant 16: It consists of Housing, Pension, Medical and Service Bonus that is the 37% portion.

B2. What proportion of the DPSA budget goes to employee remuneration?

Key Informant 1: About 54% of the DPSA budget goes to Employees remuneration.

Key Informant 2: For 2021/22 current financial year, the Compensation of employees’ accounts to R284, 324 million and the total budget is R526, 192 million, the proportion is 54%.

Key Informant 3: Must not exceed 30% of the overall budget.

Key Informant 4: 54%.

Key Informant 5: Not sure

Key Informant 6: 54%.

Key Informant 7: I do not know, look this is the question that our Finance people will be able to tell you.

Key Informant 8: Not sure

Key Informant 9: 60%

Key Informant 10: Almost 54 percent of the DPSA total budget is used to compensate employees.

Key Informant 11: 54%.

Key Informant 12: For the current financial year, which is, 2021 is 54%

Key Informant 13: 54%.

Key Informant 14: 62% of the budget allocated goes to Compensation of employees according to 2019/20 which the trend will be the same, remember the budget done is based on trends, it is not a zero based budgeting, so obviously it will be more or less the same in term of the weighting.

Key Informant 15: When you look at the financial year 2020/21, which started in April this year, the total budget was five hundred and sixty two, hundred and ninety two million, in that compensation of the employees is two hundred and eighty four, two hundred and twenty four million. In summary the proportion is expressed as a percentage of 54 percent, that is in a nutshell of how is done in terms of the compensation.

Key Informant 16: Unfortunately, I have no idea Human Resource will know better, I do not know.

B3. How would you classify the relationship between remuneration and employee performance in the DPSA?

Key Informant 1: I am not sure that there is a relationship between remuneration and performance; there are other tools to give incentives to those who performed beyond expectation in relation to their Performance agreement. That incentive comes in a form of performance bonus and pay progressions. However, as far as remuneration is concerned, there is not much that affects it, whether you are performing or not, the employee is still guaranteed of his or her salary. It is so because DPSA just like other government department, it is not a profit making institution, and hence the performance has little effect on the remuneration.

Key Informant 2: The relationship is negative, because there is no correlation between Job description and the remuneration.

Key Informant 3: Remuneration is an incentive for job done, however it does encourage employees to perform well.

Key Informant 4: ? It not equally, due to shortage of staff many work more functions than they are remunerated for.

Key Informant 5: The relationship of DPSA employees and their remuneration can be classified as good.

Key Informant 6: Remuneration is not a driving factor for someone to improve their performance. DPSA must consider all forms of motivation to improve the performance of employees. Motivation has significant effect on employee performance.

Key Informant 7: I think there is a very weak relationship between the two of them, because remuneration is largely guaranteed, also salary adjustments. The only direct correlation between remuneration and performance, relates to the annual salary notch increment. One must have achieve at least a satisfactory rating performance assessment, to qualify for notch progression, but other than that the performance bonus are being phased out, this is the last year that it will be paid, so there is no a direct correlation between remuneration and performance.

Key Informant 8: No return on investment, there’s no relationship between remuneration and employee performance as employee paid more than they perform.

Key Informant 9: They are not correlating because the Department is not performing optimally, yet it has highly paid officials in senior positions.

Key Informant 10: No alignment with industry.

Key Informant 11: The relationship in some cases is not good due to lack of motivation, political interference.

Key Informant 12: I think the higher your level and of course, your salary, the more pressure it is on the employee to perform and the quality of performance.

Key Informant 13: The performance is not consistent it depends on the area of work. Some employees have more responsibilities due to imbalances in available capacity therefore, it seems like remuneration is insufficient.

Key Informant 14: There is a relationship which is not that strong if other factors are not taken care of, I can give an example because remuneration goes hand in hand with other things, it is not only financial consideration, but also the working environment. Meaning even if the staff is paid highly, if the morale is low and employees are not motivated, there is no empowerment, and then the performance might drop even if they are paid highly.

Key Informant 15: Anything that governs employees in terms of performance is governed through what we call performance agreement or performance contracting. In that contracting, it will be equating into the job description of the employees in terms of the key performance areas. In terms of the job evaluation, each post will then be job evaluated or equated to the responsibilities of the employee. In my case for instance it will be graded to Deputy Director c ore function within the HRM, which is the Human Resource Development and Performance Management. So, the relationship is more on what the person should do in terms of the actual work and also what the person should do in terms of the managerial work. Also the responsibilities of finance for instance the budget, the person managing the employees and the resources, the people that are reporting to me as part of the supervisory level and also the actual equipment, looking at the equipment such as computers and also desktop as part of the responsibilities. When they equate it within the job evaluation, they look at those responsibilities, in my case because am the Deputy Director, they look at those in terms of the package. But how it get assessed, I sit with my supervisors we agree on the performance contracting, in that performance contracting, we quantify the deliverables of how it will be done and do the time bond where we should measure them to assess each other whether am performing or not performing in terms of performance contracting or performance agreement. So I will say Yes there is a relationship in terms of how much the person is earning and how much the persons is producing, delivering or executing the duties there is a core relationship, because it depends on the responsibilities you are expected to do within your job portfolio or job level.

Key Informant 16: According to Me, there is no relationship. The issues is the system itself is not implemented correctly by the DPSA, the Performance Management Development System in my view, because I have been in the Human Resource space for a long time before I came to the policy section. So there is no relationship, decisions are based on what the employer has in the purse and whom the committee is favoring, but it does not have any relationship, I do not want to lie.

B4. Do you think employees who are highly remunerated perform better in the DPSA?

Key Informant 1: Not really. Not all who are highly remunerated perform better. Some of them do perform better and some of them do work long hours including weekends to reach deadlines and submit reports. The latter does not always mean one is performing better. There may be an element of over delegation of work by those who are highly paid to the lower income earners in the department.

Key Informant 2: No, money is not always the motivating factor for performance

Key Informant 3: Not necessarily, the PMDS results may proof this theory otherwise.

Key Informant 4: Not always, I believe they spend more time on strategic matters than operational.

Key Informant 5: No really performance is not totally depended on remuneration. There are issues like organizational culture and management treatment and attitude towards that also contribute to employee performance.

Key Informant 6: No, remuneration is not the only motivation for better performance.

Key Informant 7: Look, I don’t know but the theory is and am talking from an academic perspective, higher remuneration does not necessarily lead to better performance, but if you remunerate people inadequately that has an impact on people’s performance and people tend to perform less if they feel they are remunerated worse than people doing similar jobs. I think as far as DPSA is concerned, I don’t think there is a direct correlation between remuneration and performance.

Key Informant 8: No, not at all.

Key Informant 9: No.

Key Informant 10:

Key Informant 11: Some perform better but some are not performing well due to lack of skills and experience in some cases by people who they are reporting to and an unhealthy working environment that does not meet occupational health and safety standards and also working long hours due to capacity constraints.

Key Informant 12: I don’t necessarily think so, like I said I think there is lot of pressure on the higher levels, but I think that they are of course you always have a few people that does not perform as hard as the rest. But, also on the lower levels in our department I think people are really performing well. One thing that I have seen in the DPSA is that those people that tend to work the hardest and perform the best, always get more loaded on to them, and those ones that are little lazy, they just get away with it. I do not think is remuneration no, I think it is other issue and it is also got to do with the personality.

Key Informant 13: Yes, some do perform better.

Key Informant 14: No, if employees are not motivated enough, they have low morale and seem to think that there is no strategic direction or there is not personal growth in their careers, they won’t be motivated, so high remuneration is not a direct link to better performance.

Key Informant 15: Currently I will say no, because I am not convinced whether from the Director General (DG), up until to a clerical person or even to a cleaner, I am not convinced whether we have done justice in terms of quantifying what is expected from us. As I have explained in answering the B3 question, I would like to see a proper quantified performance agreement or contracting, running through from the DG up until downwards so a persons can see the bigger picture of how do I held the Department to perform. The synchronisation or the alignment of my performance agreement with the person I am reporting to in this case a Director up to the level of the DG. So at the moment we are found wanting, that is why we do have grievance or dispute in terms of the performance assessment. Because people are saying, from where I am sitting, I have worked well and deserve a bonus and the supervisors are saying you worked within what is expected, so you do not deserve a bonus but a 3 which is what you are expected to do, we call it effective, it is not highly effective, it is within what you are expected to work, there is nothing extra ordinary, there is no way we could give you a bonus, there is always that contention. So in answering this question of B4, which says, do you think employees who are highly remunerated perform better in the DPSA? I will say, it can get improved, currently I am not convinced what it has done properly, I would like to see a correlation of their performance agreements addressing the key issues, such as if there is audit findings, I want to see how best are they addressing those findings in their performance agreements. If there is high level of service delivery that must be prioritised, I want to see that finding its expression in their performance contracting, then we can be assessed going forward, in other words the impact of the service delivery must not be found wanting, we need to locate where it belongs. Currently it is more generic and is not done properly. I can take long to discuss this but in a nutshell am saying a lot need to be done in order to do this function properly.

Key Informant 16: No, they are the worst performing people in the DPSA. I can make an example of the DPSA Human Resource. Previously in term of the Job Evaluation system, there was something called Equate System used to evaluate the weight of the job or the grading, so that system has been phased out and there is currently nothing in place. In terms of that system, there are certain elements that one has to look at in order to determine a salary or remuneration within a certain occupational class. I have been trained on that Job Evaluation; for example; this line function’s responsibility is to develop policies and having done that we need to go out and rollout those policies, be it a collective agreement or a policy. Our work requires extensive travelling and the impact of the work we are doing as a line function affect plus or minus 1.5 million public servants and we are remunerated differently with the people at Human Resource; whilst the impact of the work they are performing affect plus minus 500 people, so I would say it’s a no.

B5. Is there any legislation supporting remuneration reduction in the DPSA? Please specify.

Key Informant 1: I’m not aware of any legislation that supports reduction of remuneration in the department. Salary levels a regulated in terms of Public Service act and regulations. Remuneration may be reduced only because of a demotion of an employee resulting from a disciplinary outcome. This is mainly handled in terms of the Labour Relation relevant legislations.

Key Informant 2: No

Key Informant 3: No.

Key Informant 4: No

Key Informant 5: No there is no DPSA legislation that support remuneration reduction as remuneration in the Public service is centrally determined.

Key Informant 6: No

Key Informant 7: No, the public service act basically protects remuneration, the act provides that you cannot reduce somebody’s remuneration, unless is through disciplinary process or if a person concerned to it, but in general people’s remuneration are protected in law.

Key Informant 8: No, there is no legislation supporting remuneration reduction.

Key Informant 9: Not that I am aware of. The Public Service Act does not support remuneration reduction.

Key Informant 10: I never seen or heard about such legislation.

Key Informant 11:No

Key Informant 12: Not that I am aware of.

Key Informant 13: No, I have not seen such legislation.

Key Informant 14: I do not know any but based on disciplinary processes where there is an infringement or whatever conduct, one of the remedy could be a demotion, so only that part but not reduction based on economy or based on something. The only process I know is when is part of the disciplinary process to demote someone.

Key Informant 15: In terms of the Public Service Act and also Public Service Regulations, the salaries are structured and they are negotiated within the collective bargaining, so they are standardised throughout Departments. For instance; I am on seven hundred thirty three two hundred and fifty seven per annum, which is level 11. It is standardised, all the people who are entering the first entry of level 11 will then earn within seven hundred thirty three two hundred and fifty seven per annum which is negotiated and rectified at a union level and go to bargaining and the employer level. So, were it becomes a reduction, it can only be done if for instance, the performance agreement and the assessment of the person has been consistently lower in terms of their assessment. If I am forever getting two and two then I need to get 3 which is were you are expected to work, 4 is where you get a bonus in terms of the performance standard rating. So if for instance; I am consistently getting two, the employer can then initiate a demotion, but it is done through labour relation, because it must be done through grievances or dispute resolutions. If the employer wins the case they can agree to demote a person, that is where they will be a reduction, but under normal circumstances, the reduction is no done within the public service, it is very rare unless it is done through collective bargaining and also dispute resolution.

Key Informant 16: No, there isn’t, but according to the Public Service Regulations there is a provision in the regulation that says unless the person was found of a misconduct, it is only then they can reduce the remuneration, otherwise it will be seen as unfair labour practice. If a person is under performing, you do not reduce the remuneration but come up with some interventions and strategies whereby corrective steps will be taken, your financial sessions and management skills depending on what the challenge is.

B6. What would the DPSA’s remuneration framework consist of?

Key Informant 1: The framework consists mainly of monthly remuneration regulated as per employees ‘level when they are employed. There is no other framework utilised to compensate employees.

Key Informant 2: In line with Section 37 of the Public Service Act, which talks about Remuneration of employees indicate that:

(1) Employees shall be paid the salaries and allowances in accordance with the salary scale and salary level determined by the Minister in terms of section 3 (5).

(2) An executive authority may, only if it is allowed by regulation and to the extent prescribed-

(a) grant employees or classes of employees of the relevant department on appointment or transfer salaries higher than the minimum amounts of the appropriate salary levels of the applicable salary scales;

(b) grant employees or classes of employees of the relevant department special advancement in salaries within the salary level of the salary scale applicable to them; and

(c) grant an employee of the relevant department special advancement in salary within the salary level of the salary scale applicable to him or her or grant him or her a salary in accordance with a higher salary level or any other reward, if he or she has exceptional ability or special qualifications or has rendered meritorious service and it is in the public interest.

Key Informant 3: Grade progression, salary progression and performance bonus.

Key Informant 4: In line with the Public Service Act section 37: (1) Employees shall be paid the salaries and allowances in accordance with the salary scale and salary level determined by the Minister in terms of section 3 (5).

(2) An executive authority may, only if it is allowed by regulation and to the extent prescribed-

(a) grant employees or classes of employees of the relevant department on appointment or transfer salaries higher than the minimum amounts of the appropriate salary levels of the applicable salary scales;

(b) grant employees or classes of employees of the relevant department special advancement in salaries within the salary level of the salary scale applicable to them; and

(c) grant an employee of the relevant department special advancement in salary within the salary level of the salary scale applicable to him or her or grant him or her a salary in accordance with a higher salary level or any other reward, if he or she has exceptional ability or special qualifications or has rendered meritorious service and it is in the public interest.

Key Informant 5: Remuneration framework is a national framework determined by National Treasury and the Minister for Public Service and Administration and no Department is allowed to have its own legislation.

Key Informant 6: Section 37 of the Public Service Act, say that:

(1) Employees shall be paid the salaries and allowances in accordance with the salary scale and salary level determined by the Minister in terms of section 3 (5).

(2) An executive authority may, only if it is allowed by regulation and to the extent prescribed-

(a) grant employees or classes of employees of the relevant department on appointment or transfer salaries higher than the minimum amounts of the appropriate salary levels of the applicable salary scales;

(b) grant employees or classes of employees of the relevant department special advancement in salaries within the salary level of the salary scale applicable to them; and

(c) grant an employee of the relevant department special advancement in salary within the salary level of the salary scale applicable to him or her or grant him or her a salary in accordance with a higher salary level or any other reward, if he or she has exceptional ability or special qualifications or has rendered meritorious service and it is in the public interest.

Key Informant 7: DPSA uses remuneration framework like the rest of the public service. The public service’s remuneration framework consists of 16 levels grading system. Which means from level 1 to 10 people get a basic salary plus benefits like pension fund, you get a medical subsidy if you belong to a medical aid scheme, you can get a housing allowance if you are a home owner, you get a 13th cheque which is paid in your birthday month. There was a possibility of performance bonus which is phased out and the leave benefit, although it does not have a direct remuneration implication. Level 11 to 16 people are remunerated according to a total cost to employer approach, which means there is an amount of money that they can structure within certain rules. Basically, they can structure for a car allowance, housing allowance, medical aid and 13th cheque. There are a few individuals that get allowances. I know that the DG for example get certain allowance and the secretary reporting to her get some allowance.

Key Informant 8: It should consist of equal job weight and pay on the basis of, clearly defined deliverables based on proper and unbiased Job Evaluation System.

Key Informant 9: I am not sure.

Key Informant 10: DPSA’s remuneration and benefit structures are grouped in terms of salary levels as well as the type of appointment.

Key Informant 11: Section 37 of the Public Service Act, say that:

1. Employees shall be paid the salaries and allowances in accordance with the salary scale and salary level determined by the Minister in terms of section 3 (5).
2. An executive authority may, only if it is allowed by regulation and to the extent prescribed-
	1. grant employees or classes of employees of the relevant department on appointment or transfer salaries higher than the minimum amounts of the appropriate salary levels of the applicable salary scales;
	2. grant employees or classes of employees of the relevant department special advancement in salaries within the salary level of the salary scale applicable to them; and
	3. grant an employee of the relevant department special advancement in salary within the salary level of the salary scale applicable to him or her or grant him or her a salary in accordance with a higher salary level or any other reward, if he or she has exceptional ability or special qualifications or has rendered meritorious service and it is in the public interest.

Key Informant 12: Ok, well in government employees are remunerated according to the salary levels that they are appointed on. For salary level 1 to 12, if they are any change in the salary or benefit, it must be negotiated in the Public Service Co-ordinating Bargaining Council (​PSCBC). For SMS members, their salaries are not negotiated.

Key Informant 13: Basic salary, 13th cheque, flexible portion.

Key Informant 14: The DPSA or the government in total; is governed by Public Service Act, and if you go to paragraph 37 of the Public Service Act it gives details on employees shall be paid salaries and allowances in accordance with their skills and which will be determined by the Minister and so forth and so forth. So there is a framework, which is mainly the Public Service Act, all policies that goes with the conditions of services or are based on this Public Service Act.

Key Informant 15: Thank You researcher, the Public Service Regulations and also Public Service Act, it indicates that (1) Employees shall be paid the salaries and allowances in accordance with the salary scale and salary level determined by the Minister in terms of section 3 (5) of the Public Service Regulations and Public Service Act.

(2) An executive authority may, only if it is allowed by regulation and to the extent prescribed-

(a) grant employees or classes of employees of the relevant department on appointment or transfer salaries higher than the minimum amounts of the appropriate salary levels of the applicable salary scales; So it is the framework that must be followed, you don’t just do it out of your own.

And number B says: The minister will grant employees or classes of employees of the relevant department special advancement in salaries within the salary level of the salary scale applicable to them; and

number c it says; grant an employee of the relevant department special advancement in salary within the salary level of the salary scale applicable to him or her or grant him or her a salary in accordance with a higher salary level. So in other words, we follow a certain structure, when we remunerate. We do not just remunerate willingly and all this remuneration as I said must be negotiated upon within a collective bargaining, so it is a framework we are following within the public sector and the Minister in our case Minister of DPSA is our executive authority is the one who will eventually make sure that is done.

Key Informant 16: It consists of your salaries and your benefits that is it and allowances in the event where you comply with the requirement of those allowances for example people who are traveling will receive a sleep over allowance, for people who work additional hours will claims overtime. The benefits include the four-macro benefits; leave, housing, pension, medical aid and service bonus. Remember with the service bonus the people who are in the total cost to employer package choose to structure for service bonus. There are those who choose not to structure will not receive a service bonus as they will decide what to do with their benefits in terms of that structure.

B7. What is the proportion of contract staff retained to the overall contract staff employed in a period of 3 years? Please specify.

Key Informant 1: Out of 390 staff at DPSA. Just under 50 employees are employed on contracted to DPSA over a period of 3 years, this includes the Ministerial staff whom their contract are linked to the Executive Authority’s period in the department.

Key Informant 2: Employees do follow recruitment process to be appointed permanent.

Key Informant 3: No idea. PERSAL will have such information.

Key Informant 4: Not sure HR is the perfect Unit to have the information, I don’t think it is being specified anywhere in the reports.

Key Informant 5: There is no policy to retain employees in the public service as the public service advocates for the principle of open competition. No contract employees were retained, however when vacant posts are advertised and they meet the requirements, nominated they are appointed.

Key Informant 6:

Key Informant 7: Human Resource will be able to tell you.

Key Informant 8: 35%

Key Informant 9: I am not sure of the proportion thereof.

Key Informant 10: I am not aware of.

Key Informant 11: It is not compulsory for employees to be absorbed after the end of the contract.

Key Informant 12: Ok, contract staff in government is not supposed to be retained. Contracts are additional to the establishment and should therefore only be done for very specific period and purpose. DPSA like all other Public Service Departments, their post are advertised on a permanent post, so you cannot retain someone that was on contract, they need to apply for the post.

Key Informant 13: Not sure

Key Informant 14: According to the data I have; which is the Annual Report of the financial year 2019/20. The staff turnover or the retention, which mixes both the contract and permanent employees, is 16.7 percent, but if you compare the people that went out and came back it is more or less the same, because they are on the average of 16 percent both of them.

Key Informant 15: Mostly, is not a given that, contract people will be retained, we follow the recruitment processes, in order words if the contract expired, it is not necessarily given that when we advertised the post, we are going to take you. You will have to apply like anyone else, shortlisted if you meet the criteria, and interviewed like anyone else, irrespective of whether, you have been on contract or what. In a nutshell we do not advocate within the public service and within our Department, we do not advocate the retainment of contract people outside the formal recruitment processes. When I am saying formal recruitment processes, I am saying, the post must be advertised, everybody would have to apply within certain time frames. If the person qualifies and meet the criteria will then be shortlisted and be called for interviews, so that he person will compete with everybody that has been selected to get interviewed, it is not given that we will give you because you were on contract. So I do not even want to indicate the percentage of whether people that have been retained, they are 30 or seventy, it is not a common practice, within the Department of Public Service.

Key Informant 16: Unfortunately, Human Resource will know in that environment.

B8. What do you think could be the main reason for employees leaving the DPSA?

Key Informant 1: Its various reasons, the main reason is employees looking for greener pastures and promotions.

Key Informant 2: Expiry of contracts according to DPSA Annual Report for 2018/19 (refer to page 91) DPSA Annual Report for 2019/20 (refer to page 104).

Key Informant 3: Mostly is career move, higher remuneration.

Key Informant 4: DPSA is unable to renew the employment contracts or absorb the employees on permanent due to moratorium on posts, therefore termination of contracts becomes the main reason.

Key Informant 5: DPSA Mangement style and poor organizational culture.

Key Informant 6: Expiry of contracts according to Annual Reports.

Key Informant 7: There is a number of reasons, some people get better jobs outside the public service. Some people live because they are promoted within the public service. I think in general people live; because they believe they can earn higher salary or have better opportunities outside. To me I think that is the main reason, I do not think there is a lot of people living because they are unhappy about the conditions within DPSA, it is generally to earn more money.

Key Informant 8: Bad treatment by senior management and lack of support thereof.

Key Informant 9: This Department does not encourage career growth, very seldom is an official promoted in the Department. There is also a lot of bullying, intimidation and threats in the Department.

Key Informant 10: One of the main reasons top performers leave, is because they feel their career advancement is not going as planned. It does not matter if they like what they are working on, whom they are working with and are they compensated fairly or more than fairly.

Key Informant 11:Expiry of contracts, better offer, ill-health and retirement.

Key Informant 12: Ok, on the higher level what I have seen through the years is that it is mostly personal reasons and a lot of time, it got to do with personal disagreements specifically with high management for the EXCO. Some people live due to stress related reasons, being a management in the DPSA can be very stressful. I think there is very few people that live the DPSA to join the private sector.

Key Informant 13: Broken work relations, lack of career path, promotions, challenges with management style.

Key Informant 14: The reason for people to live mostly one it could be financial consideration, going for better salaries. The other reason might be the working environment, where they feel there is no motivation; they do not have responsibilities, which give them that empowerment of their wok. They feel their careers are not being developed, they are being stacked where they are working and people they like job hopping. It is that mobility of saying, I have being in the same place for a longtime, then I want change. So it’s not necessarily that the environment is not right on the salary but being there for 10 years probably when employees are not rotated to do different things, they will eventually see no need of working for that Department, so it’s the combination of this reasons. For instance it is a matter of cash people who are offered better job offers, if they are counter offered they will stay, but most of the people do not stay which means it is not an issue of remuneration but issues of other factors. Overall, the working environment is the main reason. A happy employee is a better performing employee and happy does not mean you have to throw parties but need to make the environment conducive to have that virtual empowerment and importance giving them that responsibility that they know they own their work. They know that when they do something they get either motivated by praises or by show of appreciation. Because people they do not start looking for jobs unless they are feeling unhappy, because the environment is the kick-starter.

Key Informant 15: Otherwise, under normal circumstance it is natural attrition, I mean when people are going for pension when they reach 60 some they go when they reach the maximum, which is 65, that is a natural attrition when they go on pension. Under a worst-case scenario, it is when they exit because of the ill health, the person no longer able to function because the person is forever ill, in terms of the incapacities, and then the person will go out of the Department because of the ill health. So do not forget that the people can live because the contracts are not renewed or expired. In our case if you look at the statistics of our annual report, it does indicate that the higher percentage within the DPSA is when the contract has expired. So we have a situation where, when the contract expired, we cannot retain them, so it is almost 48 percent of people that are living the Department, that have been working on a contract. It is a serious challenge currently and I already indicated when I was responding to previous question on whether we can retain them that is it not given, they must still participate under a normal open recruitment structure that we are having.

Key Informant 16: The DPSA is writing policies for other Departments, but not for the DPSA, Unfortunately people will obviously live, because of better opportunities; The example I have sited with Human Resource, in other Departments, the line functions are remunerated better than the DPSA. However, DPSA is the custodian of the policies but cannot implement them within their own workforce that is why people decide to live.

B9. Are there any retention strategies for employee retention in the DPSA? Please specify.

Key Informant 1: There is no retention strategy for retention of employees at DPSA, as a result, most of the important

Key Informant 2: Yes. DPSA Retention Policy 2008. It reads as follows:

RETENTION STRATEGIES

* 1. An employee who has been offered a post on a higher salary level or notch in another department or any other organization outside the public service, may be retained in line with the objectives and priorities of the DPSA, if such an employee has-
		1. A critical skill i.e. he/she has skills needed to achieve the core operational objectives of a component/branch; or
		2. a scarce skill, i.e. he/she has highly valuable skills which are difficult and expensive to recruit and are rarely available on short notice; or
		3. a high level of performance, i.e. his/her performance is rated in terms of Performance Management and Development at 130% and above for the past six months.

The option to retain an employee shall occur to the extent that the retention offer made to the employee by the prospective new Employer shall be similar to the total remunerative package to the notch closest to the salary scale used in the public service that DPSA may consider offering.

* 1. An employee may be retained because of the service delivery ethic displayed by the employee through high performance and where the department wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee.
	2. An employee can be horizontally transferred within the DPSA if this would address career development aspirations. Due consideration must be given to such an employee whose performance is rated at least as more than fully effective (100%+) and where service delivery ethic is displayed through high performance and where the DPSA wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee. (PSR 1N II/C.2.5).
	3. Special measures to ensure the retention of Women and People with disabilities shall be targeted, i.e. prevention of sexual harassment and accessibility for people with various disabilities.
	4. The DPSA shall provide growth, development and empowerment opportunities to ensure employees acquire competencies that improve their ability to work in other areas within the DPSA to enable progress to higher salary levels.
	5. The DPSA shall ensure that employees have access to development and training that should support work performance and career development, i.e. bursaries, short courses, job rotation, in-house training to further their education and expertise.
	6. The DPSA shall design and evaluate jobs in scarce and high risk categories and evaluate them to maximize the compensation that can be offered to employees.

Key Informant 3: Not that I am aware of.

Key Informant 4: The retention policy for 2008 on section 8 clearly outlines the strategies below:

* 1. An employee who has been offered a post on a higher salary level or notch in another department or any other organization outside the public service, may be retained in line with the objectives and priorities of the DPSA, if such an employee has-
		1. A critical skill i.e. he/she has skills needed to achieve the core operational objectives of a component/branch; or
		2. a scarce skill, i.e. he/she has highly valuable skills which are difficult and expensive to recruit and are rarely available on short notice; or
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	6. The DPSA shall design and evaluate jobs in scarce and high risk categories and evaluate them to maximize the compensation that can be offered to employees.

Key Informant 5: No there are no retention strategies in DPSA.

Key Informant 6: DPSA Retention Policy 2008 says that:, an employee who has been offered a post on a higher salary level or notch in another department or any other organization outside the public service, may be retained in line with the objectives and priorities of the DPSA, if such an employee has-

A critical skill i.e. he/she has skills needed to achieve the core operational objectives of a component/branch; or

a scarce skill, i.e. he/she has highly valuable skills which are difficult and expensive to recruit and are rarely available on short notice; or

a high level of performance, i.e. his/her performance is rated in terms of Performance Management and Development at 130% and above for the past six months.

The option to retain an employee shall occur to the extent that the retention offer made to the employee by the prospective new Employer shall be similar to the total remunerative package to the notch closest to the salary scale used in the public service that DPSA may consider offering.

An employee may be retained because of the service delivery ethic displayed by the employee through high performance and where the department wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee.

An employee can be horizontally transferred within the DPSA if this would address career development aspirations. Due consideration must be given to such an employee whose performance is rated at least as more than fully effective (100%+) and where service delivery ethic is displayed through high performance and where the DPSA wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee. (PSR 1N II/C.2.5).

Special measures to ensure the retention of Women and People with disabilities shall be targeted, i.e. prevention of sexual harassment and accessibility for people with various disabilities.

The DPSA shall provide growth, development and empowerment opportunities to ensure employees acquire competencies that improve their ability to work in other areas within the DPSA to enable progress to higher salary levels.

The DPSA shall ensure that employees have access to development and training that should support work performance and career development, i.e. bursaries, short courses, job rotation, in-house training to further their education and expertise.

The DPSA shall design and evaluate jobs in scarce and high risk categories and evaluate them to maximize the compensation that can be offered to employees.

Key Informant 7: Human resource will be able to tell you, but please take not that in the public service regulations there is regulation that is called regulation 44, which could be utilised to offer a counter offer to an employee who get another job elsewhere and there is other conditions attached to it. But whether they have a formal policy on retention, only Human resource will be able to tell you.

Key Informant 8: No

Key Informant 9: Not that I am aware of.

Key Informant 10: No, the DPSA only rely on giving employees counter offers if they feel they want to keep them.

Key Informant 11: DPSA Retention Policy 2008.are quoted below in terms of section 8:

8.1 An employee who has been offered a post on a higher salary level or notch in another department or any other organization outside the public service, may be retained in line with the objectives and priorities of the DPSA, if such an employee has-

a) A critical skill i.e. he/she has skills needed to achieve the core operational objectives of a component/branch; or

b) a scarce skill, i.e. he/she has highly valuable skills which are difficult and expensive to recruit and are rarely available on short notice; or

c) a high level of performance, i.e. his/her performance is rated in terms of Performance Management and Development at 130% and above for the past six months.

The option to retain an employee shall occur to the extent that the retention offer made to the employee by the prospective new Employer shall be similar to the total remunerative package to the notch closest to the salary scale used in the public service that DPSA may consider offering.

8.2 An employee may be retained because of the service delivery ethic displayed by the employee through high performance and where the department wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee.

8.3 An employee can be horizontally transferred within the DPSA if this would address career development aspirations. Due consideration must be given to such an employee whose performance is rated at least as more than fully effective (100%+) and where service delivery ethic is displayed through high performance and where the DPSA wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee. (PSR 1N II/C.2.5).

8.4 Special measures to ensure the retention of Women and People with disabilities shall be targeted, i.e. prevention of sexual harassment and accessibility for people with various disabilities.

8.5 The DPSA shall provide growth, development and empowerment opportunities to ensure employees acquire competencies that improve their ability to work in other areas within the DPSA to enable progress to higher salary levels.

8.6 The DPSA shall ensure that employees have access to development and training that should support work performance and career development, i.e. bursaries, short courses, job rotation, in-house training to further their education and expertise.

8.7 The DPSA shall design and evaluate jobs in scarce and high risk categories and evaluate them to maximize the compensation that can be offered to employees.

Key Informant 12: No, employees cannot be offered higher salaries to stay in the Department; it is one of the DPSA rules for government that you are not supposed to be retaining people in one Department, because Public Service is the employer, so if you work in any Department you are still employed by the public service.

Key Informant 13: Not sure

Key Informant 14: There is but, the one I have seen was published around 2006 which is more or less the same strategies which is published by the DPSA. On the strategies published you will see they are listing the same reasons for employees wanting to go and the employees considering to stay. Which wanting to go is the environment, financial consideration, career development and job-hopping. What makes people stay it’s the leadership, the motivation and career development, meaning you will want to merger skills with the task to be performed, because people are place in wrong posts. For instance, people who are introverts or shy cannot be put in customer service areas where they need to engage with people. This match of skills and doing a skills audit is important. The strategies are published on the DPSA website you follow a link on documents [www.dpsa.gov.za](http://www.dpsa.gov.za).

Key Informant 15: Currently our DG has approved a policy on the retention strategies. I won’t read a lot of them, but read just few of it. On section 8.1 around the retention strategy policy it says; an employee who has been offered a post on a higher salary level or notch in another department or any other organization outside the public service, may be retained in line with the objectives and priorities of the DPSA, if such an employee has-

A critical skill i.e. he/she has skills needed to achieve the core operational objectives of a component/branch.

Number B says a scarce skill, i.e. he/she has highly valuable skills, which are difficult and expensive to recruit, and are rarely available on short notice.

Number C; a high level of performance, that is simple means his/her performance is rated in terms of Performance Management and Development as 130% in this case is at maximum when a person is performing at a maximum that person ca n be retained within the Department. That is your 8.1 there is 8.2, 8.3, 8.4, 8.6 and I mean 8.5, 8.6. I am not sure if as a researcher you would want me to quote all of them, because I have quoted 8.1, I have given you a scenario, where a Department could look at retaining such people. I am not sure if you want me to go to 8.2, 8.3 or. If you do not mind, you can read them for me so that they can be on the record so that I do not have to go through that document, it still fine for Me. I will do them quickly for you. I have already finalised 8.1 then 8.2 it says; an employee may be retained because of the service delivery ethic displayed by the employee through high performance and where the department wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee that is 8.2. Your 8.3, an employee can be horizontally transferred within the DPSA if this would address career development aspirations. Due consideration must be given to such an employee whose performance is rated at least as more than fully effective, that is when they qualify for merit awards or bonus. Where service delivery ethic is displayed through high performance and where the Department wants to prevent the loss of the knowledge, competence and exemplary public servant service attitude of the employee. That is supported in term of the public service regulation as well. The 8.4 is special measures to ensure the retention of Women and People with disabilities shall be targeted. That is prevention of sexual harassment and accessibility for people with various disabilities.

8.5 the DPSA shall provide, that is our Department growth, development and empowerment opportunities to ensure employees acquire competencies that improve their ability to work in other areas within the DPSA to enable progress to higher salary levels.

The last one which is 8.6, the DPSA shall ensure that employees have access to development and training that should support work performance and career development. That is interventions such as bursaries, short courses, job rotation, in-house training to further their education and expertise. So you can see that in the policy, there was actually a thorough planning in terms of how this interventions can be done. So there is a variety of how we can look into in order to retain the employees within this criteria that I have just mentioned now.

Key Informant 16: No, they do not even conduct skills audit in the DPSA to determine what skills the people possess in order to place people accordingly. Remember when you are still outside looking for employment, you will settle for anything just to get into an organisation, then you are able to try look for a relevant position that is in line with your line of academic qualifications. Sometimes the employer should ask you; are you sure you are correctly placed? are you happy where you are?. They will be able to know if the person is correctly placed, but it is only when you are not performing according to the required standard and they hardly do that to find out what are the challenges but it is not happening unfortunately, they say a job is a job.

B10. Do you think employee performance can be enhanced without the extrinsic rewards (increase in remuneration)?

Key Informant 1: Absolutely, you need to have a good leader, or supervisor who can get the best out of the employees, a good mentor who has good leadership qualities and who supports his or her team at all times.

Key Informant 2: Yes by focusing more on non-financial rewards.

Key Informant 3: Not per se. Organisational culture also play vital role in enhancing and motivating employee performance.

Key Informant 4: There rewards motivate and inspire employees because money or equivalent rewards are important to most people. Someone would work on a project in lieu of extrinsic rewards even when that person is not internally motivated so these rewards work well in the short-term to motivate behavior.

Key Informant 5: I don’t think so as most DPSA employees are demoralised not due to poor organizational culture and management style and not rewards.

Key Informant 6: No, the intrinsic rewards are also the rewards that motivate employees to perform better.

Key Informant 7: The answer is yes, people’s performance can be enhanced by things like giving training opportunities to people that are performing well, high performance can for example be allowed to attend conferences even foreign conferences I know Covid-19 is currently preventing all of that, but under normal circumstances that would be a possibility. I do think people turn to perform better if they get positive reinforcement from time to time. Complement managers on achievements. A lot has to do with management style and positive reinforcement of good behavior of giving people developmental opportunities.

Key Informant 8: Yes, through motivation and flexible work arrangement including embracing their skills and competencies, allow innovations and testing of their new ideas.

Key Informant 9: No.

Key Informant 10: Yes.

Key Informant 11: Good working conditions, noble policies, and an employer that recognize employees and their contributions is more rewarding than remuneration.

Key Informant 12: Yes, I do that is also why there is lot of people that is on lower levels that perform very well. I think it got to do with motivation, recognition of what they do, also people taking their own work and of course good working conditions and good environment that they are working in.

Key Informant 13: Yes.

Key Informant 14: Yes, because I still maintain that a well-motivated employee is a better performing employee, so make sure the environment is conducive in all aspects. The wellness and the tools they need to do the job are taken care of, people will be motivated to perform and obviously when you reward not only with remuneration but with acknowledging a better performer without talking bad about those who perform less to bring a healthy competition.

Key Informant 15: Currently our Performance Management Development System does advocate that we have to go for reduction. For instance in the financial year that has just ended now 2019/20. We were on from 1.5 percentage of the compensation to 0.75. In the financial year that is starting now 2021/22, we will be going for reduction of 5 percent and the other financial year which will be for 2022/23 we will be going for 0 percent. It means that we as the Department we are acknowledging that, it is not only material or extrinsic rewards that enhance the employee performance, we are trying to change tag to look into intrinsic, the internal part of it. In terms of the intrinsic, there is variety of things we can look at. You can look at core hard of the people that are performing and then sent them for succession planning in terms of improving their capabilities for higher level. You can start grooming them, sending them for training and development that is targeted to improve their core competencies for higher-level purposes, so it’s one of the thing you can do. Even simple things, if the employees are performing, take them for a coffee or tea in terms of taking them from the supervisor’s point of view. So there are things that we can look at, taking them for a trip in terms of the husband and wife if they are working here. You give them a voucher to go sleep out in a hotel for instance for one night or two nights as a thanks giving from the employer, that would be appreciated. In other words, you go extra mile for the employee to say; thank you for delivering, this is what we are doing as the department, without paying you literally from the performance bonus that we are currently doing. I still feel strongly that it is the model that we are advocating going forward. As we speak, it is not yet implemented in the Department, but it is in the process as I told you in the beginning, we are in the process of phasing out this intrinsic rewards or money reward, so going forward we will not be focusing on it. I know that organised labour, which is in this case is the unions are contesting it, but that the employer level, a decision has been made, we are going for a reduction level.

Key Informant 16: Everyone wants to see themselves getting a better salary, so it depends on a whole lot of thing. The environment itself like even now we have not get a salary increase, but if the working environment is feasible for one to be able to perform their duties, you don’t take other issues into consideration because you are committed to do the work.

B11. What could be done to improve employee performance in the DPSA?

Key Informant 1: As I indicated above, you need good supervisors who will always give support to their teams, and encourage them at all time. Regular coaching and mentoring programs are important in improving employees ‘performance.

Key Informant 2: Give employees performance bonus.

Key Informant 3: Flexible work arrangements., allow lower employees to form part of decision-making.

Key Informant 4:

Key Informant 5: A climate survey to be conducted in order to find out what are the underlying and recommendations to be implemented.

Key Informant 6: The DPSA should consider the following factors towards improving employee’s performance

Recognition

Flexi working hours

Good management

Advancement

Key Informant 7: Looking at non-financial rewards and better management, better guidance better mentorship by managers, making sure people have the right skills to do the job they are appointed for and making sure, they do the work. There is a perception that people are not working as hard as others and that can have demotivating effect on people. To me is management issue, good management can lead to better performance.

Key Informant 8: Commitment to support employees, allow them space to be innovate and test ideas, flexible work times and remote work, support them with working tools and resources for remote work.

Key Informant 9: Create a conducive working environment, recognise excellence and provide mentorship programmes.

Key Informant 10: Alignment of strategy with performance agreement.

Key Informant 11: Appointing candidates with the right skill and experience not because of political affiliation. Investing in employees well-being.

Key Informant 12: I think one of the thing that is important is that there should be recognition for hard work and am not saying specifically money or performance rewards in the form of money. The other thing that I think people are unhappy about is the division of work. There should be better division of work to make sure there is more equal load of work and that can also reduce the stress levels, specifically for the Deputy Director and Management in the Department, like I said some people are working very hard when others are just taking along.

Key Informant 13: Need a new culture, recognition and space to be innovative, adoptability and flexibility. Improved trust between supervisors and subordinates.

Key Informant 14: At times, performance is low because people are not suitable for their tasks. Their skillset is not tailored made for what they do, meaning from identifying people’s skills can make you place them on the right positions, but because of our economic issues, people apply for jobs based on the qualifications they have and still the qualifications they got was because of affordability than skills as a person. There are two types of skills, there is one that can be enhance and the one that you can learn and the one that goes with personality. Now if you have a good relationship between the ones that can be enhanced on and personality there is a good relationship, it means whatever job they do must be part and parcel of the personality. For me to improve performance is to do an analysis of skills and put people where they supposed to be, because is not that people they don’t know how to do what they doing, but they are not curbed for that and it’s a fact. It is like putting someone who is a marketing person to do your accounting work that will not work.

Key Informant 15: I will try to answer it in a manner in which I answered previously to say nothing can be done, without a standardisation of job description, in terms of the alignment and synchronisation of the core functions of the Department within different branches. Because it cannot be the same at all, it must be depending on where you are in branches. So, me I am working in the branch called Administration. So I would like to see the synchronisation of the DDG: Administration, up until to the lower level within the Administration in this case it could be cleaner or the level 5 person, the synchronisation of what is expected from there it must go through that to find itself in the job description. After the job description, then it will find itself in what we call performance contracting or performance agreement, only after that, we start looking into the assessment. So the improvement of the employee performance, if we are going to quantify the performance standards, so the person must not be surprised of what is expected. You quantify what is it that a person needs to do, you log it in the performance standards, and you quantify it. For instance, if am expected to produce a certain reports, you quantify how often should I produce those reports and where are those reports going to. If its 3 months you quantify in the performance contract that every 3 months am expected to produce this kind of reports, so that helps a lot, because when you come to performance there is no surprises if I did not do it, it is clear that you did not meet the standard. Currently we have not quantified that in most of the time we found wanting, when coming to the standards. So the improvement of the employee performance could be so simplified if you could look into the performance contracting. Make sure we have proper job descriptions and make sure we have proper assessment tools that we can use to assess people and make sure we synchronise everything from our senior principals, which is in the higher level up until it goes down. That is in a nutshell how I would answer the last question.

Key Informant 16: Recognition, they must revisit their performance management policy, it must be reviewed and implemented accordingly.