

Employee **salary structures** and remuneration

Employee salary structures and remuneration within the public sector can be seen as competitive with jobs in the private sector. Through the recent salary adjustments, government has taken account of all its spending priorities, including social development, addressing crime issues, infrastructure investment and better service delivery for communities in pursuit of a better life for all. In line with these goals, government has come up with a comprehensive remuneration package for employees that is prudent and paves the way for simultaneously improving service delivery and public service performance.



The Department of Public Service and Administration has developed a booklet on salaries and benefits in the Public Service, which assists you in structuring your benefits to best suit your needs. By doing this, you optimise your salary and benefits to the fullest.

The inclusive remuneration package

The inclusive remuneration package per employee consists of a basic salary, the State's contribution to the Government Employees Pension Fund (GEPF) and a flexible portion. The basic salary for the Senior Management Service (SMS) on levels 13 to 16 consists of 60% of the inclusive flexible remuneration package. Employees on levels 11 and 12 or Medium Management Service (MMS) have a choice between, 75/76 (set 1) or 70 (set 2). The remaining portion may be structured by the employee as he or she chooses.

The flexible portion may be structured as follows:

- A motor-car allowance for SMS employees only, to a maximum amount of 25% of the total package per year.
- MMS employees are allowed to structure the flexible portion for a motor-vehicle allowance.
- A service bonus or 13th cheque: This is structured as a once-off non-pensionable bonus paid to employees in the month of birth.
- Medical assistance: The State provides medical assistance, known as the Government Employees Medical Scheme (Gems). The State pays 75% of the employee's total monthly contribution on any selected option from GEMS.
- Housing allowance: SMS employees are able to decide on an amount within the flexible portion limitations. MMS employees receive a monthly stipend of R500 towards a home they own



or rent, provided that he or she has a valid rental contract.

- Non-pensionable cash allowance: This is any remaining amount in the flexible portion.

The total amount structured for these allowances/benefits must equal the amount available in the flexible portion of the package.

Pension benefits:

All public service employees employed on a permanent basis are required to become members of the GEPF. The State's contribution to the GEPF is set at 13% for civil servants and in return, employees contribute 7,5% of their monthly salary to the GEPF.

The fund provides benefits on retirement, resignation, death or discharge.

Retirement:

The retirement age is 60 years or unless otherwise stipulated. Normal retirees with less than 10 years' pensionable service receive a lump sum cash benefit or gratuity equal to the members' accrual interest in the fund. Retirees with 10 or more years of pension-

able years of service, receive a gratuity and a monthly pension or annuity.

Death after retirement:

Retirement annuities are guaranteed for five years after an employee's retirement. If an employee dies within this period, the spouse or beneficiaries will receive the balance of the five-year annuity payments, excluding the annual supplement in a cash lump sum. The spouse will receive annuity equal to 50% or 75% of the deceased annuity. An employee has the option of increasing the spouse's annuity entitlements from 50% to 75% by reducing the gratuity or annuity.

Funeral benefits:

The fund provides funeral benefits on a death of a spouse and eligible children as follows:

- R7 500 is payable at the death of an employee
- R7 500 is payable at the death of a pensioner or his/her spouse whose annuity commenced on or after 1 December 2002
- R3 000 is payable at the death of a child.

Ill-health benefits:

A GEPF member may be discharged at any age as a result of medical reasons. Members with less than 10 years of pensionable service, will only receive a lump sum cash benefit.

A member with 10 years or more pensionable service, will receive a lump sum and annuity, calculated at a percentage of the members final salary within his or her period of service.

A member with more than 10 years is also paid an annual supplement amount.

For further information on benefits, call the GEPF on 012 319 1000 or visit www.gepf.gov.za

For information on GEMS, call 0860 004367 or visit www.gems.gov.za

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Can the Public Service mandarins



raise their hands?

Writer: Busani Ngcaweni

Pity the lack of a robust debate on the possibility of creating a new public service culture and cadre. Regrettably, this vacuum creates an impression that the promise of creating public-service excellence remains a distant possibility when in fact mounting evidence points to the contrary.

On several occasions before and after the general elections, President Jacob Zuma has instructed: "We need public servants who will always uphold the interests of the people they are employed to serve ... we want to build an administration that knows where people live, which knows what they think, and which acts fast, efficiently and effectively on the issues they raise." He also asked: "... how will we make the Public Service more caring, responsible, effective and interactive?"

To bolster the thesis that what the President has called for is achievable in the short-to-medium-term, I will explore the features of public service excellence with "public service mandarins" at the helm, concluding by positing that possibilities abound to achieve this goal given the political milieu and direction, the public agency for a professional and accountable public service, as well as emerging professional development opportunities available to senior managers in government.

What should inspire these mandarins (an advanced detachment of public servants) is a conviction that public service is a revolutionary practice; a vocation of not only interpreting problems facing society and finding tranquilizers for such. They are a cadre that envisions their mandate beyond mundane implementation of strategic plans and annual programmes. Society expects them to "push the envelope" in a manner that permanently alters the socio-political economy and propels the nation



Busani Ngcaweni

into a greater development trajectory.

This means they ought to see their work without the lenses and domain of daily routine and the meeting of targets. Public-service mandarins should constantly worry about why poverty and inequality persist; and why our rates of growth and social cohesion perform unspectacularly when at political level, a mandate, resources and support are provided to aid efforts to alter these challenges.

They should constantly ask "what can we do to achieve even better outcomes" instead of being satisfied with the cliché – "there is improvement".

At the very least, a professional public service that the President has called for should demonstrate the following virtues (in no particular order):

Political competence: this means full appreciation of the mandate of the governing party, as well as the country's eminent objectives. Serving is always pleasurable when one comprehends the genesis, object and expected outcomes of such policy priorities as improved education and health standards, creating decent work, accelerating rural development and fighting crime and corruption. The desire to build a developmental state must be embraced by the Public Service as a call to action and not just a grand intellectual project.

This is not blind loyalty as some who doubt the mandating party's intentions have observed. Unfortunately many people have ignored the fact that in *Ready to Govern*, the mandating party ac-

tually committed to deploying competent people to the Public Service.

In all these cases, the qualifying criterion is competence and a commitment to the ideals of reconstruction and development i.e. building a caring, non-racial, non-sexist, democratic and prosperous South Africa.

Technical competence: this talks to the ideal of employing one's technical skills to the extent that the service we provide is according to specification and is delivered on time and on budget. There are many technically competent people in the Public Service. We must aspire to efficiently use their skills in the right positions and under enabling conditions.

They also require management since many of them under-serve because of poor management. The Public Service now pays better with, among other things, the introduction of occupation-specific dispensation, so there is no excuse for poor performance.

In my limited time in government, I have observed that here we have some of the best brains in the land. The challenge is often application. This immediately cheats the public of a timely and quality service. In the long term, these colleagues rob themselves from learning and professional development opportunities. Hence, we have doctors who ill-prescribe, quantity surveyors who overspend and accountants who underbudget. So, technical competence and professional excellence are the most vital virtues all public servants should strive for. The bulk of government training budget should go to technical training.

Discipline, commitment and excellence are qualities that the mandarins must aspire to and personify. This requires us to exercise diligence in the application of public resources (money, time, infrastructure etc.) and striving for superior outcomes of the work we do. Such basics as teachers being at school on time teaching will go a long way in improving the quality of life of all South Africans.

It is a pity that a culture of entitlement among us is often divorced from the culture and aspirations of discipline and excellence. We often accommodate mediocrity without necessarily counting its social and material costs to the nation. Besides, middle and senior management service pay is now nearly on par, if not better, with comparable positions in the private sector. So the expectation of the "protestant ethic" is not unreasonable. Let's do what we're paid to do!

Trust, honesty and integrity are the other important virtues of the Public Service mandarins. We must be truthful to our work, taking into account the mission, vision and mandate of the employer – the State. Trustworthy people act honestly and with integrity. They are honest with themselves (they know what they can and cannot do and therefore seek necessary remedies) and in their dealings with others.

Finally, and especially to those among us fast-becoming common denominators in government corridors, we should serve with humility and be self-critical. We hold no monopoly over the answer to the question: "how to do things in government". If we did, society will be far ahead!

Our vantage point is that the State has invested in us and so we should humbly pay our dues through excellence and efficiency. We must avoid what one professor of public values at Duke University calls "delusions of grandeur and delusions of adequacy", which can be so pervasive among those who declare: "I've been here for too long so I know what I am doing". This contradicts a natural phenomenon of the continuity of change. Examples abound of disciplined, productive and humble public servants who go beyond the call of duty. Conscientious observers of the evolution of the South African Public Service can affirm this. There is therefore a firm foundation from which generations of public service mandarins can flourish.

Government is rolling out measures to capacitate the Public Service. There are all sorts of training programmes on offer. The culture of accountability is being emphasised. The work and deliverables of each department are being sharpened. There are deliberate attempts to build a professional civil service insulated from the after-shocks of political cycles. The service is expanding, opening up career-advancement opportunities for many. There are incentives such as rural and occupational specific allowances.

Under this political ecology and a commitment to build a democratic developmental state, a platform is created for the mandarins to raise their hands higher. Therefore, the narrative of equating public service with corruption, laziness, dishonesty and incompetence will be changed by the manner in which we conduct ourselves, execute our tasks and strive for continuous improvement. The social compact regulating our relationship with the public requires that, at all material times, we should act ethically, professionally, consistently and diligently. The majority of public servants don't do corruption because they know it is morally, politically, economically and culturally distasteful.

With the hope of inspiring colleagues and bringing intellectual credence to this project, let me end with food for thought from a Cuban revolutionary, Manuel Barbarroja Pineiro who challenged public officials to act differently: "Let us increase our vigilance against complacency and arrogance – which may appear like weeds in our work and, if we don't uproot them in time, wind up by invading everything. Let us oppose them with revolutionary unpretentiousness ... Let us oppose this with the careful administration of resources, systemisation, planning, and the most intelligent use of all human and technical resources we have."

Can public service mandarins raise their hands?

****Busani Ngcaweni is head of the Deputy President's Private Office.***

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KHALIQUES

For the businessman who knows what he wants

Joy is dynamic in the new **BMW 5 series**

Motoring aficionados regard the BMW 5 series as the benchmark in the medium luxury saloon category and the new model had to live up to this. The previous 5 series model was initially bombed by the press for its somewhat awkward styling, penned by the famous Chris Bangle, so the BMW design team chose to go a bit on the conservative side with their latest offering.

At first glance, one can easily spot the traditional hallmarks of a BMW - with the prominent kidney shaped grill, beautifully sculptured dual round headlights and sloping roof that gives the car both an athletic and luxury look. The lines on the new 5 look much more in keeping with big brother, the 7 series, but seem to suit this car more.

BMW South Africa currently offers the 5 with 3 diesel

and 4 petrol powertrains. The diesels are made up of the 4 cylinder turbo-charged 2-litre model, which is badged the 520d and the more powerful 530d which offers a 6-cylinder turbocharged 3-litre motor and finally the 3-litre twin turbo 6-cylinder 535d.

The petrol models start with a 2.5-litre 6-cylinder (523i), then the 3-litre 6-cylinder (528i), 3-litre turbocharger 6-cylinder (535i) and the big boy 550i which has a 4.4-litre 8-cylinder twin turbo engine. The 550i will be the go fast version of the lineup until BMW introduces the monstrous M5 in 2012. All the 5 Series come with an 8-speed automatic transmission and one can opt for the F1 style paddle shifts on the steering as well.

In keeping with the luxury that this brand offers, the BMW



5 has all the bells and whistles a 21st century motorist needs. The interior is typical BMW, very business-like with all the necessary aids within easy reach. It goes without saying that a vehicle that starts off close to the half-a-million rand mark should have it all – and the 5 does! Aircon, electric windows, leather seats, central locking, six airbags come standard with the Beemer. But if you want to individualise your 5, BMW has a catalogue full of optional extras that you can throw into the basket. Worth mentioning is the heads-up display which projects important driver information onto your windscreen, preventing the driver from moving his or her eyes off the road to check his speed or to get directions on the optional navigation system.

The new 5 also offers many innovations, in keeping with the green theme of saving the environment. BMW has introduced a brake energy regeneration system that uses

energy generated from the braking system in other parts of the vehicle. It also has a STOP/GO facility that switches off the engine when the car is at a traffic light or stop sign and automatically starts up when you accelerate. This action is seamless and the driver will not have to do anything to implement it.

It's no wonder BMW describes this medium-size limousine as the "epitome of aesthetic perfection, cutting-edge efficiency and exhilarating performance." The BMW 5 series does indeed redefine the idea of the business sedan. It is certainly one of the finest offerings from the Bavarian company which is sure to keep other

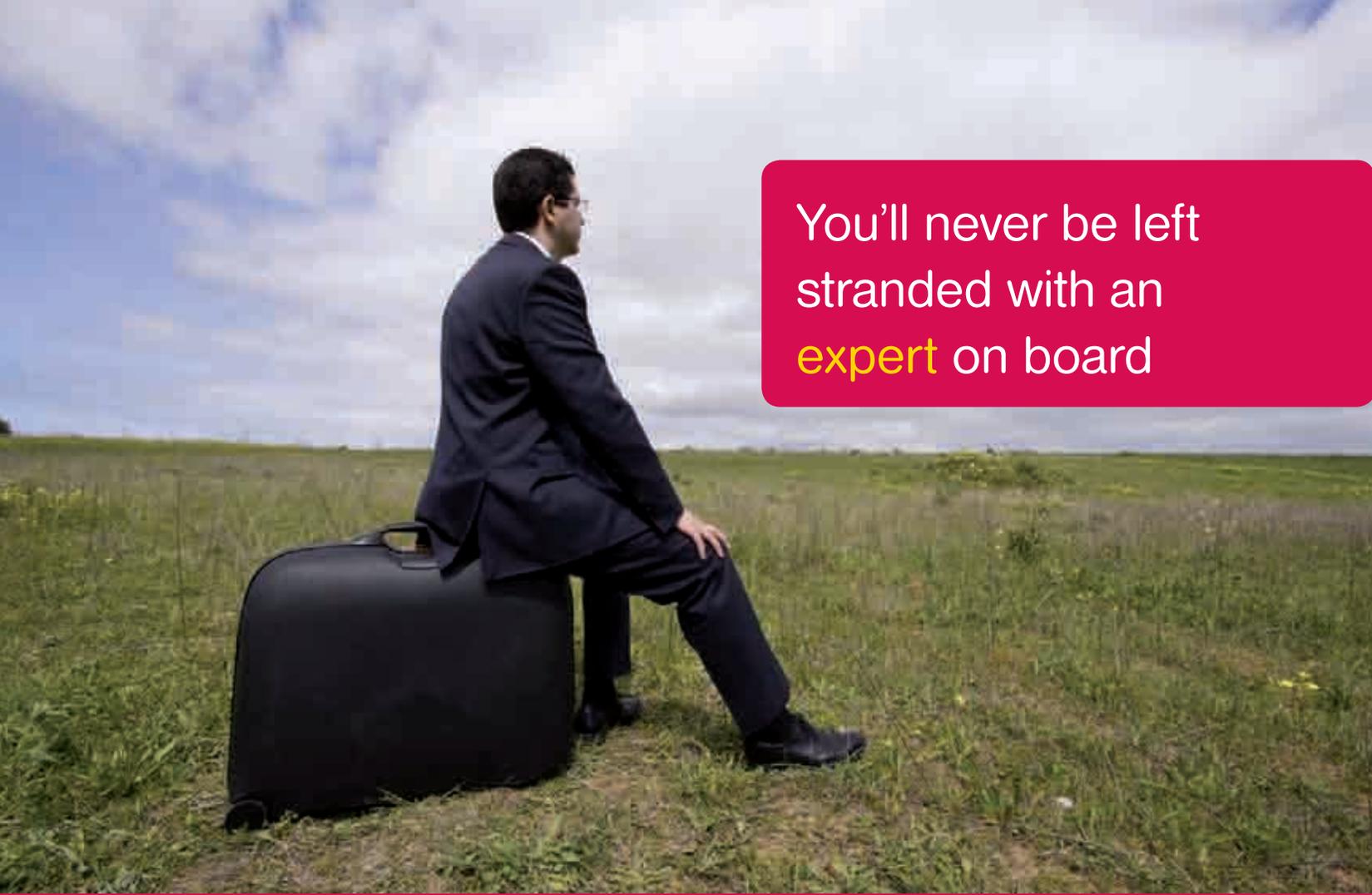
car manufacturers on their toes.

The BMW 5 series comes with a five-year/100 000kms Motorplan that takes care of servicing and repair costs for either five years or 100 000 kms, whichever comes first.

PRICING:

523i	R479 000
520d	R485 000
528i	R568 500
530d	R630 000
535i	R646 000
535d	R734 000
550i	R835 000





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Commandments for **business travel**



Public sector managers whose responsibilities are closely tied to their ministers or principals often live out of their suitcases. And so, knowing how to pack becomes important. I have come across some senior public managers at airports carrying suitcases – half the stuff of which they will not need! They know how to comply with the PFMA but are clueless when it comes to packing lighter and smarter. It is a great source of satisfaction that I, totally naïve about the PFMA, can give them an authoritative lecture on this subject.

Commandment 1: Pack everything you need in one bag

Before going too far, let me say upfront that I am almost an evangelist when it comes to single-bag travel for business. And my commandments are based on the simple premise that a bit of forethought can alleviate the stress of packing and navigating airport crowds with unwieldy luggage.

Also, you don't want to have your time wasted at the baggage claim as the empty carousel spins and spins without your bags in sight. And those carousels have a tendency of swallowing up the luggage of SMS (senior public-sector managers, for the uninitiated) though I hear the Airports Company is pretty jacked up nowadays.

The primary tenant of a practical travel-light policy is a packing list. Without it, you inevitably find yourself doing a lot of last-minute add-ons. Mrs Shezi, a senior manager at a state-owned entity often falls victim to this one. In spite of my repeated lectures to her, she has yet to pass this one! As for me, I have a contract with my packing list and it will never sue me for damages.

Commandment 2: Make sure you have a back-up charger(s)

Sometimes, one charger just won't cut it. If having power for your gadgets is essential, carry both a plug-in charger and one that operates solely on batteries. This is especially true when travelling overseas. Mrs Shezi once travelled to Nigeria on business and her plug-in charger for her laptop was useless as the plug sockets in Nigeria are different from South Africa's.

She had to use a notebook (not the sophisticated one!) when all people in the boardroom were using their electronic notebooks. What made it worse is that all present at the meeting were from "undeveloped" Africa and here was this high-flyer from the most developed country in Africa using old technology (pen and paper).

Commandment 3: Invest in a wrinkle-release spray and pack it in!

Yours truly has an aversion to ironing, so those wrinkle-release sprays are my best travel companion. For best results, spray your clothes and let them hang the night before. Be sure to check the care instructions on your garments before use. These sprays work best for casual clothes but if you have a big meeting or need a crisp suit, you may still need to get out the hotel steamer or pay the hotel for pressing. I am told government actually pays for dry cleaning and pressing when a civil servant is staying at a hotel. Treasury can save money if it were to encourage travelling civil servants to invest in a wrinkle-release spray.

Commandment 4: Have back-up travel documents

It seems like a pain in the neck, but if you make copies of all your important travel documents once you can permanently store a set in a pocket of your carry-on. Having copies available will save you a world of pain if you lose your identification, particularly when overseas. Leave a set at home, as well. Mrs Shezi once travelled to Kimberley for business and left her driver's licence at home in Johannesburg. The car rental company would not release the car to her. She has since taken my advice.

Commandment 5: Always carry a USB memory stick

Never leave home without a memory stick. Not only is it great for storing back-up copies of that important presentation, but you can use it to get copies made easily at your hotel's business centre. If your laptop were to decide to act up on you in front of colleagues just before you are to make a presentation, the memory stick will come in handy as you can just slot it into any other laptop available in the room.

Happy healthy holiday season

Writer: Ongezwa Manyathi

Healthy eating

The festive season is upon us; a time to be with family and friends, and a time to unwind and recharge. It's also the time of the year when we overindulge and forget to follow a healthy eating plan. It's possible to lead a healthy lifestyle – even during the holiday season. Here are a few tips:

Drink responsibly: Eat before drinking alcohol and always have a glass of water in between alcoholic drinks.

Go green: Salads are nutritious and can add flavour to any meal.

Reduce fat intake: Fish is not a popular festive dish but it is the best meat for a low fat content. Pork and skinless chicken contain less fat than beef and lamb.

No need to go big: Take a little bit of everything and focus on salads rather than meat. Using a smaller plate will help you not to overindulge.



Travel safely

- Plan your route.
- Buckle up.
- Do not drink and drive.
- Practise caution and keep to the speed limit.
- Keep your driver's licence with you at all times.



Remember

- Keep active by taking regular walks.
- Limit your salt intake.
- Drink lots of water.



Protect yourself from the sun

While you are out and about this holiday season, remember to protect yourself from the sun by:

- applying sunscreen (SPF of at least 15) to all exposed skin
- wearing protective clothing e.g. a wide-brimmed hat to cover your face and neck from the sun's rays
- wearing sunglasses.

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On Camo



New Cabinet members take office

Chief Justice Sandile Ngcobo presided over the swearing in of new ministers and deputy ministers appointed by President Jacob Zuma as part of a Cabinet reshuffle.



1. President Jacob Zuma and Deputy Minister of Health Gwen Ramokgopa

2. Chief Justice Sandile Ngcobo and Labour Minister Mildred Oliphant

3. Chief Justice Sandile Ngcobo and Sports and Recreation Minister Fikile Mbalula

4. Chief Justice Sandile Ngcobo and Arts and Culture Minister Paul Mashatile

5. President Jacob Zuma and Trade and Industry Deputy Minister Elizabeth Thabethe



6. Chief Justice Sandile Ngcobo and Deputy Minister of Communications Obed Bapela

7. President Jacob Zuma, Mineral Resources Deputy Minister Godfrey Olifant and Deputy President Kgalema Motlanthe

8. President Jacob Zuma and Deputy Minister of Energy Barbara Thompson





Zuma - Blatter dinner

President Jacob Zuma hosted a dinner for FIFA President Joseph (Sepp) Blatter before the kick-off of the 2010 FIFA World Cup™.

