

# PUBLIC SERVICE COMMISSION

## 2017 Annual Report



*A World Class Employer of First Choice*



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# Annual Report 2017

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## PUBLIC SERVICE COMMISSION 2017 ANNUAL REPORT



# Foreword

This Annual Report details the work of the Public Service Commission for the period 1st January 2017— 31st December 2017, against set goals for this period in pursuit of its vision of being a World Class Employer of First Choice.

The greater part of 2017 was taken up by the rationalisation process which began in 2016 with the implementation of the 2015 Civil Service Audit Report. Further restructuring of ministries took place after creation of new ministries following the inauguration of His Excellency President Emmerson Mnangagwa in November. A major achievement for the Public Service Commission in the year under review was the proposal, adoption and implementation of paying Diplomats through the SSB platform. This effectively reduced and in some cases cleared salary arrears which had reached embarrassing levels in Zimbabwe's foreign missions.

There was also a marked improvement in the payment of salaries for all members of the Civil Service and for Pensioners. While payment dates for salaries and pension allowances improved, resource constraints still prohibited the immediate pay-out of retiring members lump sums.

This meant that retiring members were immediately put on monthly pay-outs but the lump sum payments remained on the waiting list. In 2018, the Commission looks towards making improvements in this section as it directly impacts members who have loyally served Government for many years. The Commission is also cognisant of the fact that the lump sum is what most members rely on after retirement in terms of setting up a livelihood.

As we look to 2018, Pension payments will be amongst the issues that the Commission will work hard to improve in 2018, amongst others such as conditions of service for serving members. More focus will be placed on non-monetary strategies to improve the lives of serving members.

**MARY MARGARET MUCHADA (PhD)**  
**ACTING CHAIRPERSON**  
**PUBLIC SERVICE COMMISSION**

March 2018

# Corporate Profile

The Public Service Commission is an arm of the Executive, created in terms of **Section 202** of the Constitution of the Republic of Zimbabwe amendment (no 20) Act 2013, which stipulates that the Commission shall consist of a chairperson, a deputy chairperson and a minimum of two and a maximum of five other members; appointed by the President. These members are appointed on account of their immense knowledge, experience and qualifications in the different areas of Public Administration, industrial and labour relations.

## VISION

A World Class Employer  
of  
First Choice

Professionalism is highly valued within the Public Service Commission and the organization strictly adheres to set core values. The Commission treats each member with fairness, respect, and dignity, offering equal opportunities to all individuals. Intimidation, harassment and discrimination based on race, sex, age, color, religion, national origin or disability is not tolerated. The Public Service Commission values individual differences and encourages different perspectives and ideas—understanding that inclusion and diversity are strengths that unlock full potential and help achieve PSC goals. The Commission takes personal responsibility for individual and organizational success, while recognizing the value each member contributes.

## MISSION

To be a leader in the organization and administration of Public Services and to maintain them in a high state of efficiency

# Corporate Profile—Commission Values

Everything that the Public Service Commission does is premised on the foregoing core values which form the foundation on which the Commission performs work and conducts itself. Over the years, many things have changed but the Commission's core values remain a constant by which the Commission abides.

These are the basic practices the Commission uses every day in everything it does and they:-

- ♦ Clarify who the Commission is
- ♦ Guide the Commission in making decisions
- ♦ Articulate what the Commission stands for
- ♦ Underpin the whole organization

## ♦ Meritocracy

Advancement and reward in the service is based on ability and a track record of performing to the highest standard

## ♦ Commitment

We work with urgency and the desire to be successful both from an individual and organizational perspective.

We value our time-frames and ensure that they are always met unless urgent circumstances mean we have to negotiate new time frames with all parties

## ♦ Integrity

Transparency is our leading virtue. All staff are obliged to demonstrate a sense of responsibility, honesty, trustworthiness and accountability based on the highest ethical standards

## ♦ Professionalism

We take pride in being reliable and responsible

## ♦ Excellence

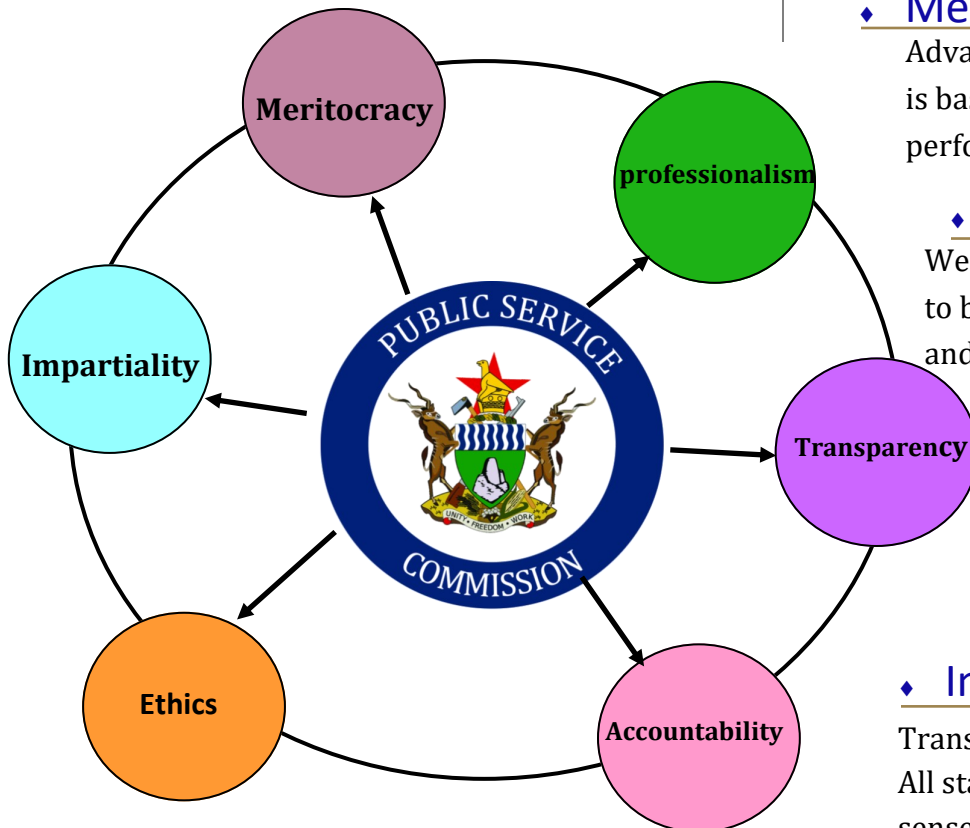
We always do what we say we will do. We strive for distinction and quality in everything we do

## ♦ Mastery

We achieve quality innovation through creativity

## ♦ Honesty

We are open and sincere in all our dealings and maintain the highest integrity at all times





# Corporate Profile—The Commission

The Public Service Commission is an arm of the Executive, created in terms of **Section 202** of the Constitution of the Republic of Zimbabwe amendment (no 20) Act 2013, which stipulates that the Commission shall consist of a chairperson, a deputy chairperson and a minimum of two and a maximum of five other members; appointed by the President. These members are appointed on account of their immense knowledge of or experience in administration, management or the provision of Public Services.



**2017 CHAIRMAN OF ZIMBABWE SERVICE COMMISSIONS  
DR MARIYAWANDA M. NZUWAH**

In the period **1st January 2017 to 31st December 2017**, the Commission was headed by Dr Mariyawanda Nzuwah.

As stipulated in the Constitution of Zimbabwe (Amendment No.20) 2013, the Chairman of the Public Service Commission is also Chairman of three other service Commissions:

- ♦ Defence Forces Service Commission;
- ♦ Police Service Commission ;
- ♦ Prisons and Correctional Service Commission

Dr Mariyawanda M. Nzuwah is a University professor and Public Administration expert with vast knowledge and experience in Public Administration; Urban Finance Management; Development Finance; Comparative Government and Public Finance. Apart from being a University Professor, Dr Nzuwah has held various senior portfolios in Government including being Senior Permanent Secretary for Local Government, Rural and Urban Planning. He was also Secretary for the Roads and Road Traffic Ministry. Being Chairman of the Zimbabwe Service Commissions demands a true visionary who possesses the ability to see things with their mind's eye often long before others. He makes observations that unlock trends that are still in their infancy stage or that haven't even begun yet and observations leading to possibilities of new inventions, discoveries and products in the service.



# Corporate Profile—The Commission

The Chairman of the Public Service Commission is deputized by Dr Mary Margaret Muchada, who brings in a wealth of experience nationally and Internationally. She holds:



- PhD in Management of Information in Post-harvest Operations for Achieving Food Security. Gregorian University, Roma. 2006
- Executive Masters in Protocol, Diplomacy and Cross Cultural Relations. International European School of Protocol and Diplomacy, Brussels and Juan Carlos University of Madrid. 2013.
- M A in Social Work and Development Studies University of Zimbabwe. 1983.
- B Sc. Economics. University of Cardiff. 1978.
- Honorary Degree – Accademica Sancta Fides, Italy. 2009.
- Diplomatic training. Ministry of Foreign Affairs, Zimbabwe. 1998-1999.
- Post Graduate Diploma in Social Work. University of Cardiff. 1979.
- Attended various professional training programmes in Monitoring and Coordination, Strategic Planning, Liberalization and Financial Training for non-accounting managers. PSC Zimbabwe.
- Studied Italian up to advanced level (can read, write and speak), Rome.
- Studied French up to intermediate level, but only have a basic working knowledge.
- Studied Dutch up to level II

**AMBASSADOR MARY MARGARET MUCHADA (PhD)**

**DEPUTY CHAIRPERSON OF THE PUBLIC SERVICE COMMISSION:**

## WORK EXPERIENCE

### Diplomatic Missions

- **2000 to 2010** Assigned as Ambassador to Italy and Permanent Representative to the United Nations Organisations in Rome (FAO, WFP, IFAD, ICCROM and Bioversity; and to the IDLO) where she undertook the following:
  - Co-Chaired the negotiations for the declaration for the World Food Summit, five years later in 2002
  - Chaired the Africa Group 2003
  - Chaired the G77 in 2006
  - Served as Member of IFAD Governing Council 2000-2010
  - Served as Member of the FAO Council 2004-2006; 2009 - July 2010
  - Served as Member of the WFP Executive Board 2006-2008
  - Served as Representative of Africa in many FAO negotiations leading to resolutions e.g. geographical representations, term limits for the FAO DG, biennial budgets, and reforms
  - Served as Member of the Finance Committee 2005-2006
  - Served as Africa Group Member of the Committee in Independent Evaluation of the FAO 2008-2010
- **2010 to January 2014** assigned as Ambassador to the Kingdom of Belgium with concurrent accreditation to: The Kingdom of the Netherlands; The Grand Duchy of Luxembourg; The European Union and the European Council;
- Organization for the Prohibition of Chemical Weapons (OPCW);
- World Customs Organization;
- The Africa, Caribbean and Pacific Organisation;

# Corporate Profile—The Commission

- Common Fund for Commodities;
  - Administrative Council of the Permanent Court of Arbitration (PCA);
  - She served as: Alternate Governor of the Common Fund for Commodities (CFC);
  - Through the ACP she also attended to overseeing the operations of:
  - The Technical Centre for Agriculture and Rural Development (CTA); &
  - The Centre for the Development of Enterprise (CDE).
  - The European Development Fund and Budget Support Programmes;
  - WTO issues in relation to sugar; cotton, cocoa, tobacco; kava and fish;
  - Council of Ministers' Programme of Work;
  - Trade Ministers' Programme of Work;
  - Economic Partnership Agreements negotiations and coordinating implementation thereof;
  - The future of the ACP-EU relationship post 2020;
  - Intra ACP programmes;
  - **2013** Chair of the Political, Humanitarian and Social Affairs for the ACP and for the ACP-EU joint committee.
- 
- **1994-98** Permanent Secretary for Information Post and Telecommunications, in charge of broadcasting, film industry, national newspapers, mobile and fixed telephony including liberalization of the mobile telephone sector;
  - **1992-94** Head of Monitoring and Coordination of Government Policy Implementation;
  - **1985-1987** Deputy Secretary, PM's Office for Policy Research and Analysis;
  - **1987-1992** Deputy Secretary, President's Office for Policy Analysis (also researching and drafting statements and national addresses for the president);
  - **1980-82** Director, National Manpower Survey, the first post-independent manpower skills base assessment; co-authored the field work volume;
  - **1982-85** Undersecretary, Administration and Finance; and Coordination of Foreign Recruitment, Social Welfare Delivery, and Occupational Health;
  - **1995-98** Member of the University of Zimbabwe Academic Council;

## AWARDS

- Honorary Degree -Accademica Sancta Fides, Italy 2009.
- Decoration Diploma - Decoration of Grand Officer of the Order of the Star of Italian Solidarity, awarded by H.E. President Giorgio Napolitano of Italy 2010.

## PUBLICATIONS

- Co-authored the National Manpower Survey Volume II on Field Operations, 1981
- Transfer of skills in foreign recruitment, University of Zimbabwe, 1984
- Co-authored the report on the presidential study tour of mission hospitals, 1986
- Co-authored the report on the presidential evaluation of the impact of the drought in 1985 and 1991
- Co-authored a paper on the history of land distribution in Zimbabwe before 1987
- Managing Information in Post-harvest Operations for Achieving Food Security, Gregorian University, Roma, 2008
- Published statements in the UN meetings 2001-2010 (FAO, IFAD and WPF)
- Many unpublished policy papers 1982-2010 but appearing on the UN Rome-based Organizations' intranets.
- The midwifery role of Customs and Excise in implementing Economic Partnership Agreements, 2011
- Can culture contribute towards a positive country profile, ISPD, 2013
- Communication and protocol at the Zimbabwe Mission in Brussels to ISPD students, 2013
- The changing nature of cultural diplomacy: ISPD, 2013
- Incorporating national customs into official protocol practices, 2012
- Incorporating national customs into official protocol practices, ICD, Berlin, 2012; and ISPD 2014



# Corporate Profile—The Commission

In addition to the Chairman and the Deputy Chairperson, the Public Service Commission is made up of the following Commissioners:-



**COMMISSIONER: MR STEPHEN M. NGWENYA**

Commissioner Ngwenya has vast knowledge in education and specialised in Science and Mathematics. He is an Educationist who rose through the ranks, rising from a classroom teacher through being Headmaster, Education Officer, Provincial Education Officer to Director of Schools and Psychological Services and Special Needs Education in the then Ministry of Education, Sports and Culture. He became Commissioner in 1999. He holds a Bachelor of Science degree in Mathematics and Chemistry; Graduate Certificate in Education and a Diploma in Industrial Chemistry.



**COMMISSIONER: MRS CLARA NONDO**

Mrs Nondo is a celebrated expert in the health sector having started off as a General nurse and being the driver behind the formation of the Zimbabwe Nurses' Council. She was elected President of the Zimbabwe Nurses Association. And also held the Public Services International position for four years representing women's issues in the Southern Region. She was the first all programs training coordinator in the Ministry of Manpower Development and a lecturer at the University of Zimbabwe for 10 years. For 6 years she was the Head of Adult Education where she is accredited for bringing the Police Staff College and the Zimbabwe Staff College under associate membership of Adult Education at University of Zimbabwe. Between 1990 and 1995 she advanced interests of the health sector through her stint at the Kellogg Foundation. Mrs Nondo holds a Masters in Adult Education; a Degree in Adult Education; Diplomas in Nursing Education and Adult Education and a certificate in General Nursing.

# Corporate Profile—The Commission



Commissioner Guti is an Economist by profession. She has detailed knowledge of the National and international economic policies and practices. Mrs Guti spent many years working for the Ministry of Finance before taking up the post of Executive Director at the International Monetary Fund (IMF).

In her career in the service, Mrs Guti has unparalleled knowledge in Public Finance, Economics and International Economic Relations. She has been instrumental in designing various measures for government interventions on economic management policies. Mrs Guti was appointed to the Public Service Commission in 2000. She is also a member of the Audit Office Board and the ZEPARU Board of Trustees.

## **COMMISSIONER: MRS DINAH Z. GUTI**

### **ESTABLISHMENT AND COMPOSITION OF THE COMMISSION**

Section 202 of the Constitution of Zimbabwe Amendment (No. 20) states that the Civil service Commission shall consist of:-

- ♦ A chairperson and a Deputy Chairperson; and
- ♦ A minimum of two and a maximum of five other members appointed by the President for their knowledge and experience in administration, management or the provision of public services.

### **FUNCTIONS OF THE PUBLIC SERVICE COMMISSION**

- 1) To appoint qualified and competent persons to hold posts in the Civil Service
- 2) To fix and regulate conditions of service, including salaries, allowances and other benefits of members of the Civil Service
- 3) To exercise control and disciplinary powers over members of the Civil Service
- 4) To investigate grievances and to remedy them
- 5) To implement measures to ensure effective, efficient performance within and the general wellbeing of the Civil Service
- 6) To ensure that members of the Civil Service carry out their duties efficiently and impartially.



# Corporate Profile—Head of Secretariat

The Public Service Commission Secretariat is headed by a Permanent Secretary who is also Secretary for the Defence Forces Service Commission, the Police Service Commission and the Prisons and Correctional Service Commission. In leading the four Commissions her grade is equivalent to Deputy Chief Secretary.

The current Head of the Secretariat for Service Commissions, since 2009, is Mrs Pretty Sunguro. In running the Secretariat, Mrs. Sunguro superintends over 2 Managing Directors and 18 General Managers who are tasked with overseeing the day to day running of the Commission's specified functional areas.

## KEY RESPONSIBILITIES

Her key responsibilities are:

- ♦ Managing the Human, Financial and Material Resources of the Public Service Commission
- ♦ Managing and Co-ordinating all Public Service Human Resources issues to enable the **Service Commissions** (Public Service Commission, Defence Forces, Police and Prisons and Correctional Services) to make informed decisions and policies
- ♦ Appointment of appropriately qualified members into the Public Service
- ♦ Monitoring performance of civil servants in line Ministries.
- ♦ Giving Strategic Direction to Commission Secretariat and Accounting duties to the Civil Service Commission.
- ♦ Conditions of Service for the Public Service and Uniformed Forces (Defence Forces, Police and Prisons and Correctional Services)
- ♦ Organisation, structure, management, regulation, discipline and setting of Conditions of Service for members of the Civil Service as stipulated in the Constitution covering:
- ♦ Production of Ministry Structures
- ♦ Production of Salary Key Scales and management of Pay Roll services for Public Service and Government Departments



**SECRETARY OF ZIMBABWE SERVICE COMMISSIONS**  
*Grade equivalent to Deputy Chief Secretary*  
**MRS PRETTY SUNGURO**

## Qualifications

- ♦ Masters Degree in Business Administration (ESAMI)
- ♦ Bachelor of Arts (U.Z)
- ♦ Diploma in Education (U.Z)
- ♦ Diploma in Salaries Administration
- ♦ Diploma in Labour Relations and Personnel Management (IPMZ,)
- ♦ Certificate in Strategic Planning and Management (ESAMI)

## Current Studies

- Doctorate in Business Administration (DBA) (Binary University of Malaysia)

## Experience

- ♦ Appointed Secretary, Public Service Commission on 19 June 2009.
- ♦ 14 November 2013—promoted to Secretary, Service Commissions (Public Service Commission; Defence Forces Service Commission; Police Service Commission and Prisons and Correctional Service Commission) (**Deputy Chief Secretary Level**).

# Corporate Profile— Commission Secretariat

## Organizational units of the Public Service Commission Secretariat

The Secretariat is the Commission's support service which is headed by a Permanent Secretary as profiled on the previous page. Its main function is to ensure the overall coherence of the Commission's work at every stage of policy-making, from initiating legislation, through coordinating with other stakeholders. The Secretariat ensures that the Commission is well advised throughout the decision-making process up to the implementation of Commission Decisions. The Secretariat plays a key role in ensuring the smooth running of the Commission's work by coordinating the spider-web of inter-institutional interactions that take place throughout the decision-making process. For operational efficiency and expediency, the Commission Secretariat is divided into Agencies based on the following specified functional areas

- ♦ **Permanent Secretary**
- ♦ **Managing Director, Human Resources Performance Audit;**
- ♦ **Managing Director, Human Resources Coordination**

### Agencies

- ♦ **Corporate Strategy and Salaries Administration**
- ♦ **Conditions of Service**
- ♦ **Salary Service Bureau**
- ♦ **Human Resources Coordination**
- ♦ **Human Resources Performance Audit**
- ♦ **Discipline**
- ♦ **Legal Services**
- ♦ **Uniformed Forces Service Commissions**
- ♦ **Corporate Services and Affairs**
- ♦ **Pensions**
- ♦ **Internal Human Resources Management**
- ♦ **Finance and Administration**
- ♦ **Internal Audit**
- ♦ **Communications**

# Corporate Profile— Managing Directors

## MANAGING DIRECTORS

Immediately below the Permanent Secretary are two Managing Directors who assist the Head of Secretariat in fulfilling the mandate of the Commission. The two Managing Directors are responsible for Human Resources Performance Audit and Human Resources Coordination.



**MR CLIFORD MATORERA**

*Managing Director*

Human Resources Performance Audit

### Qualifications

- ♦ MSc Strategic Management (CUT)
- ♦ BSc Honours Sociology (U.Z)

**Mr Clifford Matorera** is **Managing Director** responsible for Performance Audit and Inspectorate as well as the Human Resources Operations unit which is directly responsible for all the decentralized functions of the Commission.

He oversees implementation of policy and procedures and compliance monitoring through the Human Resources Operations and the Inspectorate which are both decentralized to district level.



**MR ERIA PHIRI**

*Managing Director*

Human Resources Coordination

### Qualifications

- ♦ MSc Strategic Management (CUT)
- ♦ B.A. General (U.Z)
- ♦ Diploma in Personnel Management (IPMZ)

**Mr Eria Phiri** is **Managing Director** responsible for **Human Resources**, a portfolio which encompasses the Commission's work in Conditions of Service, Discipline, Human Resources and Corporate Strategy and Salaries Administration.

His portfolio oversees the formulation of Human Resources Policy and Procedures formulation

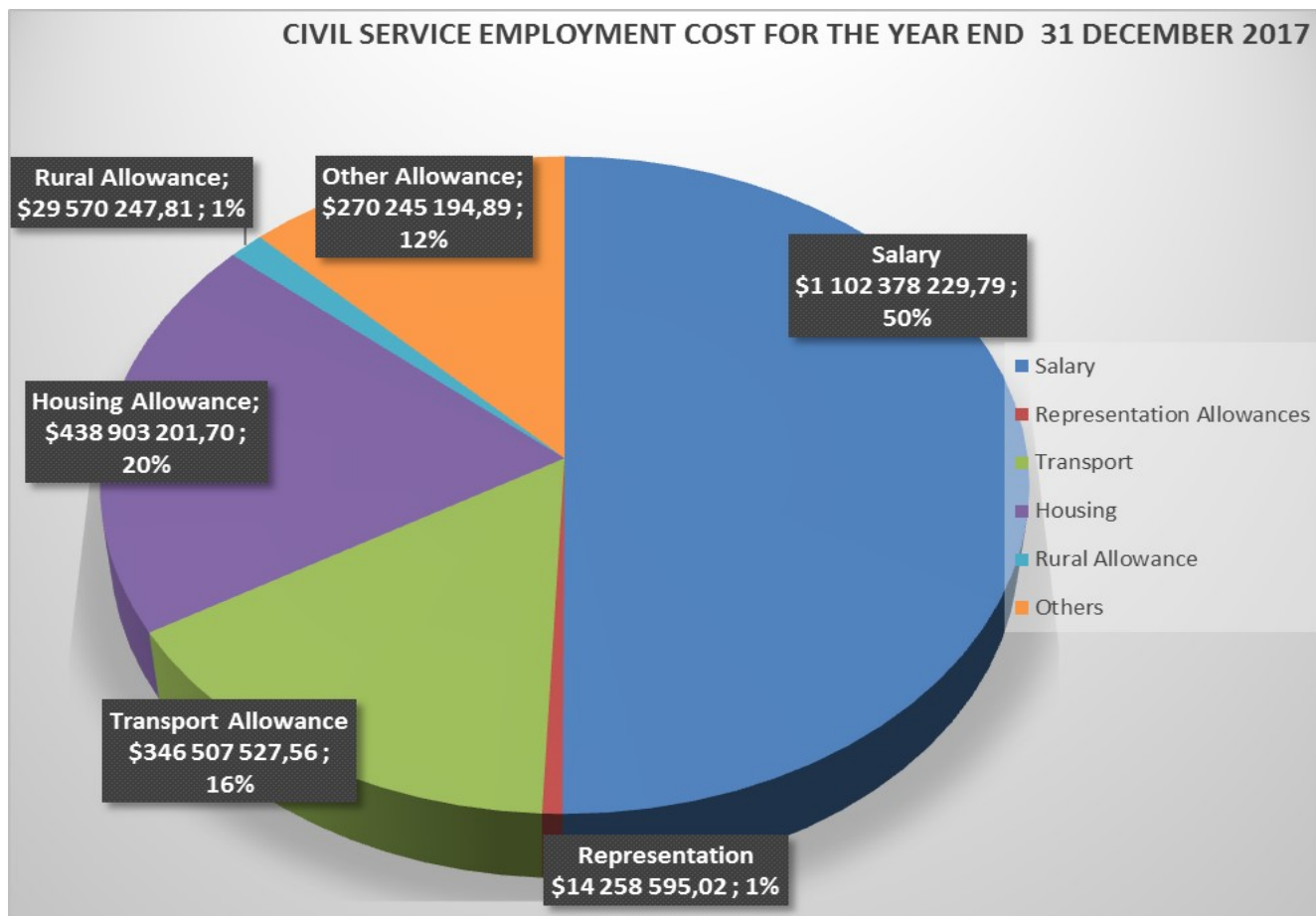


# Overview of Work done in 2017

The year 2015 marked the start of a serious concern for the Public Service Commission in terms of strategizing to keep the Wage Bill under control. In the years 2015, 2016 and 2017 there was no marked improvement in Zimbabwe's investment and economic growth which could alleviate the pressure on the Wage Bill. On the contrary, national revenues continued to dwindle and the resource envelope also shrunk in tandem.

Although basic salaries and allowances remained unchanged in the year under review, the 2017 employment budget allocation was increased by **1%** to **US\$2,091,439,382** from the 2016 allocation of **US\$2,040,000,000**. The Commission produced **12** monthly Wage Bill Monitoring Reports to establish the Civil Service employment expenditure trends against the employment budget allocation of **US\$2,091,439,382.00**. The total expenditure for 2017 was **US\$2,201,791,206.38** including the 13<sup>th</sup> cheque for 2016 which was paid in 2017.

Total expenditure exceeded the 2017 budget allocation by **US\$110,351,824.38** translating to **5.28% including** the 13<sup>th</sup> cheque. The total revenue collection for 2017 was **3, 978 billion**. The cumulative wage bill expenditure of **\$2 201 791 206.38** translates to **55.3%** of the revenue collected.



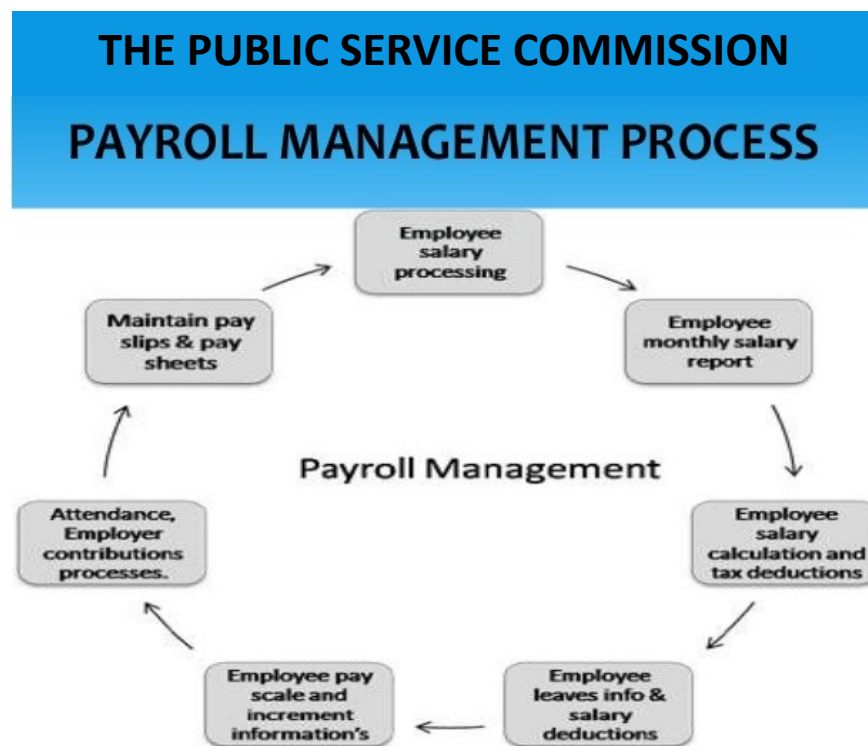
# Overview of Work done in 2017

## Payroll Management

The Public Service Commission's payroll represents an accounting system connecting the employee (members of the Public Service) and the various private and government entities that they deal with. This also includes the collection of taxes on behalf of ZIMRA and Medical Aid subscriptions. The Commission puts great emphasis on the payroll system's **precision**. Precise payroll accounting is an ethical issue. Hiring employees involves entering into a moral, contractual relationship obligating the Commission to compensate them for their time relative to prearranged terms such as a salary or an hourly wage. Accurate and precise payroll records document an important element of the Commission's functions enabling The Commission is required to withhold a range of taxes and other deductions from employee salaries, including income tax, Social Security, Medical aid, bank loans, hire purchase agreed deductions, association memberships.

The Commission's ability to report and pay these taxes and deductions accurately depends on having precise payroll records that honestly represent payroll activity.

n an effort to make payroll management easy for Human Resources Officers as well as members of



# Overview of Work done in 2017

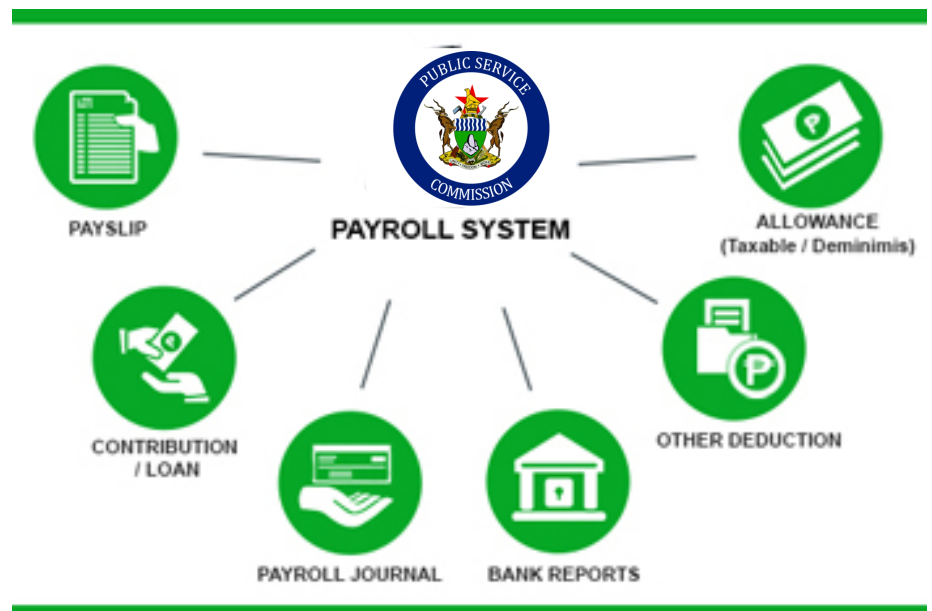
## PAYROLL MANAGEMENT *(continued)*

the Service, the Public Service Commission SPACE Payroll system was decentralized to some districts in the first half of 2017. The districts that experienced complete installations were:-

- ♦ Kariba;
- ♦ Zvishavane;
- ♦ Beitbridge;
- ♦ Tsholotsho;
- ♦ Mt Darwin;
- ♦ Mutoko;
- ♦ Chivhu; and
- ♦ Gutu.

In addition to the full installations, site surveys were carried out in preparation of system installations in:

- ♦ Chegutu,;
- ♦ Filabusi;
- ♦ Bubi;
- ♦ Bulilima;
- ♦ Umzingwane,;
- ♦ Guruve;
- ♦ Muzarabani;
- ♦ Rushinga.
- ♦ Kezi;
- ♦ Shurungwi;
- ♦ Nyanga;
- ♦ Chimanimani;
- ♦ Chipinge;
- ♦ Chivi;
- ♦ Murehwa; and Shamva;



# Overview of Work done in 2017

## **PAYROLL MANAGEMENT** *(continued)*

The major motivation for employees in any workplace is the salary and accompanying packs that they get at the end of each month. Payroll management is therefore a critical component of the Public Service Commission's functions. Compared to the year 2016, the year under review (2017) saw a marked improvement in the release of salaries. Members of the Public service were able to access their salaries within the same month that service was rendered,

Between 2015 and 2016, salaries had become payable between the first week and the second week of the month following the month of service provision. Although the announcement of paydates is still not being done in the long term, when they were made, the Commission managed to successfully meet all the pay dates as announced Treasury.

In its day to day operations, the Commission implemented:-

- ♦ assimilation of salaries and allowances for selected departments;
- ♦ processed appointments and terminations for Ministers and Permanent Secretaries;
- ♦ processed the reassignment of some of the Permanent Secretaries;
- ♦ 2016 Bonus payments were processed in accordance with published dates

**Statistics of** salary bills for 2017 by month are tabulated below:

MONTH	TOTAL NO. OF PEOPLE PAID	TOTAL GROSS AMOUNT
January	280 347	145 129 265.53
February	280 053	145 564 619.21
March	280 127	145 954 571.29
April	281 740	164 183 696.51
May	280 172	176 014 301.30
June	291 573	214 197 834.41
July	281 015	165 096 115.75
August	279 907	147 501 585.53
September	281 074	148 251 092.24
October	281 445	147 627 504.78
November	282 983	149 677 754.82
December	283 478	149 035 114.41

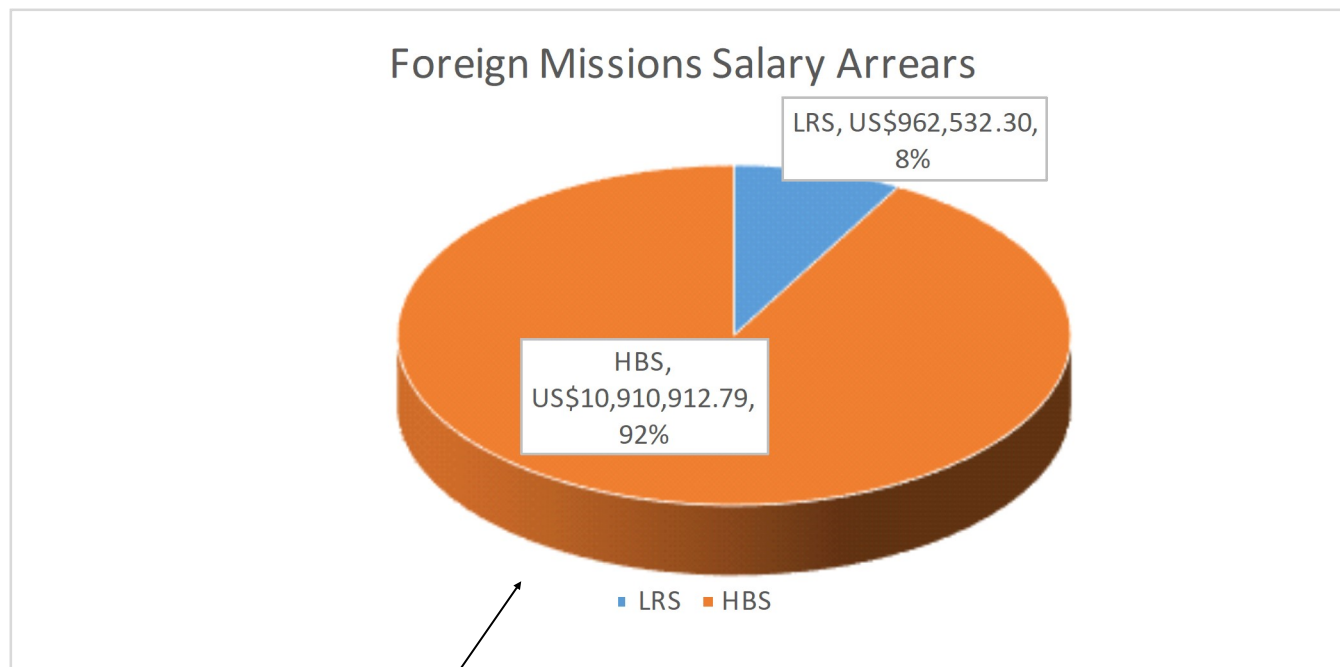
# Overview of Work done in 2017

## TAKE OVER OF FOREIGN MISSIONS SALARY PAYMENT

At the end of 2016, the Commission proposed that salaries of foreign missions staff be paid by the Commission to ensure eradication of the embarrassing backlogs that were threatening the image of the Nation. The Commission in close liaison with Treasury and the Reserve Bank of Zimbabwe began work towards the eradication of arrears in late 2016.

- ♦ Salary arrears for Home Based Staff for period prior to 31 August 2015 was reduced by **30 %** from **US\$ 15 486 925.90** to **US\$ 10 910 912.79** with all payments going to **61** recalled members.
- ♦ The total outstanding salary arrears for both Home Based Staff and Locally Recruited Staff amounts to **US\$11 873 445.09** which is summarised in the pie chat below.

Illustrated below is the summary:-



**LRS**—Locally Recruited Staff

**HBS**—Home Based Staff

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# Overview of Work done in 2017

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## **Delayed payments in some Foreign Missions**

Significant progress was made in clearing salary arrears. However, the liquidity crunch manifesting in cash shortages in the nation, resulted in Foreign Missions whose salaries were paid in cash (Juba, Khartoum, Havana and Moscow) at times going for up to 6 months without getting their salaries. The situation was further compounded by logistical arrangements of transporting money to the affected missions (Khartoum, Havana, Juba and Moscow).

## **Foreign Missions Salaries Accounting Procedure**

With the new responsibility of catering for the salaries of Foreign Missions Staff, the Commission produced a Foreign Missions Salaries Accounting Procedure Manual in order to improve Foreign Missions accounting procedures and uniformity in the acquittal of salaries.

## **Career Progression Principal Procedure**

The Commission crafted and released for immediate use a Career Progression Principal Procedure

In 2017, the Public Service Commission channelled resources and efforts into crafting and implementing strategies aimed at reducing the wage bill and improving service delivery as recommended in its 2015 Civil Service Audit Report. With regard to concerns over the wage bill, restructuring of Line Ministries and Government Departments took centre stage in the year under review. In restructuring to create a leaner structure and reduce the Wage bill, the Commission did not only concentrate on other line ministries but started in-house with its own structure.

The Salary Service Bureau and the Pensions Office as well as the Inspectorate were trimmed through the retirement of members who had reached 66 years and above as well as through abolition of Office. There was consequent merging and renaming of sections.

- ♦ The Performance Audit and Inspectorate Agency and the Human Resources Operations were merged and renamed Human Resources Performance Audit.
- ♦ The Personnel Agency was renamed Internal Human Resources Agency;
- ♦ The Human Resources Agency was renamed Human Resources Coordination;
- ♦ The Salary Service Bureau Agency was downsized from fourteen pay sections to eight pay sections with effect from August 2017;
- ♦ The number of Payroll Administrator posts was reduced from twenty-one to ten.
- ♦ Sections, subsections and department codes were accordingly reconfigured to match the new sections as per the new dispensation.

# Overview of Work done in 2017

In terms of operations, the following work was processed on the Public Service Commission's Salary Service Bureau Payroll:

Recruitment of an additional **2000** nurses (Treasury Concurrence C/39/1/16 of 31<sup>st</sup> March 2017) was staggered as follows:

- ♦ April- 900 posts;
- ♦ July - 700 posts
- ♦ September- 400 posts

Consequently, the Commission processed new appointment forms for **1625** Registered General Nurses and **498** Primary Health Care Nurses giving a total of **2113** as at December 2017 pay sheet.

- ♦ The Commission further processed new rank structures for Zimbabwe Prisons and Correctional Service (ZPCS) gazetted in Statutory Instruments 109 and 110 of 2015. The exercise saw the change of Prison Officer title to Correctional Officer which is in line with the Constitution of Zimbabwe
- ♦ The Commission implemented provisions of Statutory Instruments 71 and 50 of 2016 providing for the reduction of retirement age for members and officers of the Air Force of Zimbabwe from 60 years to 50 years.
- ♦ Members of ZRP recruited in 2016 without Treasury Concurrence were put on the pay sheet in May 2017 with their arrears spread from May to December 2017.
- ♦ The Commission ceased salaries for **3052** Youth Officers on the July 2017 paysheet and reinstated them on the August 2017 pay sheet. On the December 2017 pay sheet, **3003** Youth Officers were terminated based on circular C/47/112 of 7<sup>th</sup> December 2017.
- ♦ Effective 1<sup>st</sup> September 2017, ZimStats Salaries were aligned to the Public Service Key Scale.
- ♦ the National Prosecuting Authority key scale was aligned with the Judiciary Service Commission, effective 1 November 2017.
- ♦ The Zimbabwe Gender Commission was integrated onto the Salary Service Bureau Payroll Platform with effect from June 2017.



# Overview of Work done in 2017

## ALIGNMENT OF THE PUBLIC SERVICE ACT AND REGULATIONS

The Commission has been working towards the harmonisation of the Public Service Act and the Constitution. In 2017, the Principles to the Public Service Act were approved by Cabinet and the Draft Bill was sent to the Attorney General's Office for drafting. The Commission also drafted a Code of Conduct which is currently undergoing stakeholder consultations.

## REVIEW OF MINISTRY STRUCTURES

From January to November, the Commission continued to implement rationalisation decisions as agreed with and directed by Cabinet. In the last quarter of 2017, Zimbabwe went through further changes following Operation Restore Legacy and the inauguration of the Second Executive President of Zimbabwe since 1980, His Excellency, President Emmerson Dambudzo Mnangagwa.

In order to implement the President's vision, the Public Service Commission reviewed all Ministry and Departmental Structures and Establishments. The new Government structure was thinned down from the previous **27 Ministries** to a total of **22 Ministries**. The Commission immediately set to work and came up with three major outputs:-

1. New Ministry Structures
2. New Detailed Establishment Tables (DETs) for Line Ministries
3. All non-critical vacant posts were abolished in line with the new policy direction of a leaner but more efficient Government structure.

In line with the President's vision and directive, Ministries were merged and renamed. Below is Table 1, clearly tabulating the work done by the Public Service Commission in revamping Government structures in 2017. **Table 1.**

### 1. MINISTRY OF INDUSTRY AND COMMERCE

NEW NAME	CHANGES EFFECTED
Ministry of Industry, Commerce and Enterprise Development	The Ministry was changed to <b>Ministry of</b> Industry, Commerce and Enterprise Development. In the new structure, the Ministry has now taken on board new components that were previously housed elsewhere. These are:  i) Small and Medium Enterprise Development; ii) Special Economic Zones; and iii) Business Advisory Services

# Overview of Work done in 2017

## 2. MINISTRY OF FINANCE

NEW NAME	CHANGES EFFECTED
Ministry of Finance and Economic Development	The Commission created the <b>Joint Venture Unit</b> with 14 posts. The Unit was created to superintend Government-Private Partnerships and/or development partners on investment projects as provided for in the <i>Joint Venture Act Chapter 22:22</i> .

## 3. MINISTRY OF AGRICULTURE, MECHANISATION AND IRRIGATION DEVELOPMENT; AND MINISTRY OF LANDS, AGRICULTURE AND RURAL RESETTLEMENT

NEW NAME	CHANGES EFFECTED
Ministry of <b>Lands</b> , Agriculture and Rural Resettlement.	The two ministries were merged and renamed Ministry of <b>Lands</b> , Agriculture and Rural Resettlement. The Establishment of ward-based Agricultural Extension Workers was increased from <b>1569</b> to <b>3138</b> posts in support of Government agricultural programs.

## 4. MINISTRY OF FOREIGN AFFAIRS

NEW NAME	CHANGES EFFECTED
Ministry of Foreign Affairs and International Trade	♦ Ministry changed name to Ministry of Foreign Affairs and International Trade following the Cabinet reshuffle in December 2017
	♦ Staff carried out the rationalisation of Locally Recruited Staff and all the other issues related to the Ministry's establishment. ♦ Ministry changed name to Ministry of Foreign Affairs and International Trade following the Cabinet reshuffle in December 2017 and created the appropriate structure

# Overview of Work done in 2017

	MINISTRY	CHANGES EFFECTED
5.	<b>MINISTRY OF WOMEN AND YOUTH AFFAIRS</b>	
	<b>Old Ministry</b> 1. Women Affairs, Gender and Community Development 2. Youth, Indigenization and Economic Empowerment	The two Ministries were merged to form the Ministry of Women and Youth Affairs
6.	<b>MINISTRY OF LABOUR AND SOCIAL WELFARE</b>  <b>Old Ministry</b> Public Service, Labour and Social Welfare	<ul style="list-style-type: none"> <li>♦ The Commission created the Disabled Persons Affairs Department to cater for the welfare of people living with disabilities as provided for in the Constitution of Zimbabwe Amendment Act No. 19 of 2013.</li> <li>♦ The Ministry was renamed Ministry of Labour and Social Welfare and the</li> <li>♦ The Public Service function was hived off.</li> <li>♦ The Public Service training function was transferred to the Public Service Commission.</li> </ul>
7.	<b>MINISTRY OF SMALL AND MEDIUM ENTERPRISES AND CO-OPERATIVE DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>♦ Created of the Waterfall Incubation Centre to impart technical skills to small business ventures.</li> </ul>
8.	<b>MINISTRY OF SPORT, ARTS AND RECREATION</b>  Sport, Arts and Recreation	<ul style="list-style-type: none"> <li>♦ Incorporated the Arts function from the Ministry of Rural Resettlement and the Ministry was subsequently renamed the Sport, Arts and Recreation</li> </ul>
9.	<b>MINISTRY OF LOCAL GOVERNMENT, PUBLIC WORKS AND NATIONAL HOUSING</b>	<ul style="list-style-type: none"> <li>♦ Transfer of the Provincial Administrator's Office, Traditional Leadership, Rural Development and support services from the Ministry of Rural Development, Promotion and Preservation of National Culture and Heritage to Local Government, Public Works and National Housing saw the disbanding of the former Ministry.</li> </ul>
10.	<b>Old Ministry</b> Rural Development, Promotion and Preservation of National Culture and Heritage	

# Overview of Work done in 2017

	MINISTRY	CHANGES EFFECTED
11.	<b>MINISTRY OF JUSTICE, LEGAL AND PARLIAMENTARY AFFAIRS</b>	The Commission decentralized the Community Service Structure to <b>Chegutu, Goromonzi, Karoi</b> and <b>Mvuma</b> Districts. This was essential for purposes of effective monitoring of offenders serving community service.
12.	<b>MINISTRY OF PRIMARY AND SECONDARY EDUCATION</b>	The Commission sought and was granted Treasury Concurrence for filling of <b>245</b> x School Heads ( <b>E3</b> ) and <b>58</b> x Deputy Heads ( <b>E2</b> ): Mashonaland East Province: Ministry of Primary and Secondary Education. This resulted in quick decision making thereby improving service delivery.
13.	<b>OFFICE OF THE PRESIDENT AND CABINET</b>	Administration of Scholarships was transferred to from the Ministry of Higher and Tertiary Education, Science and Technology Development to the Department of Presidential Scholarships in the Office of the President and Cabinet in order to synchronise scholarship management issues.

# Overview of Work done in 2017

## 5. Review of Detailed Establishment Tables (DETs)

Following the successful restructuring of all Government Ministries and Departments without compromising service delivery, the Approved Establishment for the Civil Service stood at **162 292** posts as at 30<sup>th</sup> November 2017, compared to **172 217** posts at the beginning of the year.

**Table 2** below shows the list of Detailed Establishment Tables which were reviewed in 2017.

**Table 2.**

	January to November 2017 Line Ministries	Approved DET (Jan 2017)	Approved DET (4 December 2017)	December 2017 Line Ministries
<b>1.</b>	Office of the President and Cabinet	1 110	1 121	Office of the President and Cabinet
<b>2.</b>	Public Service Labour and Social Welfare	1 508	1 492	Labour and Social Welfare
<b>3.</b>	Defence	385	376	Defence, Security and War Veterans Affairs
<b>4.</b>	Welfare for War Veterans, Former War Collaborators, Political Detainees and Restricttees	320	320	
<b>5.</b>	Finance and Economic Development	305	317	Finance and Economic Development
<b>6.</b>	Macro-Economic Planning and Investment	67	72	
<b>7.</b>	Agriculture, Mechanization and Irrigation Development	11 262	13 551	Lands, Agriculture and Rural Resettlement
<b>8.</b>	Lands and Rural Resettlement	726	728	
<b>9.</b>	Mines and Mining Development	756	756	Mines and Mining Development
<b>10.</b>	Environment, Water and Climate Change	354	354	Environment, Water and Climate Change
<b>11.</b>	Transport and Infrastructural Development	1 328	1 328	Transport and Infrastructural Development
<b>12.</b>	Foreign Affairs	807	807	Foreign Affairs and International Trade
<b>13.</b>	Local Government, Public Works and National Housing	2778	2 775	Local Government, Public Works and National

# Overview of Work done in 2017

## 5. Review of Detailed Establishment Tables (DETs) *(continued)*

**Table 2.** *(continued)*

	January to November 2017 Line Ministries	Approved DET (Jan 2017)	Approved DET (4 December 2017)	December 2017 Line Ministries
<b>14.</b>	Home Affairs	3 272	3 272	Home Affairs and Cultural Heritage
<b>15.</b>	Rural Development, Promotion and Preservation of National Culture and Heritage	1 011	1 011	
<b>16.</b>	Primary and Secondary Education	130 998	130 999	Primary and Secondary Education
<b>17.</b>	Higher and Tertiary Education, Science and Technology Development	4 652	4 684	Higher Education, Science and Technology Development
<b>18.</b>	Youth, Indigenization and Economic Empowerment	2 608	2 637	Women and Youth Affairs
<b>19.</b>	Women Affairs, Gender and Community Development	1 246	1 246	
<b>20.</b>	Justice, Legal and Parliamentary Affairs	564	570	Justice, Legal and Parliamentary Affairs
<b>21.</b>	Information, Media and Broadcasting Services	181	181	Information, Media and Broadcasting Services
<b>22.</b>	Industry and Commerce	319	321	Industry, Commerce and Enterprise Development
<b>23.</b>	Small and Medium Enterprises and Cooperative Development	406	413	
<b>24.</b>	Energy and Power Development	91	93	Energy and Power Development
<b>25.</b>	Tourism and Hospitality Industry	95	89	Tourism and Hospitality Industry
<b>26.</b>	Information Communication Technology, Postal and Courier Services	148	149	Information Communication Technology and Cyber Security
<b>27.</b>	Sport and Recreation	241	241	Sport, Arts and Recreation
	<b>TOTAL</b>	<b>167 538</b>	<b>167 290</b>	

# Overview of Work done in 2017

The foregoing tables indicate that Approved Establishment for the Civil Service stood at **167 538** in January 2017 and was trimmed to **167 290** as at 30<sup>th</sup> November 2017. The global establishment was reduced by **248** posts as the Public Service Commission implemented rationalisation of Ministries in line with the President's pronouncements on the 4<sup>th</sup> of December 2017.

## 6. JOB GRADE SCHEDULES

A thorough exercise of updating all Job Grade Schedules was carried out to ensure that all posts service wide were placed in correct grades.

## 7. JOB DESCRIPTIONS

The Public Service Commission continuously reviews all job descriptions in the service to ensure an accurate reflection of the ever-changing Public Service performance targets. In the year 2017, nine hundred and twenty-seven (**927**) job descriptions were reviewed. This figure makes up **86%** of the combined **1124** Job Descriptions in ministries. ed.

Below is a Table of Job Descriptions Inventory by Ministry as at 30 November 2017, prior to December 2017 reorganization of Ministries.

**Table 3**

	MINISTRY	TOTAL NUMBER OF JOBS	TOTAL NUMBER OF JOB DESCRIPTIONS DONE.	TOTAL NUMBER OF JOB DESCRIPTIONS OUTSTANDING
1	Office of the President and	73	69	4
2	Public Service Labour and	42	39	2
3	Defence	12	12	0
4	Finance and Economic Devel-	55	50	5
5	Industry and Commerce	25	20	5
6	Agriculture, Mechanisation	186	150	36
7	Mines and Mining Develop-	55	49	6
8	Environment, Water and Cli-	40	33	7



# Overview of Work done in 2017

	MINISTRY	TOTAL NUMBER OF JOBS	TOTAL NUMBER OF JOB DESCRIPTIONS COMPLETED.	TOTAL NUMBER OF JOB DESCRIPTIONS OUTSTANDING
9	Transport and Infrastructural Development	61	53	8
10	Foreign Affairs	30	24	6
11	Local Government, Public Works and National Housing	87	77	10
12	Primary and Secondary Education	80	60	20
13	Higher and Tertiary Education, Science and Technology Development	30	22	8
14	Youth, Indigenisation and Economic Empowerment	22	18	4
15	Home Affairs	23	17	6
16	Justice, Legal and Parliamentary Affairs	32	27	5
17	Information, Media and Broadcasting Services	19	15	4
18	Small and Medium Enterprises and Cooperative Development	19	15	4
19	Energy and Power Development	9	9	0

# Overview of Work done in 2017

	MINISTRY	TOTAL NUMBER OF JOBS	TOTAL NUMBER OF JOB DESCRIPTIONS COMPLETED.	TOTAL NUMBER OF JOB DESCRIPTIONS OUTSTANDING
20	Women Affairs, Gender and Community Development	16	16	0
21	Tourism and Hospitality In- dustry	10	10	0
22	Information Communication Technology, Postal and Couri- er Services	23	21	2
23	Lands and Rural Resettle- ment	36	30	6
24	Macro-Economic Planning and Investment Promotion	13	13	0
25	Welfare of War Veterans, War Collaborators, Political Detainees and Restrictes	15	15	0
26	Sport and Recreation	12	12	0
27	Rural Development, Promo- tion and Preservation of Na- tional Culture and Heritage	32	28	4
	Service Wide	67	60	7
	<b>GRAND TOTAL</b>	<b>1124</b>	<b>964</b>	<b>159</b>

# Overview of Work done in 2017

## PENSIONS ISSUES

The release of funds by Treasury towards Pension payments remained constrained in 2017, resulting in the Commission accumulating a huge backlog on the payment of lump sum pensions, refunds and gratuities. Lump sums up to December 2016 were processed in the year under review. The accumulated backlog stood at \$60 million as at 31st December 2017.

The total pension bill for the year ending 31<sup>st</sup> December 2017 was US\$**477 600 000.00**, indicating a 0.0% rise on the pension bill from the previous year's pension bill of US\$**477 600 000.00**. This stagnation in the pension bill is attributed to the monthly cap imposed by Treasury. The monthly cap (maximum payable) has created a huge backlog of unpaid Commutations, refunds and gratuities.

## COMPARISON OF THE 2016/2017 PENSION BILLS

Year/Month	MONTHLY BILL TABLE	
	2016	2017
JANUARY	39 800 000.00	39 800 000.00
FEBRUARY	39 800 000.00	39 800 000.00
MARCH	39 800 000.00	39 800 000.00
APRIL	39 800 000.00	39 800 000.00
MAY	39 800 000.00	39 800 000.00
JUNE	39 800 000.00	39 800 000.00
JULY	39 800 000.00	39 800 000.00
AUGUST	39 800 000.00	39 800 000.00
SEPTEMBER	39 800 000.00	39 800 000.00
OCTOBER	39 800 000.00	39 800 000.00
NOVEMBER	39 800 000.00	39 800 000.00
DECEMBER	39 800 000.00	39 800 000.00
<b>TOTAL</b>	<b>477 600 000.00</b>	<b>477 600 000.00</b>

The Commission is actively working with all stakeholders to ensure that the payment of pension arrears is prioritized in order to ensure that after serving the Government of Zimbabwe, former members retire into a dignified way of life. The Commission is determined to ensure that after their tour of duty with the Government of Zimbabwe, former members are able to live well above the poverty datum line and are able to fulfil their family obligations.

# Overview of Work done in 2017

## PENSIONS ISSUES *(continued)*

State Pensioners stood at the following numbers: by 31 December 2017

Scheme	Year 2017	%
<b>Contributory Schemes</b>	120 275	64.44
<b>Non Contributory Schemes</b>	66 382	35.56
<b>TOTAL NO OF PENSIONERS</b>	186 657	100

The contributory schemes constitute 64.44 percent and non-contributory schemes 35.56 per cent of the Pensioners on our database.

Contributory Pension Schemes numbers were further broken down into:

	Own Right	Spouse	Children	Total
State Service	58 591	43 032	18 652	<b>120 275</b>

Statistics for non contributory Pension Schemes stood as follows

	Own Right	Spouse	Children	Total
War Veterans	31 856	10 678	4 231	46 765
War Victims	6 814	1 510	192	8 516
Ex-Political Prisoners, Detainees and Restricttees	4 812	1 262	163	6 237
Injury on Duty	3 748	360	192	4 300
Old Age	Nil	nil	nil	nil
War Pension (World War)	3	nil	nil	3
National Heroes	Nil	527	34	561
<b>Grand Total</b>	<b>47 233</b>	<b>14 337</b>	<b>4 812</b>	<b>66 382</b>

# Overview of Work done in 2017

## COMPUTERISING THE GOVERNMENT HUMAN RESOURCES SYSTEMS

The Commission's Vision of "World Class Employer of First Choice" entails the eradication of cumbersome paper filing and the inadequacies that accompany paper based Human Resources Management Systems. In this regard, the Commission continues to push towards the achievement of a paper-less office based on the HRMIS project whose aim is to have all Government Human Resources Systems based on a world-class HR System.

The HRMIS Project commenced in the Public Service Commission in 2014 and is being implemented under the National E-Government Project. The HRMIS project is a Government initiative to ensure that human resource management in the public service produces skilled, trained and motivated workers.

HRMIS is one of Government's flagship applications under the e-Government project, with a clear mission to improve the performance of the Public Service Human Resources Management Systems. Its major objectives are to:

- ♦ Enable planning of the workforce and determine the effective size of public service through human resource management information;
- ♦ Automate the operation processes of human resource management;



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# Overview of Work done in 2017

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- Develop integrated and updated human resource information for the purpose of effective human resource planning;
- Facilitate horizontal communication and integration, coordination of human resource processes and access through a single window;
- Contribute to the creation of a paperless environment; and
- ♦ Make available a human resource information system that is open, flexible and updated to meet the management needs of the Commission and Government in general.

The following progress was recorded on the HRMIS project in the period January 1st—31st December 2018:

- ♦ The Local Area Network (LAN) hardware was upgraded with new hardware to match the increased data levels and required speed to match the HRMIS requirements;
- ♦ All network switches were replaced.;
- ♦ A wireless network was added on to the existing Local Area Network to cater mainly for mobile technology devices and also to boost the old network infrastructure capacity;
- ♦ Rollout of the HRMIS system to line ministries continued in 2017 leaving out just three Line Ministries which still had some issues;
- ♦ A demonstration of how the system works was done for various stakeholders inclusive of the Chief Secretary to the President and Cabinet;
- ♦ The 9th Floor Project Room was upgraded to meet the increasing requirements of the HRMIS project. An additional training facility was established on the 15<sup>th</sup> Floor to cater for increased training requirements.

## **Connectivity on Internet and provision of e-mail**

The Commission provided internet and e-mail services to its decentralized offices, As at year end:

- ♦ Internet was availed in all Provincial Offices
- ♦ Internet was availed in all District offices.
- ♦ Government of Zimbabwe E-mail accounts were created or reactivated for all Commission staff in the provinces and Districts.
- ♦ As at 31st December 2017, all Public Service Commission Secretariat employees had the @psc.gov.zw e-mail account

# Overview of Work done in 2017

Discipline in the workforce cannot be over emphasized. The Public Service Commission jealously guards its regulations, Statutory Instrument 1 of 2000 as this is the basis upon which member conduct is hinged. Any departure from or contravention of the set out regulations results in disciplinary action being taken against the perpetrators. This ensures that the Commission's regulations not only offer remedial action, but also serve as deterrent and role clarifier for the smooth running of the service. In 2017, the following misconduct cases were processed:-

Month	Application for Reviews Received	Requests for Reviews	Records of Proceedings Compiled	Extensions of Suspension Order	Misconduct Returns Received	Cases Determined by the Commission	Grand Total
Jan	8	14	10	3	8	1	
Feb	13	9	5	1	8	0	
March	11	8	15	1	16	0	
April	10	6	3	8	11	0	
May	8	8	15	4	14	1	
June	8	11	14	1	12	2	
July	10	7	7	6	13	0	
Aug	12	7	4	5	16	0	
Sept	7	8	6	4	15	0	
Oct	5	4	7	11	16	0	
Nov	7	5	7	0	16	0	
Dec	3	7	6	1	3	0	
<b>Total</b>	<b>102</b>	<b>94</b>	<b>99</b>	<b>45</b>	<b>148</b>	<b>4</b>	<b>512</b>

The Commission received **102** requests for reviews, of which **92.6% (94 cases)** were finalized. An additional **7** cases carried over from 2016 were also finalized. As at 31st December 2017, only **8** cases remained pending. This was attributed to failure by some Disciplinary Authorities to submit required documents and information.

- ♦ **148** Misconduct Returns from Twenty Four (**24**) Ministries were processed
- ♦ The Commission drafted a Disciplinary Procedure Handbook for training Disciplinary Authorities and Human Resources Officers in line Ministries.

On a positive note, the Commission noted a decrease in the number of cases with anomalies across all line Ministries. This was attributed to better understanding of the regulations and procedures by Disciplinary Authorities and Human Resources officers. The issuance of a Disciplinary Procedure Manual is therefore expected to result in a sharp drop in cases with procedural irregularities.



# Overview of Work done in 2017

Type of misconduct document	Number received and processed		
	Ministry of Primary and Secondary Education	Rest of Service	Total
Misconduct charge letters	18	96	114
Suspension orders	24	22	46
Misconduct determination letters	309	202	511
Summary discharge	113	32	145
<b>Total</b>	<b>464</b>	<b>352</b>	<b>816</b>

Disciplinary Authorities and Human Resources Officers in various ministries were trained as indicated in **Table 4** below:-

**Table 4**

MINISTRY	DESIGNATION	NUMBER OF MEMBERS TRAINED
Information Communication Technology, Postal and Courier Services	<ul style="list-style-type: none"> <li>Principal Director</li> <li>Directors</li> <li>Deputy Directors</li> <li>Human Resources Officers</li> </ul>	26
Sport and Recreation	<ul style="list-style-type: none"> <li>Directors</li> <li>Ward Sport Coordinators</li> <li>Sport and recreation officers</li> <li>Human Resources Officers</li> </ul>	61
Primary and Secondary Education	<ul style="list-style-type: none"> <li>Directors</li> <li>Deputy Directors</li> <li>Human Resources Officers</li> </ul>	30

# Overview of Work done in 2017

## TRANSPORT PROVISION AND FLEET MANAGEMENT

Since 2008, the Public Service Commission has successfully provided affordable transport for members of the Public Service to and from work. Over the years, the fleet has continued to depreciate, more so given the state of the country's roads. Potholes on the roads and the number of years already served by the buses now demand that new buses be injected into the fleet to keep it running. Below is a table which the uptake of Public Service Commission Bus Service by province.

### MEMBERS USING PSC BUSES TO AND FROM WORK

CITY/TOWN	MONTH	NUMBER OF PASSENGERS	REVENUE (US\$)
Harare	Jan—Dec 2017	462264	231132
Bulawayo	Jan—Dec 2017	103068	30920.40
Gweru	Jan—Dec 2017	10243	3072.90
Mutare	Jan—Dec 2017	48422	14526.60
Marondera	Jan—Dec 2017	754	226.20
Hwange	Jan—Dec 2017	6772	2031.60
Gwanda	Jan—Dec 2017	12759	3827.70
Plumtree	Jan—Dec 2017	Off road	Nil
Kwekwe	Jan—Dec 2017	Off road	Nil
Masvingo	Jan—Dec 2017	7849	2354.70
Chinhoyi	Jan—Dec 2017	22944	6883.20
Kariba	Jan—Dec 2017	12496	3748.80
Bindura	Jan—Dec 2017	1 9321	5796.30
Rusape	Jan—Dec 2017	840	252.00
Beit Bridge	Jan—Dec 2017	8022	2406.60
<b>TOTAL</b>		<b>715754</b>	<b>369127.80</b>

# Overview of Work done in 2017

## PUBLIC SERVICE COMMISSION BUS FLEET MANAGEMENT SUMMARY

BUS MODEL	TOTAL ACQUIRED	YEAR ACQUIRED	RUNNERS	NON RUNNERS
FAW	17	2007	7	10
VW	22	2007	19	3
Scania	3	2007	3	nil
King Long	10	2012	9	1
Mini bus	1	2007	-	1
<b>TOTAL</b>	<b>53</b>		<b>38</b>	

The challenges to effectively managing a large fleet are many, especially given that the Commission is already seized with functions that form its core business. The Commission has to work on strategies of creating a team atmosphere by maintaining a visible presence, at the same time putting together a loyal, dedicated staff of supervisors to oversee the running of the buses. Fleets run on a schedule which has to be thoroughly monitored and stuck to in order guarantee credibility and reliability. Fuel, and maintenance costs keep going higher, the older the fleet gets.

### Route tracking

Another concern and area of attention for the Commission is the fact that the bus fleet is spread out over a large geographic area demanding the need for management to zoom in and out of fleet map quickly and efficiently. Tied to the issue of financial resources is also monitoring of fuel consumption and ensuring that drivers stay on authorized routes and authorized journeys as a way of monitoring costs. The Commission engaged technology companies and fitted the buses with trackers that ensure the fleet is operating within the authorized GPS network. The trackers further create more meaningful maps, grouping all assets intelligently and providing management with a clean and organized view of the PSC fleet.

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# Overview of Work done in 2017

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## UNIFORMED FORCES SERVICE COMMISSIONS

### SALARY RELATED ISSUES

#### Harmonization of medical salary key scales

Salary key scales for medical personnel in the Uniformed Forces were harmonized . A review of the following allowances was concluded:

- ♦ On call Allowance;
- ♦ Medical Allowance;
- ♦ Night duty Allowance; and
- ♦ Locum Allowance
- ♦ A Health factor allowance was introduced.

#### Payment of annual notches

Treasury concurrence for the payment of Air Force of Zimbabwe annual incremental notches was not granted by Treasury as at 31st December 2018

#### Payment of allowances for Uniformed Forces Personnel in Foreign Missions

Payment of allowances for Uniformed Forces members in Foreign Missions was done through the Salar Service Bureau and ZAPAR platforms.

#### New Structure for Senior Management

A new structure for the Zimbabwe Republic Police Senior Management was concurred to by Treasury.

#### Payment of 2016 Bonuses

2016 bonuses for members of the Zimbabwe Defence Forces (ZDF), the Zimbabwe Republic Police (ZRP) and the Prison and Correctional Service (ZPCS), were paid in the first quarter of 2017.

#### Uniformed Forces Audits

- ♦ The Police Service Commission submitted a detailed report of the Staff Audit Head Count to the Minister of Home Affairs.
- ♦ A detailed Prisons and Correctional Service Commission Audit Report was submitted to the Honourable Minister of Justice, Legal and Parliamentary Affairs for onward presentation to cabinet. The report also covered accommodation, uniforms among other issues.

# Overview of Work done in 2017

## CHALLENGES EXPERIENCED IN THE YEAR UNDER REVIEW

In dealing with line Ministries the Commission encounters challenges that slow down the processing times of most of its work. This results in loss of time and failure to meet set deadlines. The following are some of the challenges that the Commission continued to face in 2017, despite representations having been made to relevant ministries:

1. **Incomplete and incorrect documents**—Line Ministries' districts, provinces and head offices continued to submit documents with the following irregularities:
  - ♦ Incorrect documents;
  - ♦ Documents without requisite attachments;
  - ♦ Incomplete documents;
  - ♦ Documents submitted very late.
2. **Dormant Records**—Failure by line ministries to invite relatives of deceased members in for purposes of finalizing payment of terminal benefits.
3. **Inordinate work supply pattern**—where line ministries unjustifiably sit on work and then release the bulk of the work to the Commission for processing on the eve pay-sheet closure or two days before a member is due to start Manpower Planning Leave.
4. **Inconsistencies** and disparities in the imposition of penalties for same or similar offences committed in similar circumstances.
5. Limited amount of money allocated to the payment of **Pension lump sums**
6. Increased number of members requesting for:-
  - ♦ postponement of hearings. The Commission notes that it has increasingly become very expensive, cumbersome and time-consuming to continue dealing with postponements at the last moment and on an ad hoc basis.
  - ♦ reconstitution of Disciplinary Committees.
  - ♦ Lack of capacity to handle disciplinary hearings by Disciplinary Committee members.
  - ♦ Failure to submit required documents and information by some Disciplinary Authorities after members have requested for reviews.
  - ♦ Delay in finalizing misconduct cases by some Disciplinary Authorities.
  - ♦ Failure by the Ministry of Primary and Secondary Education to forward misconduct documents within the required time frame to the Commission.
7. No policy framework to enable payment of diplomats in Khartoum, Havana, Juba and Moscow.

# Overview of Work done in 2017

## POLICY PRIORITIES FOR 2017—2018

GOAL	OUTCOME	OUTPUT	PERFORMANCE INDICATOR
Achieve 100% integration level of the SSB, HRMIS, Pensions and Line Ministries by December 2018	Increased fiscal savings Improved service delivery	Systems integration reports for HRMIS,SSB and Pensions Payroll systems	% of integration
Improve the retention of skilled Human Capital by 50% by December 2018	Improved service delivery	Personnel Trained in various capacity building programmes	Number of Trained Personnel
Raise to 90% transparency in all Public Service HR operational systems by December 2018	Reduced litigation costs	<ul style="list-style-type: none"> <li>♦ Reviewed Public Service Commission Circular on functions and roles of Recruitment Committees.</li> <li>♦ Compliance Reports</li> </ul>	<ul style="list-style-type: none"> <li>♦ Public Service Commission Circular on functions and roles of Recruitment Committees.</li> <li>♦ Reduced grievances on recruitment issues.</li> <li>♦ Number of Compliance Reports</li> </ul>
Attain 100% compliance with the provisions in the Constitution, Public Service Commission decisions statutes and Government policies by all the Line Ministries by December 2018	Reduced litigation costs	<ul style="list-style-type: none"> <li>♦ Compliance Audit Reports</li> <li>♦ Leave Management Reports</li> <li>♦ Finalised grievances.</li> <li>♦ Processed Misconduct Returns from Line Ministries</li> </ul>	<ul style="list-style-type: none"> <li>♦ Percentage of compliance</li> <li>♦ Reduced Grievances</li> <li>♦ Reduced no. of misconduct</li> </ul>
Achieve 80% customer satisfaction levels through RBM Framework by December 2018	<ul style="list-style-type: none"> <li>♦ Increased customer satisfaction</li> <li>♦ Improved image perception</li> </ul>	<ul style="list-style-type: none"> <li>♦ Customer satisfaction survey Report.</li> <li>♦ RBPPS quarterly Reports.</li> </ul>	

Over and above restructuring of ministry structures, review of DETs, job grades, job descriptions, payroll and pensions administration, the Commission will continue to look into staff welfare with a view to being a World Class Employer of First Choice.

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# Individual Agency Reports

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For operational efficiency and expediency, the Commission Secretariat is divided into Agencies based on specified functional areas as listed on page 8

In this section each Head of Agency (**General Manager**) presents a report of the work their Agency undertook between January 1st and 31st December 2017.



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