

PSETA NEWS

Q2 - July to September 2025

17

Empowering Voices: Women's Breakfast Dialogue Sparks Insight and Influence in Public Service



15 PSETA's 2026–2027 Sector Skills Plan: Building a Capable and Future-Ready Public Service

19 Building State Capacity – Prospects and Challenges: Highlights from the SAAPAM Conference

INSIDE



Ms Lavhe Mainganye

As we reflect on the second quarter of the 2025/26 financial year, it is clear that the journey toward a professional, ethical, and future-ready public service is gaining momentum. This edition of the PSETA Newsletter captures our strides in research, stakeholder engagement, and strategic partnerships—each initiative reinforcing our commitment to building a capable state.

From the Future of Work Skills Needs Report launch to the impactful provincial skills planning research through the development of Provincial Sector Skills Plans (PSSP) for Limpopo and the Free State province, we continue to align our efforts with national priorities. The tracer studies featured in this issue offer critical insights into the real-world impact of our developmental programmes, reminding us

that skills development must be intentional and inclusive.

Our participation in the 24th SAAPAM Conference, with the theme “Building State Capacity: Prospects and Challenges”. The conference focused on strengthening the capacity of the state to address challenges like unemployment and corruption, with discussions involving academics, public service practitioners, and government officials, and the launch of the DIRCO Cadet and Internship Programme further demonstrates our dedication to nurturing ethical leadership and empowering the next generation of public servants.

Let's continue investing in people, purpose, and progress

Warm regards,

Lavhelesani Mainganye

Communication Officer

Contents

4

Professionalizing the Public Service Sector: The Strategic Role of PSETA in Shaping the Future of Work

6

Building Capacity for the Future: PSETA's Research Agenda and Its Impact on Skills Planning

7

Strengthening Limpopo's Public Service Through Strategic Skills Planning

8

Building a Skilled Free State, Insights from the 2024 Provincial Sector Skills Plan Research

10

Strengthening Democracy Through Skills: Insights from the 2024 Legislative Sector Needs Analysis

12

Tracking Impact, Empowering Youth: Insights from the North-West Legislature Learnership Tracer Study

13

Tracking Progress, Building Futures: Insights from the Public Service Developmental Programmes Tracer Study.

15

PSETA's 2026–2027 Sector Skills Plan: Building a Capable and Future-Ready Public Service

17

Empowering Voices: Women's Breakfast Dialogue Sparks Insight and Influence in Public Service

19

Building State Capacity – Prospects and Challenges: Highlights from the SAAPAM Conference

24

New Beginnings: Welcoming another cohort of Cadets and Interns for DIRCO

25

From Intern to Public Sector Professional: A Journey Shaped by Purpose

26

New Code of Good Practice: Dismissal

28

Upcoming Events

29

Fraud Alert: Scammers Impersonating PSETA

31

Quarterly Monitoring Reporting

32

PSETA-WITS podcasts

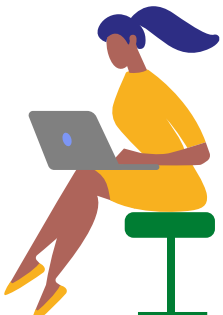


Digital skills programmes for public sector employees

To access the the digital skills click here: <https://pseta.org.za/batho-pele-digital-skills-platform/> offer digital skills programmes to public sector employees. Batho Pele Digital Skills enabled by Microsoft Community Training, gives public servants free access to learning content ranging from entry-level digital literacy skills to advanced skills for technical roles. Courses available will ensure government employees are upskilled to increase digital and technical literacy.



Appointment of the PSETA Accounting Authority



The Minister of Higher Education and Training, Honourable Mr Buti Manamela, has confirmed the appointment of eight members to the PSETA Accounting Authority for a five-year term, effective 30 September 2025. This appointment is made in accordance with the provisions of the Skills Development Act, 97 of 1998 (as amended). The Accounting Authority comprises representatives from constituent organisations representing Professional Bodies, Bargaining Councils, Organised Labour, Organised Employer, and Government Departments. We take this

opportunity to congratulate the newly appointed members on their appointment and extend a warm PSETA welcome as they assume their critical governance role in advancing the public service sector's skills development mandate.

Members of the Accounting Authority

Professional Bodies: Prof Harry Munzhedzi
Bargaining Council: Mr Frikkie du Bruin
Organised Labour: Mr Rueben Maleka; Mr Justice Shiburi; Mr Nelson Maesela
Organised Employer: Adv Gugu Thimane; Ms Susan Mathonsi; Ms Tampane Molefe-Sefanyetso

Professionalizing the Public Service Sector: **The Strategic Role of PSETA in Shaping the Future of Work**



Ms Bontle Lerumo-CEO

In an era of rapid technological change, shifting societal expectations, and complex governance challenges, the professionalization of the public service sector is no longer a luxury but a necessity. At the heart of this transformation stands the Public Service Sector Education and Training Authority (PSETA), a pivotal institution tasked with equipping South Africa's public servants with the skills, competencies, and ethical grounding required to serve a democratic society with excellence mandated by the Skills Development Act. Through its Future of Work Skills Needs Report and strategic engagements, PSETA is not merely responding to change but actively shaping the future of public service.

The Mandate of PSETA: Building a Capable, Ethical, and Developmental State

PSETA's core mandate is to facilitate skills development within the public service sector, aligning workforce capabilities with national priorities. As outlined in its Sector Skills Plan (SSP) and Strategic Plan 2020–2025, PSETA aims to: Identify critical and scarce skills across public institutions; Develop and implement learning programmes that address these gaps; Promote ethical leadership and governance; Support career development and lifelong learning for public servants.

This mandate aligns deeply with the National Development Plan's vision of a professional, responsive, and accountable public service. However, PSETA's approach goes beyond compliance; it seeks to cultivate a culture of continuous improvement, innovation, and integrity.

The Future of Work Research Report: A Strategic Compass

Launched in early 2025, the PSETA Future of Work Skills Needs Report offers a comprehensive analysis of the evolving demands on public servants in the context of the Fourth Industrial Revolution (4IR), digital transformation, and changing citizen expectations. Developed in partnership with the Institute for the Future of Work and Tshwane

University of Technology, the report identifies key trends and competencies that will define the “model public servant” of tomorrow.

Key Findings from the Report

1. Digital and Data Literacy

Public servants must be equipped to navigate digital platforms, interpret data, and leverage technology to improve service delivery. This includes proficiency in cybersecurity, data ethics, and digital communication.

2. Adaptive Leadership and Emotional Intelligence

As public institutions face increasing complexity, leaders must demonstrate agility, empathy, and strategic foresight. Emotional intelligence is no longer a soft skill but a core competency.

3. Ethical Governance and Accountability

The report emphasizes the need for values-driven leadership, transparency, and ethical decision-making, especially in service-oriented and coordinating departments.

4. Collaborative and Systems Thinking

Public servants must operate across silos, engage diverse stakeholders, and apply systems thinking to solve multidimensional problems.

5. Skills Transfer and Knowledge Retention

The over-reliance on consultancies has led to a loss of institutional memory. PSETA advocates for robust internal capacity building and mentorship models.

Professionalization as a Strategic Imperative

Professionalization is not merely about qualifications but about cultivating a mindset of service, excellence, and accountability. PSETA's role in this journey is multifaceted:

1. Competency Frameworks and Skills Audits

Through tools like the Skills Audit Toolkit and Masterclasses co-hosted with the Department of Public Service and Administration (DPSA), PSETA helps departments assess current capabilities and identify gaps. These frameworks guide recruitment, training, and performance management, ensuring alignment with strategic goals.

2. Accredited Learning Programmes

PSETA accredits and funds learning programmes that address critical skills shortages—from financial management and policy analysis to ethics and leadership. These programmes are tailored to the unique demands of public service roles and are delivered in partnership with the higher education institutions and training providers.

3. Career Pathing and Talent Development

By supporting Workplace Skills Plans (WSPs) and Annual Training Reports (ATRs), PSETA enables departments to plan for future talent needs. Initiatives like Career Days and capacity-building workshops empower young professionals to see public service as a viable, impactful career path.

4. Stakeholder Engagement and Knowledge Sharing

PSETA's strategic roadshows, podcasts, and publications foster dialogue across provinces and departments. These platforms allow for sharing best practices, research insights, and lived experiences—creating a community of learning and innovation.

Challenges and Opportunities

Despite its progress, the sector faces several challenges, such as fragmented Implementation: Skills development efforts are often siloed, with uneven uptake across departments.

Resistance to Change: Professionalization requires cultural shifts from entrenched systems and mindsets that may face resistance.

However, these challenges also present opportunities, including leveraging Technology for Scale: Digital platforms can democratize access to training and mentorship. Embedding Professionalization in Performance Metrics: Linking skills development to performance reviews and promotion criteria can drive accountability.

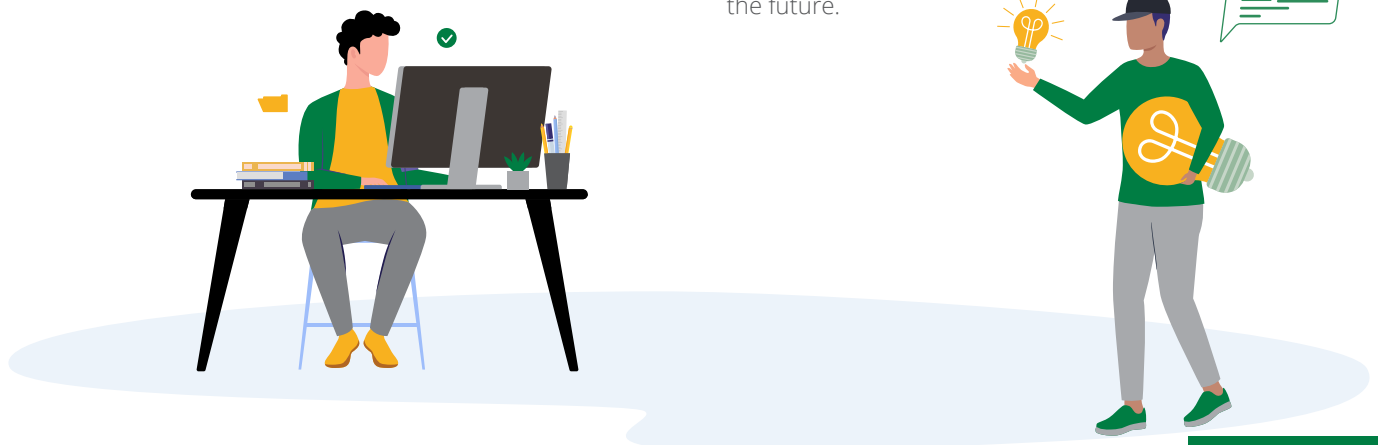
Strengthening Interdepartmental Collaboration: Cross-functional teams and communities of practice can accelerate learning and innovation.

Looking Ahead: A Vision for 2030

By 2030, the public service sector should reflect the values and capabilities of a developmental state. This means public servants who are not only technically competent but also emotionally intelligent and ethically grounded; institutions that prioritize learning, innovation, and citizen-centric service; and a culture where professionalization is embedded in every stage of the employee lifecycle, from recruitment to retirement.

PSETA's continued investment in research, stakeholder engagement, and strategic partnerships will be critical to realizing this vision. Its Future of Work Report is not just a document but a blueprint for transformation.

In a time when trust in public institutions is both fragile and essential, professionalizing the public service sector is a moral and strategic imperative. PSETA is a catalyst in this journey, translating research into action and vision into impact. Through its Future of Work agenda, it is helping South Africa build a public service that is fit for purpose and the future.



Building Capacity for the Future: PSETA's Research Agenda and Its Impact on Skills Planning

By Lavhelesani Mainganye, APR PRISA



PSETA plays a pivotal role in researching skills anticipation within the public service sector. In an ever-evolving world, the demands on public service professionals are greater. In response to this demand, the skills planning and research function within PSETA conducts and coordinates research to inform the sector's strategic skills development priorities.

Several national priorities inform the PSETA's Research Agenda and comprises five broad focus areas relating to skills development. These are Education and the Workplace; Analysis of Skills Demand and Supply; Cross-Cutting and Sector-Specific Issues; Curriculum,

Programmes and Qualifications; and The National Qualifications Framework, Quality Councils and Articulation. PSETA has over the years, through partnerships with higher education and research institutions, produced more than 50 research reports, contributing to establishing a reliable institutional mechanism for skills planning for both our sector and the country. The next section of the newsletter summarizes the outcome of the research commissioned by the PSETA and conducted by various institutions of higher learning during 2024. Read more about the PSETA Skills Planning & Research by clicking the link [Skills Planning and Research - PSETA](#)

Strengthening Limpopo's Public Service Through Strategic Skills Planning



Key Highlights from the PSSP

Workforce Overview

Limpopo's public service employs over 97,000 officials, with the Departments of Education and Health being the largest employers. However, more than 6,200 vacancies remain unfilled, particularly in healthcare, engineering, and finance.

Skills Gaps and Hard-to-Fill Vacancies

The report identifies shortages in transversal skills such as leadership, project management, digital literacy, and financial oversight. Roles in disaster management, software development, and clinical technology are among the hardest to fill due to budget constraints, location challenges, and competition from the private sector.

Emerging Occupations

New roles such as green infrastructure analysts, predictive analytics specialists, and community development practitioners are gaining traction, reflecting the province's shift toward innovation and sustainability.

Training Budget Utilisation

While some departments, like Education and Treasury, efficiently use training budgets, others—such as Social Development—face severe underspending and lack retention strategies, exacerbating staffing challenges.

The Limpopo Provincial Sector Skills Plan (PSSP)

2024–2025, commissioned by the Public Service Sector Education and Training Authority (PSETA) and conducted by Stellenbosch University, marks a significant milestone in aligning skills development with the province's socio-economic and service delivery priorities.

The research, led by the School of Public Leadership, comprehensively analyzes Limpopo's public sector workforce, identifying critical skills gaps, hard-to-fill vacancies, and emerging occupations. It also outlines strategic interventions to build a capable, ethical, and development-oriented provincial government.

Strategic Drivers of Change

The plan aligns with national and provincial frameworks, including the National Development Plan (NDP), Limpopo Development Plan (LDP), and the District Development Model (DDM). It emphasizes the need for integrated planning, digital transformation, and climate resilience.

Recommendations and Way Forward

- Develop targeted training programmes in transversal and technical skills.
- Strengthen partnerships with TVET colleges, universities, and private providers.
- Implement retention strategies to address high turnover and skills drain.
- Promote inclusive education and career pathways for youth and underserved communities.
- Support emerging occupations through curriculum innovation and bursary alignment.

The Limpopo PSSP 2024–2025 offers a blueprint for building a responsive, skilled, and future-ready public service. The province is poised to unlock its full human capital potential and drive inclusive development by addressing systemic challenges and leveraging strategic partnerships. Read the full report here: [Provincial Sector Skills Plans 2024 - OneDrive](#)

Building a Skilled Free State, Insights from the 2024 Provincial Sector Skills Plan Research



The Free State Provincial Sector Skills Plan (PSSP) 2024, commissioned by PSETA and researched by the University of the Free State, presents a compelling picture of the province's public service workforce. It highlights urgent skills gaps, emerging occupational needs, and strategic actions required to build a capable, responsive, and future-ready public sector. The report is grounded in the National Development Plan's vision of a developmental state and aims to support inclusive growth through targeted skills development.

Labour Market Realities

The Free State's public service sector remains a cornerstone of the provincial economy, contributing over 57,000 jobs out of 745,000 employed in Q2 of 2024. Yet, the province faces a daunting unemployment rate of 37.6%, with youth unemployment exceeding 60%. According to the report, "the Free State province was one of only four provinces to experience increased employment between Q1 and Q2 of 2024," but this growth is uneven and fragile.

Skills Gaps and Occupational Shortages

The province is grappling with persistent healthcare, engineering, and ICT shortages. A mismatch between education outputs and job market needs compounds these gaps. The report notes that "many graduates enter the job market with theoretical knowledge but lack the practical skills employers demand." Emerging digital transformation, cybersecurity, and data analytics skills are increasingly vital, yet remain largely unaddressed. "The public sector increasingly relies on data-driven decision-making, but employees often lack the technical know-how to analyse and utilise the data effectively," the report warns.

Education and Training Challenges

While the Free State boasts a network of universities and TVET colleges, their curricula often lag behind industry needs. Work-integrated learning and internships are underutilised, and SETAs face challenges in outreach, funding allocation, and impact measurement. “TVET graduates often find it challenging to secure employment because their training does not always align with market demands,” the report states.

Partnerships: Underutilised Potential

The report highlights that while partnerships exist between government, academia, and industry, they are often compliance-driven rather than innovation-led. “Most partnerships exist just to meet compliance requirements, not to solve real issues,” one participant noted during the research. There is a call for more substantial alignment between partnerships and provincial development goals, with better coordination and accountability.

Monitoring and Evaluation: A Missing Link

Monitoring and evaluation (M&E) systems are in place but suffer from capacity constraints and fragmented data. The report states that “training is viewed as a one-way communication process, especially with a lack of feedback from the M&E units, emphasising monitoring alone.” Without robust M&E, it isn’t easy to assess training effectiveness or plan strategically for future workforce needs.

Strategic Actions for a Skilled Future

The report recommends three priority actions:

1. Strengthen Monitoring and Evaluation

Develop a standardised M&E framework, improve training impact assessments, and align M&E with workforce planning.

2. Enhance Partnerships

Integrate academic research into policy, include HEIs and TVETs in Skills Development Forums, and establish joint programme design with industry.

3. Establish a Workforce Development Framework

Conduct a province-wide skills audit, implement competency-based training evaluations, and design a long-term workforce development strategy.

The Free State Provincial Sector Skills Plan 2024 is more than a diagnostic—it’s an agenda. It calls for coordinated action across government, academia, and industry to address structural challenges and unlock the province’s full potential. As the report concludes, “None of this is possible without concerted actions for continued reforms and investment to modernise the workforce, improve service delivery, and ensure that the Free State Provincial Government continues to meet the growing needs of the Free State’s population.” Read the full report here: [Provincial Sector Skills Plans 2024 - OneDrive](#)



Strengthening Democracy Through Skills: Insights from the 2024 Legislative Sector Needs Analysis



The Public Service Sector Education and Training Authority (PSETA), in partnership with the University of the Free State, conducted the 2024 Legislative Sector Skills Needs Analysis. This comprehensive study maps the evolving skills landscape across South Africa's Parliament and nine Provincial Legislatures.

Although the Legislative Sector comprises just 10% of the public service workforce, it remains the cornerstone of South Africa's constitutional democracy. Its mandate spans law-making, oversight, public participation, and policy formulation. Yet, the sector faces mounting pressure to modernize and professionalize in response to shifting political priorities, technological disruption, and global labour trends.

A Sector Under Strain—and Transformation

The report reveals that out of 3,837 approved posts across the sector, only 3,223 were filled in the 2023/2024 financial year. Gauteng leads with 427 filled posts, followed by Eastern Cape (382) and North-West (217). With just 97 filled posts, the Northern Cape Legislature remains the smallest employer.

Despite its relatively small size, the sector's strategic importance demands a workforce equipped with transversal skills—policy development, legislative drafting, strategic planning, and administrative management. However, participation in PSETA-led training programmes remains inconsistent, and internal initiatives vary widely in quality and alignment.

Skills Gaps and Labour Market Realities

The analysis identifies critical skills shortages in leadership, legal advisory, ICT, committee support, and stakeholder engagement. These gaps are compounded by broader labour market challenges. In Q2 of 2024, South Africa's official unemployment rate stood at 33.5%, with the expanded rate reaching 42.6%. Provinces like North-West and Eastern Cape recorded the highest unemployment rates (41.3% and 41.0%, respectively), while the Western Cape emerged as the best-performing province with a 22.2% unemployment rate and a 52.9% absorption rate.

Gauteng, despite having the highest labour force participation rate (60.7%), continues to struggle with high unemployment due to inward migration and economic pressures.

Training Investment and Implementation Gaps

Workplace Skills Plans (WSPs) and Annual Training Reports (ATRs) submitted to PSETA reveal a mixed picture. Gauteng, Limpopo, and Western Cape exceeded their planned training targets, while provinces like Mpumalanga and the National Legislature fell short. For instance, Gauteng trained 680 employees in 2024, far surpassing its planned 269. In contrast, Mpumalanga trained only 58 against a plan of 357.

Hard-to-fill vacancies persist across the sector, particularly in ICT roles, legal advisory, and policy analysis. Provinces like Limpopo and Northern Cape struggle to attract qualified candidates due to location constraints and uncompetitive salaries.



Strategic Response and Future Outlook

In response to these challenges, the report outlines a strategic shift toward sector-specific qualifications, enhanced partnerships with higher education institutions, and a culture of continuous learning. PSETA has already developed a 137-credit NQF Level 6 qualification tailored to the Legislative Sector, with plans to expand accredited offerings.

Monitoring and evaluation frameworks are being reimagined to focus not just on compliance but also on impact and return on investment. The report calls for integrated performance tracking across individual, unit, and organizational levels, moving beyond box-ticking to meaningful transformation.

A Call to Action

The Legislative Sector is at a crossroads. To remain responsive, ethical, and future-fit, it must invest in its people. This means aligning training with strategic goals, embracing digital transformation, and fostering inclusive career development pathways.

As South Africa continues its journey toward a capable and developmental state, the Legislative Sector must lead by example, ensuring that every law passed, every oversight conducted, and every public engagement is backed by a skilled and empowered workforce. Read the full report here: [Provincial Sector Skills Plans 2024 - OneDrive](#)



Tracking Impact, Empowering Youth: Insights from the North-West Legislature Learnership Tracer Study

In the evolving landscape of public service skills development, tracking and tracing programme beneficiaries has become a vital tool for measuring impact, guiding future planning, and ensuring accountability. The Public Service Sector Education and Training Authority (PSETA), in collaboration with the North-West Provincial Legislature (NWPL), recently completed a tracer study to assess the outcomes of its Learnership and Bursary programmes in Public Administration.

These programmes, implemented between 2019 and 2024, targeted unemployed youth from rural areas—many of whom manage Child-Headed Households. The initiative aimed to provide these young people with accredited qualifications, workplace exposure, and a pathway into the labour market.

The tracer study revealed a mixed picture. While the programmes successfully delivered training and qualifications, the transition into employment remains a challenge. Nearly 80% of beneficiaries were unemployed at the time of the study. Only a small fraction had secured full-time or part-time employment, and none were absorbed into the North-West Legislature where they had completed their workplace-based learning.

Despite these figures, the study highlighted important gains. Beneficiaries reported increased confidence, improved workplace readiness, and a sense of motivation to continue seeking opportunities. Some found employment in the public sector, including roles as police officials and assistant administrators, while others applied their skills through volunteer work in the non-profit sector.

The study also underscored the importance of post-training support. Many beneficiaries lacked access to



career guidance, funding for further studies, and effective job search strategies. Most relied on emailing CVs to companies, with limited use of digital platforms like LinkedIn. None were pursuing further education, citing financial constraints as the primary barrier.

The findings offer valuable lessons for PSETA and its partners. Maintaining contact with beneficiaries, improving learner databases, and providing career support are essential steps toward ensuring that training leads to meaningful change. The study recommends allowing at least one year between programme completion and tracer assessments to give beneficiaries time to enter the labour market.

Ultimately, the North-West Legislature Learnership Tracer Study highlights the need for a more integrated approach to youth development—one that combines quality training with sustained support and strategic partnerships. As South Africa continues to build a capable and inclusive public service, tracking the journey of learners beyond the classroom will remain key to unlocking their potential. Read the full report here: [Tracker & Tracer Study 2024 - OneDrive](#)

Tracking Progress, Building Futures: Insights from the Public Service Developmental Programmes Tracer Study.



Understanding the long-term impact of developmental programmes is essential in a rapidly evolving public service landscape. The Public Service Sector Education and Training Authority (PSETA), in collaboration with the Department of Public Service and Administration (DPSA), has released a comprehensive tracer study evaluating the outcomes of key developmental initiatives implemented between 2020 and 2023.

The study focused on internships, learnerships, graduate recruitment schemes, structured youth development programmes, and apprenticeships—each designed to enhance employability, bridge the gap between education and work, and build a capable, ethical, and developmental public service.

Why Tracking and Tracing Matters

Tracking and tracing beneficiaries provides critical insights into how training translates into employment, career growth, and socio-economic upliftment. It helps policymakers and programme designers understand what works, what doesn't, and where improvements are needed. This study engaged over 220 respondents, including programme beneficiaries, public sector employers, and officials from PSETA and DPSA.

Key Findings

The study revealed that 78% of beneficiaries were unemployed prior to participation. Post-programme, 51% secured employment, while 9% pursued further studies. However, 40% remained unemployed, citing lack of opportunity as the main barrier. The Western Cape and Gauteng provinces showed the highest absorption rates, with most employed beneficiaries working in government administration, finance, healthcare, and ICT.

Internships emerged as the most common developmental programme, with 93% of beneficiaries participating. Yet only 21% secured employment after completion, and just 10% gained permanent positions. Employers cited budget constraints, job freezes, and competitive recruitment processes as major obstacles to absorption.

Despite these challenges, 91% of beneficiaries rated the quality of their programmes as good or excellent. Many reported improved confidence, practical skills, and exposure to public sector operations. However, nearly half felt their acquired skills were not directly relevant to their current roles, highlighting a need for better alignment between training and job requirements.



Strengthening Programme Design and Delivery

The study recommends a strategic shift in how developmental programmes are designed, delivered, and evaluated. Key suggestions include Aligning training with actual public sector skills needs; Enhancing mentorship and support structures; Improving programme structure through modular learning pathways; Increasing funding and access to digital learning tools; Strengthening monitoring and evaluation frameworks; Facilitating employment through graduate tracking systems and alumni networks

A proposed Theory of Change model was developed to guide future planning, focusing on inputs, activities, outputs, outcomes, and long-term impact. The goal is to create a sustainable pipeline of skilled public servants who can drive service delivery and national development.



A Call to Action

The tracer study underscores the importance of collaboration between PSETA, DPSA, and public service sector employers. By working together to refine developmental programmes, South Africa can better address youth unemployment, close skills gaps, and build a resilient, future-ready public service. Read the full report here: [Tracker & Tracer Study 2024 - OneDrive](#)



PSETA's 2026–2027 Sector Skills Plan: Building a Capable and Future-Ready Public Service

The Public Service Sector Education and Training Authority (PSETA) has released its Sector Skills Plan (SSP) Update for 2026–2027, offering a strategic response to South Africa's pressing workforce challenges. This plan arrives at a time when the country faces economic uncertainty, high unemployment, and the urgent need to professionalise the public service.

The SSP outlines how PSETA will strengthen state capacity through targeted skills development, strategic partnerships, and evidence-based planning. It reflects a shift toward a digitally enabled, ethically grounded, and inclusive public workforce.



"Let us build the public service we all believe in."

-Ms Bontle Lerumo: PSETA CEO

Responding to a Changing Landscape

South Africa's public service is dominated by employees aged 35 to 55, with youth and people living with disabilities significantly underrepresented. Fiscal constraints, hiring freezes, and rising debt servicing costs have made workforce planning more complex. Despite these challenges, PSETA remains focused on building a professional and responsive public service.

The SSP identifies five key forces reshaping skills demand: professionalisation, digital transformation, climate resilience, public-private partnerships, and emerging technologies such as artificial intelligence and cybersecurity. These drivers require new approaches to training, recruitment, and career development.

Addressing Skills Gaps and Emerging Roles

The plan highlights persistent shortages in roles such as programme managers, ICT security specialists, data analysts, and sustainability managers. Many vacancies remain unfilled due to high salary expectations, lack of specialist skills, and limited experience among candidates.

PSETA is currently developing the Civic Services and Labour Inspector occupational qualifications to meet future demands. These qualifications are aligned with the National Qualifications Framework and are undergoing registration with the Quality Council for Trades and Occupations.

Strategic Interventions and Partnerships

PSETA's interventions include bursaries, internships, learnerships, and recognition of prior learning. These are guided by the Sectoral Priority Occupations and Interventions (SPOI) list, which informs discretionary grant allocations and ensures funding is directed toward high-impact roles.

Partnerships are central to PSETA's strategy. Collaborations with government departments, higher education institutions, TVET colleges, trade unions, and professional bodies enable curriculum design, workplace placement, and co-funded training. Notable initiatives include the POPCRU Women's Development Programme and the NYDA-supported rural youth learnerships.

Monitoring, Evaluation, and Continuous Improvement

A newly established monitoring and evaluation unit ensures that programmes are tracked and refined. Tools like the Skills Audit Toolbox and digital dashboards help assess learner progression, programme relevance, and overall impact. These insights guide future planning and improve accountability.

Strategic Priorities for 2026–2027

PSETA's plan is anchored in four strategic priorities: establishing partnerships, expanding research and impact assessments, strengthening institutional capacity through occupational qualifications, and scaling workplace-based learning. These priorities align with national strategies, including the National Skills Development Plan, the Medium-Term Development Plan, and the Economic Reconstruction and Recovery Plan.

Looking Ahead

The SSP 2026–2027 reflects a maturing skills ecosystem increasingly aligned with national development goals. It offers a roadmap for transitioning from fragmented training efforts to a coherent, inclusive, and future-fit public service workforce. Read the full report here: [Sector Skills Plan - PSETA](#).



Empowering Voices: Women's Breakfast Dialogue Sparks Insight and Influence in Public Service

In a powerful convergence of leadership, insight, and collaboration, the Public Service Sector Education and Training Authority (PSETA) and the South African Association of Public Administration and Management (SAAPAM) hosted a transformative Women's Breakfast Dialogue Programme—a morning dedicated to amplifying the voices of women shaping South Africa's public service landscape.



Adv. Siphokazi Moleshe



Ms Bontle Lerumo



Dr Constance Motsisi

Held under the guidance of Programme Director **Adv. Siphokazi Moleshe**, the event unfolded with a warm welcome from **Ms Bontle Lerumo**, CEO of PSETA, setting the tone for a day rooted in purpose and progress. **Dr Constance Motsisi**, SAAPAM Board Member,

followed with a message of support that underscored the importance of institutional collaboration in advancing gender equity.

Leadership from the Frontlines



The keynote address by **Dr Nasiphi Moya**, Executive Mayor of the City of Tshwane, was a highlight—offering a compelling reflection on the challenges and triumphs of women in governance.

Her words resonated deeply, painting a vision of inclusive leadership and civic responsibility.

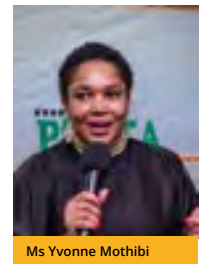
Dialogue That Drives Change



Ms Shivanthini Nagalingam-Potter



Ms Phathiswa Magopeni



Ms Yvonne Mothibi

Moderated by **Ms Shivanthini Nagalingam-Potter**, PSETA COO, the panel discussion brought together a powerhouse of thought leaders sharing their experiences on challenges facing women in leadership. **Ms Phathiswa Magopeni**, Executive Director of the Press Council of South Africa, emphasized the role of media in shaping public narratives and accountability.

Ms Yvonne Mothibi, CEO of the Institute of Risk Management South Africa, explored the intersection of risk, resilience, and ethical leadership.



Prof Matshidiso Kanjere, from the University of Limpopo, offered academic depth on transformational leadership and institutional reform. The dialogue sparked vibrant audience engagement, with attendees contributing insights, questions, and lived experiences that enriched the conversation.

Panelists shared pivotal moments that shaped their leadership paths, highlighting resilience, mentorship, and the importance of purpose-driven careers. Discussions further revealed the complex interplay between personal.

and professional lives. Emphasis was put on the need for supportive work environments that recognize women's multifaceted roles. From gender bias to unequal access to leadership opportunities, the panel unpacked the systemic barriers women face—especially in senior roles. Mentorship, policy reform, and professional networks emerged as key drivers of change. Informal support systems were also acknowledged for their role in building confidence and solidarity. This gathering wasn't just a breakfast—it was a blueprint for how women in public service can lead with integrity, collaborate across sectors and shape a future that reflects the full spectrum of South African Excellence.



Building State Capacity – Prospects and Challenges: Highlights from the SAAPAM Conference

By Yayama Madikizela – PSETA Graphic Design Intern



The 24th Annual Conference of the South African Association of Public Administration and Management (SAAPAM), held in Thohoyandou, Venda, during Public Service Month in September, brought together some of the brightest minds and most dedicated hearts in public administration. Scholars, practitioners, and public servants gathered with one purpose: to explore the prospects and confront the challenges of building state capacity, and to strengthen the capability and integrity of the public service. Over five days, delegates reflected, exchanged ideas, and explored practical solutions to advance a professional and people-centred public service.

PSETA's presence at SAAPAM this year was intentional. Beyond showing support, it was a step towards fulfilling the Authority's vision of being at the heart of developing a skilled, capable, and innovative public service workforce. By participating in discussions, co-funding the conference, and sharing expertise, PSETA helps bridge policy, practice, and research while contributing directly to the professionalisation of public service. Through this involvement, the Authority ensures that skills development and professional growth remain central to building an effective, ethical, and resilient state.

In a time when "dialogue" has become a tired word, SAAPAM reminded us that real change starts with the

courage to speak, to listen, and to act. This was not another talk shop but a working space for rebuilding trust and reimagining public service.

The truth that often goes unseen behind the leadership of our country lies in rooms like these, in public servants who take the time to sit together, be honest, be transparent, and hold one another accountable in pursuit of excellence. It is in the fine print of our nation's story, often missed between the headlines. Perhaps it is also our duty to make this truth known; to tell the stories of the good in public service, to be loud about integrity and commitment, so that South Africans do not lose hope in the future of their country nor in those who have devoted themselves to serving it. Because beyond the noise of corruption and politics, there are still public servants who gather, reflect, and reignite each other's fire. And it is in these spaces, like the SAAPAM Conference, that the heartbeat of our democracy continues to live. It is in spaces like SAAPAM where public servants gather to sharpen one another, to share vision and solutions, and to be honest about how far we have come as a country and how far we still need to go.

The conference remains a space of renewal, where those entrusted with public leadership go to find strength, to learn, and to return to their institutions better equipped to serve the nation.

Day One: Igniting Conversations and Collaboration



The 24th Annual SAAPAM Conference, held in the last week of September, kicked off with energy, purpose, and a clear focus on strengthening public administration. Delegates actively engaged in workshops on Personal Mastery, Research Writing, Media Training, and Policy Briefs, sessions designed to inspire, equip, and empower public servants to unlock their full potential.

The day culminated in a thought-provoking Director-General's Forum Labs session, moderated by former Department of Planning, Monitoring and Evaluation (DPME), Director-General Dr Robert Nkuna. The panel included Acting Department of Public Service and Administration (DPSA), Director-General Mr Willie Vukela, Public Service Sector Education and Training Authority (PSETA), Chief Executive Officer Ms Bontle Lerumo, Public Service Commission (PSC), Commissioner Mr Sekhonyane, DPME Deputy Director-General for Public Sector Monitoring and Capacity Building Adv. Gugu Thimane, Acting Principal of the National School of Government (NSG), and Acting Deputy-General of Limpopo Province Mr Martin Sehlapela.

Delegates explored the intersection of public management theory and professional practice, sparking meaningful conversations and sharing innovative ideas. The discussions laid a strong foundation for the rest of the conference, energising participants to collaborate, innovate, and contribute to building a capable and responsive public service.



Day Two: Leadership and Inspiration



The second day of the 24th Annual SAAPAM Conference opened with a warm welcome from Professor Shai, President of SAAPAM, setting the tone for another day of robust dialogue and learning. Delegates had the privilege of hearing from Limpopo Premier, Dr Phophi Ramathuba, who delivered the keynote address. Her message was both inspiring and practical, challenging participants to reflect on the critical role of leadership in advancing public administration and in building a capable, people-centred state.

A defining feature of the conference was the series of academic paper presentations, which began on Day Two and continued as the backbone of the programme until Day Five. These sessions created a platform for scholars and practitioners to unpack research insights that speak directly to the challenges and opportunities within the South African state. PSETA's Corporate Services Executive, Advocate Siphokazi Moleshe, chaired one of these sessions, which brought together diverse perspectives on the future of governance. Topics ranged from lessons that the Government of National Unity can draw from global models of coalition governance to the role of digital transformation in strengthening state capacity, the reinvention of informal economies through the Fourth Industrial Revolution, and the urgent need for sustainable urban planning in South Africa.

By chairing the session, she not only guided a robust exchange of ideas but also demonstrated PSETA's commitment to actively engaging in meaningful conversations where scholarship and practice intersect, generating insights that contribute to building a capable and ethical state. As the day drew to a close, delegates gathered for one of the conference's most anticipated events, the Professor Vil-Nkomo Lecture. The lecture

featured an address by former Minister of International Relations and Cooperation, Dr Naledi Pandor, who paid tribute to Professor Vil-Nkomo as a pioneer in the public service.

In her remarks, Dr Pandor reflected on the complexities of governance and the state of the public service. She observed that while Africa has a developmental framework, working within it has proven difficult. "Despite mountains of education, we are peculiarly brilliant at naming problems without solutions," she noted, urging leaders to move beyond identifying challenges towards crafting meaningful responses.

She further emphasised that the strength of public service lies in integrity, particularly in "avoiding political lying." Dr Pandor reminded delegates that while local success is valuable, broader success is what builds greatness. "Inadequate probing of poor success stops the growth of public service. There is a need to vision as well as solutions. We need to be more attentive to solution seeking," she concluded.

Her address was enriched by thoughtful responses from Dr Metjie Makgoba, Dr Sithembile Mbete and Professor Somadoda Fikeni, each offering unique perspectives on the future of public service.

Importantly, the session was chaired by PSETA's Chief Operations Officer, Ms Shivanthini Nagalingam-Potter. With skill and poise, she guided the discussion, ensuring that the dialogue was both engaging and impactful. For PSETA, this was a proud moment that showcased not only our participation but our leadership in shaping critical conversations about governance and state capacity.

Day Two built on the momentum of the opening sessions, blending thought leadership with fresh perspectives, and reminding delegates of the responsibility we all share in shaping South Africa's public sector for the future.



Day Three: Hard Questions, Honest Conversations



Day Three of the 24th Annual SAAPAM Conference opened with a powerful panel discussion on Confronting the Public Sector Financial Crisis: Leadership, Accountability and the Path Forward. Facilitated by Ms Karabo Mohale, the panel featured the Statistician-General of South Africa, Mr Risenga Maluleke, alongside the Auditor-General of South Africa. Together, they addressed pressing questions about accountability, transparency and the future of financial governance in the public sector.

The conversations set the tone for a day filled with critical reflection and practical dialogue. Delegates engaged in breakaway sessions that surfaced key issues, including the skills gap, policy implementation, communication breakdowns, heritage balance, the role of the Government of National Unity, accountability, stakeholder participation, and the need for critical assessments in governance.

Later in the day, attention turned to municipalities. A panel featuring municipal managers and the Executive Mayor of Tshwane, Dr Nasiphi Moya, shed light on the complex challenges faced at local government level.

Mr Risenga Shilenge, Municipal Manager of Collins Chabane, highlighted the rural character of his municipality and the importance of working with traditional leaders. He cautioned that the professionalisation agenda, while important, often overlooks the role of councillors. He also raised concern about academia's limited engagement with municipal realities.

•Mr Nathi Tshwanambi, Municipal Manager of Musina, echoed these frustrations, emphasising the disconnect between academic research and municipal realities. He noted that public misunderstanding of professionalisation further hampers implementation.

•Dr Nasiphi Moya, Executive Mayor of Tshwane, stressed that professionalisation must extend beyond technical skills to include tackling corruption. She also underlined the complexities municipalities face in balancing traditional leadership engagement with provincial frameworks and called for stronger public participation in governance.

The panel revealed a shared understanding: corruption continues to be a critical barrier to development, collaboration with traditional leaders remains indispensable, and public participation must be deepened if reforms are to succeed. It also underscored a crucial challenge to academia to bridge the gap between theory and practice and engage more meaningfully with the realities faced by municipalities.

Day Three ended with delegates more aware than ever that building a capable and ethical state requires not only policy reforms, but also trust, inclusion and a commitment to accountability at every level.

Day Four: Building a Capable and Ethical State



Day Four of the 24th Annual SAAPAM Conference opened with a dynamic panel discussion on Building a Capable and Ethical State. The session brought together an exceptional blend of local and global expertise, sparking dialogue on what it truly means to create a state that serves with integrity.

The panel included Professor James H. Armistead of the United States Naval War College, Professor Halima Khunoethe from the KZN Department of Cooperative Governance and Traditional Affairs, National Planning Commissioner Professor Mashupye Maserumule, Public Protector Adv Kholeka Gcaleka, and Member of Parliament Dr Mmusi Maimane, who joined virtually.

Expertly facilitated by Dr Robert Nkuna, former Director-General of the Department of Planning, Monitoring and

Evaluation, the discussion explored both the challenges and the opportunities in embedding ethical governance within the machinery of the state.

From global insights to local realities, panellists unpacked the pressing need for strong leadership, accountability, and values-driven governance. Together, they reminded delegates that building a capable state is not a distant vision but an ongoing responsibility, one that requires constant vigilance, courage, and the participation of all sectors of society.

Day Five: A Celebration of Leadership and Legacy



The 24th Annual SAAPAM Conference closed on a high note with a prestigious Gala Dinner, where leaders, academics, and practitioners came together to celebrate excellence in public administration.

The evening's highlight was the honouring of Former President Kgalema Motlanthe, who received an award from SAAPAM in recognition of his exceptional contributions to ethical governance and principled public leadership in South Africa.

In his acceptance speech, Mr Motlanthe reflected on the significance of the week-long conference, which brought together innovative thinkers and committed practitioners from across the country and beyond. He emphasised the importance of ethical leadership as the foundation for building a capable state and reminded delegates that integrity remains the cornerstone of sustainable progress.

The Gala Dinner not only honoured a statesman but also marked the culmination of five days of robust dialogue, learning, and collaboration. It was a fitting close to a conference that challenged delegates to think differently, act boldly, and recommit to the values that underpin public service.

Highlights from the SAAPAM Conference



New Beginnings: Welcoming another cohort of Cadets and Interns for DIRCO

By Yayama Madikizela – PSETA Graphic Design Intern

On the first of October, PSETA in partnership with the Department of International Relations and Cooperation (DIRCO) hosted an orientation session to officially launch the Cadet and Internship Programmes.

This occasion represented more than the implementation of a funding agreement. It reflected a shared commitment between PSETA and DIRCO to create meaningful opportunities for young South Africans and to contribute to the professionalisation of the public service. Through an investment of over R4.5 million in discretionary grant funding, 29 unemployed learners will, over the next 24 months, gain structured training, mentorship, and professional experience that will position them for long-term success.

At its core, professionalisation is about building a public service that is ethical, capable, and future-oriented. By equipping young people with the right skills, exposure, and values early in their careers, PSETA and DIRCO are nurturing future leaders who will uphold excellence, integrity, and service in public institutions. These learners are not only participants in a programme, but they are also the next generation of diplomats who will carry South Africa's voice and vision on the global stage.

The orientation programme opened with a message of support from Adv. Siphokazi Moleshe, followed by an engaging presentation from Mr. Mokoto Makaepa, PSETA's Learning Programmes Manager. His session unpacked the "what, who, why, and how" of PSETA, giving participants valuable insight into the role the organisation plays in advancing skills development in the public sector.

To appreciate the significance of this initiative, it is important to understand the programmes themselves. A Cadet Programme is designed for professional development within a specific working environment, offering structured learning and growth. An Internship Programme is aimed at graduates who have completed a qualification but are unemployed and require practical work experience to enhance their employment prospects.



DIRCO's role in this partnership is to recruit suitably qualified learners to participate in the programmes, provide them with the necessary tools of trade, workstations, and mentors, and develop a formal training structure for the duration of the developmental programmes. PSETA's role is to disburse the discretionary grant to DIRCO in tranches, register the learners, and ensure the programmes are closely monitored and evaluated from inception to completion. A signed Memorandum of Agreement (MOA) underpins this partnership, ensuring accountability and shared commitment.

The launch set an inspiring tone for the journey ahead, as new cadets and interns were welcomed into the PSETA family and encouraged to embrace opportunities to learn, grow, and contribute to building a capable and ethical state.

As emphasised by the Corporate Services Executive in her message of support, this partnership is about building a strong skills pipeline that strengthens the public service. PSETA remains fully committed to supporting and monitoring the successful implementation of these programmes, working alongside DIRCO to ensure that the future of public service is in the hands of ethical, competent, and professional leaders.

From Intern to Public Sector Professional: A Journey Shaped by Purpose



Nkosinathi Mahlalela is a rising professional in the field of public administration, currently serving as a Work Integrated Learning (WIL) Coordinator in the Department of Public Management at Tshwane University of Technology (TUT). With a strong academic foundation and an unwavering passion for public service, his journey was significantly shaped by his time as an intern at the Public Service Sector Education and Training Authority (PSETA).

In March 2023, Nkosinathi joined the PSETA internship programme, seeking a platform to bridge the gap between theory and practice. "I was drawn to the PSETA internship because of its reputation for fostering growth and development in the public sector," he recalls. "As a student of public administration, I wanted hands-on experience and a deeper understanding of how public institutions operate."

He was placed in the Office of the Chief Operating Officer within the Core Business Management department, where he played a supporting role in various organisational tasks and projects. This placement offered him not only technical exposure but also a front-row seat to the inner workings of a high-impact public sector entity.

The experience proved to be transformative. Nkosinathi attributes much of his personal and professional development to the skills and insights gained during the internship. From mastering time management and communication to learning the fundamentals of project management, policy analysis, and stakeholder engagement, the internship equipped him with tools he still uses daily. "The practical experience allowed me to apply what I had learned in the classroom to real-life scenarios, which greatly improved my confidence and competence."

One of the most lasting aspects of the internship was the mentorship he received. "I had the privilege of working under the guidance of the COO and her team," he says. "Their mentorship helped me navigate the public sector with greater clarity and purpose. Their leadership style and commitment to excellence are qualities I strive to emulate."

Following the internship, Nkosinathi seamlessly transitioned into his current role at TUT. He now oversees the coordination and implementation of work-integrated learning programmes, helping students gain practical experience in the public management field—much like he once did. "The internship played a crucial role in preparing me for this position," he explains. "It gave me both the knowledge and the confidence to take on this responsibility."

Looking ahead, Nkosinathi's career aspirations reflect a continued commitment to public service. In the short term, he aims to enhance student learning experiences and strengthen partnerships between academia and industry. Long-term, he envisions himself in a leadership role within public administration, shaping policy and driving development initiatives that make a tangible difference in society.

He credits PSETA for laying the groundwork for his career trajectory and says he remains committed to building on that foundation through continuous learning, professional networking, and meaningful engagement with the public sector.

To current and future interns, his message is clear: "Be proactive, absorb everything you can, and build strong relationships. The PSETA internship offers an incredible opportunity to learn and grow—make the most of it."

In reflecting on the broader value of such initiatives, Nkosinathi emphasizes the role of internships in youth development. "Programmes like this are essential," he says. "They give young people real-world experience, connect them with mentors, and prepare them for the demands of the workplace. They are key to building a skilled, capable, and employable generation."

In closing, he offers a heartfelt thank you to the PSETA community: "I'm deeply grateful to the PSETA team, particularly those in the CEO and COO's office. Their support and belief in my potential have made a lasting impact. The ubuntu spirit I experienced there continues to guide me in my journey."

Nkosinathi Mahlalela's story is a compelling example of how targeted skills development and mentorship can empower youth to become future leaders in the public sector. His journey reminds us of the enduring value of investing in people—and the powerful ripple effect that such investment can have.

New Code of Good Practice: Dismissal

Source: Anastasia Vatalidis and Anna Tchalov from Werksmans Attorneys, on 18/09/2025



On 04 September 2025, Minister of Employment and Labour published the new Code of Good Practice on Dismissal (“the New Code”). The publication of the Code repeals the previous Schedule 8 Code of Good Practice on Dismissal and the Code of Good Practice Based on Operational Requirements. The New Code is effective from 04 September 2025. The Code aims to refine and clarify standards for dismissals in the workplace. In addition, the New Code introduces several modifications in structure and content, addressing issues ranging from probation to operational requirements.

Furthermore, the New Code consolidates dismissals for misconduct, incapacity and operational requirements into one code. The purpose of the New Code is to provide guidance on how the legal obligations under the Labour Relations Act 66 of 1995 (“LRA”) regarding these dismissals apply to employers and employees. The New Code largely expands on principles from the repealed codes while also introducing several modifications. This article outlines of some of the more noteworthy developments.

1. Small businesses:

The New Code acknowledges that it may not be feasible or practical for small businesses to comply with formal procedures such as time-consuming investigations or pre-dismissal processes and that small businesses may not have human resource departments staffed by people

with the relevant skills and experience. Accordingly, the circumstances in which small businesses operate are relevant to the fairness of a dismissal.

2. Misconduct:

The New Code emphasises that the purpose of a fair procedure is to enable genuine dialogue and allow for reflection before a decision is taken. Acknowledging that an investigation or enquiry need not be formal, the New Code clarifies that the nature of an investigation or enquiry should be appropriate to the circumstances, including the type of allegation as well as the nature and size of the employer.

The New Code encourages employers, especially medium and larger employers, to adopt written disciplinary procedures. However, an employer may justifiably depart from these procedures. It also recognises that rules or standards need not always be recorded in writing, and, in the case of deeply established and well-known rules or standards, these need not necessarily even be communicated. While acknowledging that the sanction of dismissal should be applied consistently by an employer, the New Code notes that inconsistency does not necessarily render a dismissal unfair in circumstances where the misconduct renders the continuation of the employment relationship intolerable.

3. Industrial action:

The New Code expands on the process to be followed by an employer before any dismissal relating to industrial action and acknowledges that, in the event of collective misconduct and depending on the circumstances, employers may call for collective representations. In addition, factors relevant to assessing the contravention of the LRA in an unprotected strike, which in turn are relevant to the substantive fairness of any consequent dismissal, have been introduced.

4. Probation:

Probation has long been a challenge when it comes to procedural fairness. Consequently, the New Code seeks to relax the guidelines in relation to probation. For example, less compelling reasons may justify the fairness of the dismissal of an employee during or on completion of the probation where the dismissal relates to the employee's conduct or capacity, including poor work performance. Previously, less compelling reasons were only accepted when the dismissal related specifically to poor work performance. In addition, the purpose of probation now includes the evaluation of the employee's suitability for employment. This expands on the purpose of probation which was previously limited to evaluating the employee's performance.

5. Incapacity:

The New Code codifies various case law principles relating to incapacity, specifically, it is acknowledged that incapacity is not limited to poor work performance, ill health and injury and may arise due to other factors, for example imprisonment. The inability to work in harmony with fellow employees or the culture of the business, commonly referred to as incompatibility, is now formally recognised as a possible form of incapacity.

The New Code confirms that, depending on the circumstances, an employer need not warn an employee that they may be dismissed should their performance not improve. Examples of such circumstances include managers and senior employees able to judge the adequacy of their own performance as well as highly skilled employees whose poor performance would have severe consequences for the employer.

6. Retrenchment:

The New Code largely reflects and clarifies existing principles in relation to retrenchments, specifying the process to be followed and the principles that guide the process. However, a notable development is the inclusion of an annexure reflecting the form and content of the notice of possible retrenchment to be given to employees at the onset of the process.

What does the New Code mean for employers?

The New Code seeks to expand on and clarify principles in the repealed codes, introduces new developments and codifies relevant judicial precedent, without compromising on the principles of fair labour practice. The New Code also provides a welcome reprieve to small employers which may have historically struggled to meet the previous thresholds for fair labour practice.

With immediate effect, employers should be guided by the New Code to ensure that they have a fair reason and follow a fair procedure before dismissing any of their employees. Employers who currently have disciplinary codes in place are encouraged to review their pre-existing codes to assess whether these are in line with the New Code. However, in the case of employers whose codes impose additional obligations and restrictions on themselves, these additional obligations and restrictions cannot be disregarded simply on the basis that they are not captured in the New Code.



Upcoming Events



15TH ANNUAL GENERAL MEETING

Dear Valued Stakeholder,

The Annual General Meeting (AGM) of the Public Service Sector Education and Training Authority (PSETA) will be hosted on Thursday, 20 November 2025, in accordance with clause 15(1)(c)(d) of the PSETA Constitution.

You Are Cordially Invited

All our stakeholders within the Public Service Sector are invited to attend.

Due to limited seats, only 120 delegates will be permitted to attend physically, with a maximum of two (2) delegates per organisation.

AGENDA

The agenda of the meeting will include the following mandatory items:

- The Annual Financial Statements of the Accounting Authority 2024|25
- Annual Report on the Accounting Authority's affairs
- The report of the Auditor-General on the Accounting Authority 2024|25
- Acceptance, for recommendation to the Director-General, of the SETA's annual budget and business plan.



Please Scan to RSVP



09H00 for 10H00



20 November 2025



Radisson Hotel & Convention Centre, 3rd Ave,
Bredell AH, Kempton Park, Johannesburg

Enquiries: Ms Lavhelesani Mainganye



events@pseta.org.za



012 423 5711



FRAUD ALERT: SCAMMERS IMPERSONATING PSETA

It has come to our attention that fraudulent individuals are posing as PSETA representatives in an attempt to mislead our stakeholders, service providers, and members of the public regarding payment processes and bank account details.

Please be advised:

- PSETA employees do not communicate via private email addresses or gmail accounts.
- All official communication from PSETA will come directly from verified communication channels.

If you receive any suspicious messages, calls, or emails claiming to be from PSETA, do not respond. Please report the incident to us immediately via

PSETA Hotline: 0800 112 451 or pseta@theholline.co.za

Stay alert. Stay informed. Stay safe.

NOTICE: QMR SUBMISSION

SUBMISSION OF QUARTERLY MONITORING REPORT (QMR) TO PSETA BY GOVERNMENT DEPARTMENTS, PUBLIC ENTITIES AND LEGISLATURES

The submission schedule of quarterly monitoring reports for the 2025/26 financial year is as follows:

- ❑ Quarter 1: 16 July 2025
- ❑ Quarter 2: 15 October 2025
- ❑ Quarter 3: 16 January 2026
- ❑ Quarter 4: 15 April 2026

NB: QMR reports and evidence should be submitted to: qmr@pseta.org.za by the end of business on the dates indicated above.

Detailed circular regarding the submission of QMR may be accessed on the PSETA website www.pseta.org.za/circulars

Enquiries may be directed to Ms. Minah Mola: minahk@pseta.org.za, tel. 012 423 5749 or Koketso Makgoka: koketsom@pseta.org.za, tel. 012 423 5710.



LEARN MORE



www.pseta.org.za

PSETA-WITS podcasts



The Public Service Sector Education and Training Authority (PSETA) and the University of Witwatersrand's Centre for Researching Education and Labour (Wits REAL) have partnered in an exciting research partnership over the last three years.

This partnership has sought to support the PSETA in providing evidence-based research to facilitate skill development and practical skill planning to contribute to developing a competent and capable state. As part of the partnership's deliverables, the Wits REAL Centre has introduced a PSETA podcast series of 10 podcasts. The podcasts can be accessed on the links below:

PSETA Podcast Series EP1: PSETA CEO Bontle Lerumo

<https://iono.fm/e/1322656>

<https://www.youtube.com/watch?v=S1TXNUB1wvc>

PSETA Podcast Series EP2: REAL director Dr Presha Ramsarup

<https://iono.fm/e/1325208>

https://www.youtube.com/watch?v=rmkWiY2_ZPI

PSETA Podcast Series EP3: REAL Professor Anne McLennan.

<https://iono.fm/e/1328082>

<https://www.youtube.com/watch?v=1fxccDRCKPE>

PSETA Podcast Series EP4: Prof Francine De Clercq and Ms Kate Mlauzi

<https://iono.fm/e/1331033>

<https://open.spotify.com/episode/5FMFC2xrUV9j05gemOa4wE>

PSETA Podcast Series EP5: Dr Wilma Van Staden

<https://iono.fm/e/1333083>

<https://www.youtube.com/watch?v=lpvlZni4OaA>

PSETA Podcast Series EP 6: Dr Tolika Sibiya

<https://iono.fm/e/1349059>

<https://www.youtube.com/watch?v=0ZVqv85M-lk>

<https://open.spotify.com/episode/3clyPinBLEZEZaC-tUyENmg?si=RWl5xPcYQZ6593DpfpaTAA>

PSETA Podcast Series EP 7: Dr Glynnis Vergotine

<https://iono.fm/e/1349585>

<https://www.youtube.com/watch?v=xUAx7HvHfkW>

<https://open.spotify.com/show/7elKnZeQu3rbkvUsUZbkRc>

PSETA Podcast Series EP 8: Themba Tshabalala

<https://iono.fm/e/1354112>

<https://www.youtube.com/watch?v=0lrNoO12xOY>

<https://open.spotify.com/episode/1A486jNaGD4vZXxp4L-HtC4?si=870f397d296c4d25>

PSETA Podcast Series EP 9: Prof Mbongiseni Buthelezi

<https://iono.fm/e/1355536>

https://www.youtube.com/watch?v=R_-e9wgSOjs

<https://open.spotify.com/episode/2B3F4tkYCbNlBYM-whE38xq?si=t6vuxkzoSKigEA0S1CKRyA>

PSETA Podcast Series EP 10: Khetso Gordhan

<https://iono.fm/e/1355536>

<https://www.youtube.com/watch?v=QFr3qaVYubs>

<https://open.spotify.com/episode/5jFXk58LmSsq4dZXLLxoiz>

Shine the light on fraudulent activity

Report any incidents of fraud, corruption or
unethical behaviour to

Free Call Number: 0800 112 451

Email: pseta@thehotline.co.za

Website: <https://www.thehotline.co.za/report>

Use 0800 112 451 to report

SMS: 30916

Mobile application: Vuvuzela Hotline app -

Download from Play Store, use 0800 112 451 to report

Fax: 0867 261 681

Post: PO Box 10512, Centurion, 0046