



**the dpsa**

Department:  
Public Service and Administration  
REPUBLIC OF SOUTH AFRICA

Private Bag X916, PRETORIA, 0001. Tel: (012) 336 1000, Fax: (012) 326 7802  
Private Bag X9148, CAPE TOWN, 8000. Tel: (021) 467 5120, Fax: (021) 467 5484

Enquiries : Mr. D v/d Westhuizen  
Tel No : 012-402 4095  
Fax : 08661787891  
File : 17/2/2/P

**URGENT**

**TO HEADS OF NATIONAL AND PROVINCIAL DEPARTMENTS AND PROVINCIAL ADMINISTRATIONS**

***For Attention: PILIR Champions/Director: Human Resource***

**POLICY AND PROCEDURE ON INCAPACITY LEAVE AND ILL-HEALTH RETIREMENT (PILIR):  
REVIEW OF THE PILIR MODALITY**

1. The DPSA through its procurement process appointed KPMG Services (Pty) Ltd to conduct the review of the current PILIR modality. The purpose of the review is to validate if the current modality is effective, efficient, economical, beneficial, administratively wieldy, fit for purpose, geared towards achieving the objectives and mission of the PILIR and to identify and/or review the key constraints or challenges facing the implementation of the PILIR.
2. In conducting the review it is, among others, required from KPMG to consult all key role-players which include all departments. To facilitate the consultation process it has been agreed that KPMG will meet with a sample of departments individually following which the Steering Committee platform in the thirteen (13) implementation areas will be utilised for the consultation with all departments. KPMG will approach the sample of departments directly for a meeting. The Provincial PILIR Champions as well as the PILIR champions of the lead departments in the four (4) Clusters of National Departments will, as requested, arrange the special Steering Committee meeting where all departments will have the opportunity to engage with KPMG. The dates for the consultation meetings will be conveyed once the project plan has been agreed upon.

3. It must be emphasised that the special Steering Committees are exclusively for departments' participation in the review process. Separate meetings will be scheduled with the Health Risk Managers appointed to the Panel of Accredited Health Risk Managers.
4. Given the importance of the review of the PILIR modality, the financial investment being made in the process as well as the far reaching consequences it may have for the Public Service it is imperative that the engagement with KPMG is done with employees at the requisite level. In light of the aforementioned you are hereby instructed to ensure that delegations from departments to engage with KPMG at the special Steering Committee meeting must be attended by the PILIR champion of each Department which should be at the level of a senior manager or at least the Director: Human Resources. The PILIR Champion may be supported by the official responsible for the operational activities attached to the implementation of PILIR in the Department.
5. It is anticipated that KPMG will be utilizing a questionnaire to facilitate the discussion at the special Steering Committee meeting. To assist Departments to prepare for these special meetings with KPMG, the DPSA developed the following guideline questions. Please note that engagement is not limited to these questions and robust discussion and engagement are encouraged:

5.1. Effective -

- a) Did the PILIR model ensure that the Public Service accomplish its stated objectives? To what extent did the PILIR model fulfil its intended purpose? Did the PILIR model address the need of the Public Service and did it produce genuine results?
- b) How much did the PILIR model change the targeted behaviour or lead to improvements in the utilisation of incapacity leave in the Public Service
- c) What should change to make PILIR more effective?

5.2. Efficient -

- a) Did the PILIR model ensure that the Public Service reached its stated objectives with the minimum use of resources such as people, time, effort and money?
- b) If not, what should be done differently? How?

5.3. Economical –

- a) Did the PILIR model provide good value in relation to the resources such as people, time, effort and money expended? How cost-effective is the PILIR model.
- b) Can the PILIR model be implemented in a more economical manner? Are there an alternative available? What form and shape should this alternative take?
- c) If the current model is the preferred model, how can the price model be changed to make it more economical?

5.4. Reliable –

- a) Does the PILIR model provide the same quality results competently and consistently?

5.5. Beneficial –

- a) Did the PILIR model contribute to a change employee's behaviour to the utilisation of incapacity leave and ill-health retirement?
- b) Did the PILIR model contribute to change employer's behaviour pertaining to the management of incapacity leave and ill-health retirements?
- c) Does the PILIR model have a positive effect on service delivery in the Public Service?

5.6. Administratively wieldy –

- a) Does the PILIR model make for easy administrative processes that can be followed?
- b) Does the PILIR model make it easy for employers to administer incapacity leave applications in terms of process?
- c) Does the PILIR model make it easy for employees to participate in the process? Is the documentation to be completed cumbersome or manageable for all role players in the process?
- d) Should the process and/or application form be changed to ease the administrative process?
- e) Is the PILIR model time consuming to implement?
- f) How much does it cost government to implement the PILIR model (monetary costs, proportion of budget, number of staff, proportion of staff, etc.) in relation to the benefits it yields? Does the PILIR model open itself for disputes and litigation?
- g) Does the implementation of the PILIR model produce desired results with a minimum expenditure of energy, time, money, personnel, materiel, etc.?
- h) Does the PILIR model provide for efficient gathering, processing and communicating of information?

5.7. Fit-for-purpose –

- a) Does the current model sufficiently support the policy objectives and desired outcomes?
- b) Is the current PILIR model providing the quality required in line with the stated objectives and desired outcomes as stipulated in the objective and mission of the PILIR?
- c) Is the PILIR model good enough to do the job it was designed for?
- d) If not, what would be the alternative(s)?

5.8. Geared towards the achieving of the objectives and mission expounded on in the PILIR –

- a) With the current PILIR modality will the objectives and mission as stipulated in the PILIR be realised? If not, how should it be done differently?

5.9. Identify and/or review of the key constraints or challenges facing the implementation of the PILIR

- a) What are the key constraints imposed by the current PILIR model?
- b) What are the challenges experienced with the implementation of PILIR?
- c) How can the key constraints and challenges be alleviated? What interventions or changes should be introduced to address the key constraints and challenges?

6. You are reminded that the review of the PILIR modality is of strategic importance and aims to contribute to the improved management of incapacity leave and ill-health retirement in the Public Service as well as lead to improved service delivery. Your cooperation and contribution to make the project a success is thus of paramount importance.



 **DIRECTOR-GENERAL**  
**DATE:**

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