



FOR PSA MEMBERS: **BORDER MANAGEMENT AUTHORITY (BMA)**

19-06-2025

Feedback: BMA Special National Consultative Bargaining Forum (NCBF)

Impact analysis of remuneration framework

The implementation of the BMA remuneration framework resulted in multiple errors concerning appointment letters, salary notches, job titles, position grading, OSD application, and the Patterson system. The employer acknowledged these issues and referenced the appeals process used to address these. However, labour expressed dissatisfaction with the outcomes of appeals, stating these failed to resolve concerns raised by employees. Labour demanded that the employer must provide the job grading and evaluation report, BMA Patterson scales, and grading catalogue at the next NCBF meeting. Labour also called for urgent correction of errors related to appointment letters, job titles, fabricated notches, unfair grading, and unresolved appeals.

Total Cost to Company

The employer explained that during the implementation of the salary increase framework, some officials already had benefits such as medical aid, pension, 13th cheque, and allowances included in their pay. These were integrated into the Total Cost to Company (TCTC) salary scales, requiring package restructuring. As a result, these benefits are no longer subsidised separately by the employer but are now part of the TCTC. A workshop was held to explain this to affected officials. However, labour raised concerns, noting that it had been agreed that an internal finance representative, not the Human Capital unit, should present on the TCTC framework. Labour also criticised the lack of training provided when the framework was implemented in July 2024. It was agreed that a new workshop would be convened for all affected officials, with labour also in attendance, to clarify the components and structure of the TCTC.

Employee Performance Management Development System (EPMDS)

Labour requested that the employer must present detailed statistics on the EPMDS process, including the number of officials who qualified and were compensated, the implementation of grade progression, and the structuring of payments - particularly considering disparities in amounts paid for similar progressions. Clarity was also sought on how OSD categories were graded and implemented. The employer reported that 15 officials had not yet received their grade progression payments but assured that they would be paid with June salaries. Labour further requested a detailed report on how many officials were paid and whether their notches aligned with the Patterson or DPSA salary scales, as some notches appeared

inconsistent. It was agreed that the employer will submit a comprehensive report on the 2023/24-performance incentives and grading outcomes at the next NCBF meeting.

Placements of positions against approved structure

The PSA maintains that in the BMA, positions transferred through the section-197 process remain under the DPSA mainstream system, whilst newly created positions follow the Patterson grading system. Labour demanded an explanation for this dual approach and requested the original and revised organisational structures, particularly focusing on rank and salary discrepancies. Concerns were raised about the failure to translate employees (e.g., those placed at C4) accordingly highlighting disparities in agriculture and immigration posts, such as the unjustified elevation of Agriculture Specialists and the downgrading of Inspectorate roles. Labour also queried unpaid OSD-related amounts and requested confirmation on whether backpay would apply from the time the two-notch progression was implemented, along with the overdue 6%-salary increase. The employer responded that it lacked a mandate on backdating but would escalate the matter and report back at the next NCBF meeting. It also committed to presenting the BMA pay scales, grading catalogue, and job evaluation outcomes for disputed positions at that meeting.

Relocation of BMA Head Office

The BMA has signed a lease agreement of five years, starting from 1 June 2025 to 31 May 2030, for office space in Centurion. A management report was tabled, giving an update on where the process was. This report was unfortunately not presented to the Relocation Task Team first, and the employer continued to relocate employees to the new building whilst workmanship was still happening, such as painting walls, non-availability of network, absence of a lift (to be installed by 30 July 2025), and non-compliance in terms of occupancy certificates and general OHS compliance. Labour rejected the report and demanded that an urgent relocation task team be convened to raise other challenges, including a walkabout that needs to be undertaken to ensure that the building is habitable. The proposed date for the walkabouts is 23 June 2025, with the Department of Employment and Labour and the Municipality invited to participate.

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