



FOR PSA MEMBERS: **GAUTENG - JOHANNESBURG AREA**

29-10-2026

Victory for PSA member: Confirmation that discipline must be corrective and progressive

The PSA has secured another victory in defense of members' rights! The Disciplinary Code and Procedures for Public Service, Resolution 1/2003, affirms that discipline should be corrective and progressive, rather than merely punitive.

The PSA has witnessed instances where disciplinary processes have been used as instruments of punishment, intimidation, and victimisation, creating an environment of fear and undermining the dignity of employees. However, hope has once again been restored through the outcome of a disciplinary matter involving a member at the Department of Health. The member faced allegations of failing to comply with Standard Operating Procedures relating to stocktaking, in circumstances where the Department alleged a financial loss of approximately R12 million.

Although the member was found guilty of failing to adhere to the prescribed procedures, the disciplinary outcome importantly distinguished the procedural misconduct from the alleged financial loss. The member was exonerated from responsibility for the approximately R12 million loss. The sanction imposed was a final written warning, accompanied by recommendations for training, development, and the restoration of working relationships. This outcome reinforces the importance of proportionality in disciplinary proceedings and demonstrates that accountability must be balanced with fairness, rehabilitation, and the opportunity for an employee to improve. Discipline should not be about destroying careers, instilling fear, or victimising employees. It must serve its intended purpose of correcting unacceptable conduct, promoting compliance, and restoring productive working relationships.

The PSA is committed to ensuring that disciplinary processes are conducted fairly, that sanctions are proportionate to the misconduct established, and that members are protected against arbitrary and punitive disciplinary practices.

Reuben Maleka
GENERAL SECRETARY