

ODETTE RAMSINGH

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PERSONAL DETAILS

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| Full Name | Odette Ramsingh |
| Known as | Odette |
| Nationality | South African |
| EE Profile | Black (Coloured); disability |
| Driving licence | Code 8 |
| Sport/Hobbies/Interests | Hiking, reading, travel squash, table tennis, community development |

PROFILE

Odette is a consummate executive with a solid academic and professional grounding in a wide spectrum of disciplines, including **legal, governance, public administration, policy analysis, human resources** labour law, financial, and business management. Her career span is extensive, during which she has gained wide experience in said disciplines at the highest level through the various positions she has held. Her skills and abilities were refined through more than **18 years' experience** in senior management roles, as well as experience as a generalist. For most of these years she has **held executive positions** in both the public (including tertiary) and private sectors.

The many highlights and achievements of Odette's career have gained her international exposure and recognition across the globe. On an academic level she **holds a number of degrees**, and did a Senior Executive Programme at the Harvard Business School in the United States, and obtained a Master's degree in Governance and Development in the United Kingdom, having been awarded the Nelson Mandela Scholarship in 2004. On a professional level her leadership and expertise in the disciplines mentioned above resulted in a number of appointments to various international bodies and she is invited regularly to deliver papers and presentations at forums across the globe. Her expertise in public governance, policy analysis and human resources is highly sought after, especially in Africa, where she often provides strategic direction and expert advice to various institutions. Further, she is regarded as a leading authority in governance, public administration, human resources; transformation; monitoring and evaluation; and regularly participates in international forums in this regard. Odette was the Deputy President of the African Public Services Human Resource Management Network (APS-HRMnet) up until 2018, and was a Member of the Committee of Experts on Public Administration (CEPA) at the United Nations (up until 2017). She has worked closely with UNDESA to establish and nurture the APS-HRMNET for capacity development in the public services in Africa, and international networking in AAPAM, IPMA-HR, etc. She has also had the privilege of evaluating the United Nations Public Service Awards (UNPSA) nominations from across the globe, and in 2020 she moderated the UN Public Service day.

Apart from playing an advisory role, Odette has often been called on to assist in resolving highly challenging issues (transformatory in nature) across a wide spectrum of sectors. This included assignments both locally in South Africa, and further afield in Africa. In this regard her ability to **conduct comprehensive**

investigations and research and develop and implement appropriate strategies has led to successful solutions and sustainable results that effectively addressed the issues at hand. The success of these interventions are largely attributable to Odette's exceptional stakeholder management ability, influencing others to commit to a compelling vision for the intervention at hand, and empowering them to engage pro-actively with the execution of agreed implementation plans.

Odette is a recognised governance and public administration expert; steeped in research, policy analysis, monitoring and evaluation, and is regarded as a seasoned practitioner and expert in the field of human resources covering the full scope of the human resource discipline: strategic human resources, implementation and operationalization; research; representation on human resource bodies. She has demonstrated **in depth knowledge of leadership and management** in diverse organisations with a **national footprint**.

Comfortable in strategy development and execution, she is able to demonstrate solid examples of this, with sustainable impact. She has been a Director-General of a public service department, and has led business units, building a **business acumen** sharpened by years of experience in complex environments, and as a result can easily navigate different environments focused on **strategic delivery and sustainability**.

In terms of positions held, Odette has served at one of the highest levels in the public sector. Having started her career **as a lawyer**, she quickly moved through the ranks and soon progressed to positions, including management and executive positions in organisations as diverse as organised labour (trade unions), provincial and national public administration structures, private sector and University. In 2009 she made a successful transition from the public sector where she held the position of Director-General to the corporate sector when she joined Metropolitan Health as Group Human Resources executive. Her collaborative nature, change management approach and stakeholder relationships has resulted in her being appointed as the Executive responsible for Stakeholder Relations (Public Sector), with the parent company, MMI Holdings. After project managing the development of the '*go-to-market*' Public Sector strategy for MMI, she was appointed as Head: Public Sector Initiatives, and Group Manager: Stakeholder Relations simultaneously.

She has served on Boards in her capacity as an executive and was an Employer Trustee of the Metropolitan Staff Retirement Fund (Pension and Provident), as well as an Employee Member of the Advisory Committee to the MMI Umbrella Fund. She is currently the Chairperson of the Board of Trustees of the SMU Retirement Fund.

Having worked over 7 years in the private sector Odette decided to go back to her first love, which is public service oriented. She is currently the Executive Director: Human Resources at the Sefako Makgatho Health Sciences University.

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Odette is motivated by challenging and dynamic environments, allowing her to function well under pressure and apply her analytical, problem-solving and strategic thinking skills to improve the organisational environment and contribute to the development of organisations and their employees. On a personal level she is passionate about community development and has always found the time to apply her abilities and skills to the advantage of various community-based organisations.

Detail of Odette's qualifications, work experience and professional affiliation is provided further on in this document.

EDUCATION

Professional Qualifications

Bachelor of Arts, University of Natal Pietermaritzburg; December, 1987 (conferred on 23 April 1988)
LLB, University of Natal, Pietermaritzburg; December, 1991 (conferred on 3 April, 1993)
Senior Executive Programme Harvard Business School Boston, USA; 1999
MBA, Graduate School of Business, University of Cape Town; June, 2003
MA, Governance and Development, University of Sussex, United Kingdom; February, 2006

COMPETENCIES

Through her academic schooling, practical experience and international thought leadership, Odette has refined many competencies and skills that have stood her in good stead in the many and varied roles she has fulfilled. These include:

- *High level management expertise:* Proven general management expertise in public and private sector over 18 years. Regarded as a seasoned executive with a track record of effective leadership, strategic planning and execution in public and private organisations.
- *Proven strategic development, execution and management:* Well developed analytical, problem-solving, planning and organising abilities together with sound communication skills. Ability to comfortably move from strategy to execution, with solid examples of strategy development and execution for sustainable impact.
- *Recognised human resources specialist:* Both locally and internationally. Strong in HR strategy, design and implementation in all the HR disciplines, with a people-centric development approach focused on the employee experience.
- *Skilled project manager:* Ability to develop detailed proposals, including project design, and manage projects from inception to completion. Proven ability to implement, manage and control systems and assets.
- *Transformational leader:* Ability to adapt to a multi-cultural environment and the character to seek change and embrace challenge. A dynamic, innovative and performance-driven achiever who is able to work in a highly

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pressurised and demanding environment, offering high support.

- *Sound legal and labour relations expert:* Have been employed variously in the union, public and private sectors since qualifying with a LLB in 1994. Active promoter of justice, upholding the constitutional values and the merit and equity principle. While not a practicing attorney, I still represent the University at the CCMA.
- *Expertise in human resources and financial management:* Managed corporate services at provincial and national levels. Has in-depth experience in all the HR disciplines. Served as an Accounting Officer in terms of the PFMA, with an unqualified audit throughout my tenure.
- *Skilled researcher, monitor and evaluator:* Enhanced analytical and investigative skills with exceptional drafting ability. Involved in groundbreaking research and flagship projects up to 2009 in the PSC.
- *Skilled investigator:* Have undertaken public administration and anti-corruption investigations, and audits into public administration practises, including HR irregularities and financial mismanagement. As a result have extensive knowledge of public service legislation, including the PFMA and King IV principles.
- *Skilled negotiator:* Negotiation skills have been honed initially as a union lawyer and as a negotiator in the collective bargaining process and have subsequently been enhanced by the various management positions. Held and maintain contact with stakeholders at national and international levels.
- *Turnaround specialist:* Have been involved in many projects to turn around the performance of departments, streamline processes and increase efficiency and effectiveness. Included diverse areas such as Defense, Home Affairs and Correctional Services, as well as mergers in the Private Sector.
- *Business Acumen:* having navigated diverse organisations as a member of the executive team, she is able to operate at a strategic level across the business environment, and not merely confined to her specialty.
- *Expertise in governance and public administration:* has undertaken a number of projects to attest to this, and is often called upon to offer technical assistance

INDUSTRY EXPERIENCE

- Organised Labour (Trade Union) Sector
- Public Sector
- Health Sector
- Financial Sector
- Academic Sector

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PROFESSIONAL AFFILIATIONS

- Attorney of the Supreme Court of the Republic of South Africa
- Advisory Board member of the International Management Association for Human Resources (IPMA-HR) until 2009
- Deputy President of African Public Service Human Resource Management Network (APS-HRMnet) until August, 2018
- Member of Committee of Experts on Public Administration (CEPA), United Nations with effect from 1 January 2010 to December 2013, and was re-appointed for the period January 2014 to December 2017

PROFESSIONAL TRAINING

- Practical Training Course for Articled Clerks, 1991
- Attorney Practice Procedures and Bookkeeping Examination, 1994
- Admitted Attorney of the Supreme Court of South Africa, 1994
- IMMSA Arbitration Course, 1993
- IMMSA Negotiation Course, 1993
- COSATU Winter School: Arbitration and Mediation, 1993
- Computer Orientation Course, Central Computer Services, KZNPA, 1994
- Microsoft Word, 1997
- Prosecutors Course, Justice College, Pretoria, 1994
- Training Course for Instructors, 1995
- Human Rights Training Course, 1995
- Seminar: Recapturing Management's Right to discipline, 1996
- Gender Policy Management Programme, 1997
- Public Private Sector Partnership and Restructuring Industrial Relations, 1997
- Affirmative Action in the Public Sector, 1997
- Leadership Mentoring Programme Certificate, 2009
- Peromnes Job Evaluation, 2010
- Crucial Conversations, 2011
- Advanced Excel Training, 2018
- Changes to the CCMA Rules, 2019

CAREER HIGHLIGHTS

- Nominated as the South African Representative to a Joint Meeting on Human Resource Development in the Public Service in the Context of Structural Adjustment and Transition. Meeting was held at the International Labour Organisation (ILO), Geneva, 1997. At the meeting was elected Chairperson of the Government Group.
- Project Leader of the organisation of the first Public Sector Anti-Corruption Conference in South African Public Service, 1998
- Project Leader of the first ever National Anti-Corruption Summit held in South Africa in April, 1999
- Appointed by the South African President as a member of a 3-person strategic management team to lead the Department of Correctional Services, 2001
- Invited to study for MBA at UCT. Tuition fees were covered by the academic institution.
- Appointed as a member of the team on the Desai Commission of Inquiry to

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look into alleged irregularities in the Western Cape Provincial Administration, 2002

- Appointed as Joint Management Team Co-leader, Department of Education, Eastern Cape Provincial Administration, 2003 to assist with tackling the service delivery challenges. Arose out of a Presidential decision to deploy a multi-sectoral Interim Management Team in the Eastern Cape Province.
- Appointed as Head: Disciplinary Cases Team in the Eastern Cape, 2003 to assist with finalising the misconduct backlog and emerging cases in the four affected departments
- Invited to sit in on the ad hoc Experts meeting of the UN in Italy. At the said Conference presented a paper on the Impact of HIV/AIDS on the Public Sector Human Resources in Africa.
- Awarded the Nelson Mandela Scholarship to study at an academic institution in the UK, 2004
- Co-authored a paper on the Implementation of Monitoring and Evaluation Systems within a Results Based Management Environment: Experiences from the South African Public Service at the Malaysian Evaluation Society Conference, Kuala Lumpur, MALAYSIA, 2005
- Appointed by the South African President as head of the joint Support Intervention Team to manage the Department of Home Affairs, 2006, and was appointed as a joint Director-General in the department for 6 months
- Coordinated the first meeting aimed at developing a proposal on the structure and format of the envisaged Forum/Association of African Public Service Commissions and other Appointing Service Commissions, 2007, and was subsequently appointed as the first Interim Head: Secretariat
- Invited to contribute as a key note speaker at the Eschborn Dialogue, Germany, 2008 and present a case study on the National Anti-Corruption Forum
- Invited as a participant at the Ad Hoc Expert Group Meeting of the United Nations Department of Economics and Social Affairs (UNDESA) in Accra, Ghana, 2008 to discuss the Role of Political Leadership in Reconstructing Governance and Public Administration
- Invited to address the United Nations General Assembly, New York, USA, 2008, on The Challenges of Reconstructing the Public Service after Conflict
- Head: Interim Secretariat of Association of African Public Services Commissions (AAPSComs) in 2008
- Elected as the Deputy President of the APS-HRM network in Tanzania, 2009
- Appointed as a Member of Committee of Experts on Public Administration (CEPA), United Nations, 2010, and re-appointed in November 2013
- People management lead for the merger between Metropolitan and Momentum, at Metropolitan Health, 2010
- Invited to participate in a United Nations Workshop: "Innovation and Performance Evaluation in Africa and the Role of Human Resource Managers" in Addis Ababa, Ethiopia, 2013
- Project managed the development of the 'go-to-market' Public Sector strategy for MMI, 2016/2017

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- Facilitated the Ministerial Roundtable at the United Nations Public Service Forum: 'Transforming Governance to realise the Sustainable Development Goals', in Marrakesh, Kingdom of Morocco, June, 2018
- Facilitated the Public Service Day for the United Nations, June, 2020 under the theme of honoring frontline workers in the COVID-19 pandemic

PAPERS AND PRESENTATIONS

- Published a paper on the Evaluation of the Policy Framework on HIV and AIDS in the South African Public Service: The Effectiveness of the current Guidelines and the ability of the Policy framework to absorb the Impact of HIV and AIDS within the Public Service; Public Personnel Management under the auspices of IPMA
- Co-authored a paper on a Case Study of the National Anti-Corruption Forum at the United Nations Global Compact (UNGC) Fourth International Learning Forum Meeting in Accra, GHANA, 2006
- Co-authored a paper on the Significance of Laws and Codes for better Administrative Procedure and Conduct by Officials: A South African Perspective, at the International Association of Schools and Institutes (IASIA) Conference, Monterrey, MEXICO, 2006
- Presented a paper on The Retention of Experienced and High Level Performing Staff in the South African Public Service to the OECD PEMWP Conference, Moscow, RUSSIA, 2007
- Presented a paper on Management of Performance in the Public Service: Challenges Relating to Performance Assessments and Awards Systems at the PSCBC/OPSC Biennial Labour Relations Conference for the Public Service, Johannesburg, SOUTH AFRICA, 2007
- Presented a paper on Effective Performance Management as a Retention Tool at the International HR Conference Co-hosted by International Public Management Association (IPMA) and the Office of the Public Service Commission (OPSC), Cape Town, SOUTH AFRICA, 2007
- Presented a paper on The Transformation of Human Resource Management in the South African Public Service to the 2007 Inaugural Caribbean Region Public Sector HR Conference, Bridgetown, BARBADOS, 2007
- Presented a paper on Capacity Development: Key to Sustainable Development at the Eschborn Dialogue 2007, Frankfurt, GERMANY, 2007
- Presented a paper on Integrity in the South African Public Service to the 2007 Association for Human Resources Management in International Organisations (AHRMIO) Conference, Philadelphia, USA
- Presentation of a paper on The Transformation of Human Resource Management in the South African Public Service to the International Management Association for Human Resources (IPMA-HR) Chicago, Illinois, USA
- Presented a paper on The Role of Multi-Stakeholders Initiatives: National

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Anti-Corruption Forum, an example of multi-stakeholders' initiatives against corruption in South Africa, at the Eschborn Dialogue 2008, Frankfurt, Germany, 2008

- Presented a paper on The Role of Political Leadership in Reconstructing Governance and Public Administration after Conflict: The South African Experience at the Ad Hoc Expert Group Meeting (AEGM), Accra, Ghana, 2008
- Presented a paper on The Challenges of Reconstructing the Public Service after Conflict: A case of the Republic of South Africa to the United Nations General Assembly, New York, USA, 2008
- Presented a paper on Harnessing the Capability of People with Disabilities in the Public Service at the Eighth African Governance Forum (AGF-VIII), Gaborone, Botswana, 2012
- Presented a paper on Promoting Professionalism and Ethics to Prevent Corruption in the South African Public Service, Villahermosa, Mexico, 2013
- Authored a paper on Invigorating Professionalism and Morale of the Public Service for the Committee of Experts on Public Administration (CEPA) Meeting, United Nations, New York 2014
- Presented a paper on Invigorating Professionalism and Morale of the Public Service for the Commonwealth Association for Public Administration and Management (CAPAM) Conference, Malaysia 2014
- Presented a paper in the Hague, Netherlands at the Public Service Awards on Leadership and Capacities, in Netherlands, 2017
- Facilitator at the Symposium on 'Governance for Implementing the Sustainable Development Commitments in Africa', Addis Ababa, Ethiopia, December, 2017
- Authored a paper on Human Resources Challenges in the Public Services in Africa to be presented at the 5th Africa Public Sector Resource Managers' Network (APS-HRMnet Conference from 27-31 August, 2018 in Kampala, Uganda
- Moderated the United Nations Public Service Day 2020 virtual event: On the Frontlines: Honoring public servants in the COVID-19 pandemic response, 23 June 2020
- Presentation on reorienting PMS in a crisis for APSHRMnet virtual workshop, 24 July, 2020

PROFESSIONAL WORK EXPERIENCE

1 November, 2017 to date

Executive Director: Human Resources

Sefako Makgatho Health Sciences University (SMU)

Main responsibilities

Accountability for the delivery of a world class human resource management function and to ensure the provision of a comprehensive, proactive and integrated human resource management service to the University, with specific emphasis on setting strategic direction in people management in the context of an enabling policy infrastructure.

The key performance areas include:

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- Human Resource Strategy development and execution
- Human Resource policy analysis, development, and administration
- Organisational Effectiveness and Change Management
- Talent management, including employee attraction and retention
- Remuneration management (recently automated the salary package on the ITS system)
- Performance management, including learning and development
- Employee relations, including managing salary negotiations
- SHE Management (section 16.2 responsibilities in terms of Act) and employee wellbeing
- Budget and financial management
- Quality assurance and risk management and governance
- Re-engineer business processes to improve effectiveness and efficiency
- Lead and inspire staff and provide clear direction through a period of transition
- Enables transformation to ensure the internalisation of an organisational and performance culture that supports the strategic imperatives of the University
- Manages organised labour

Since taking up this position, a number of policies have been developed, and the first ever performance management system was implemented.

Appointed as an Employer Trustee to the Sefako Makgatho Health Sciences Retirement Fund, March, 2018.

Appointed as Chairperson of the Board of Trustees of the Sefako Makgatho Health Sciences Retirement Fund, 2018, and reappointed in 2021

Member of the Joint Senate and Council Committee for academic promotions

Member of the University's Institutional Forum (2 December 2019 to 2 December 2021)

2016 to September, 2017

Head: Public Sector Initiatives and Group Manager: Stakeholder Relations

MMI Holdings

Main Responsibilities

With the approval of the Public Sector go-to-market strategy the organisation moved into execution mode, resulting in the establishment of a structure for the Public Sector unit, and I took on the role of Head: Public Sector Initiatives. This position incorporated my responsibility for Stakeholder Relations, and broadened the role to include the following:

- Develop an integrated, strategy and execution plan with financial targets
- Support Business Development IRO of the public sector strategy
- Interpretation of clients' needs to design CVP's
- Translate/navigate Public Sector legislation
- Tender/procurement knowledge and response
- Interpretation of Public Sector transformation and wealth distribution
- Feed sales pipeline and manage tender process

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- Understand the relevant procurement and transformation policies within Public Sector entities and put together strategies and processes for MMI to ensure compliance
- Develop and maintain a strategic Public Sector database
- Stakeholder management
- Create meaningful engagement with Public Sector leaders to understand their strategic focus and align with MMI capabilities
- Promote MMI as a trusted enabler to the Public Sector
- Drive and foster a collaborative culture
- Develop a coherent value chain and model for Stakeholder/BD/Sales/KAM for optimal performance

1 October 2016 to 30 September 2017

Executive Stakeholder Relations (Public Sector)

MMI Holdings

Because the organisation was reorganising from the merger, positions overlapped

Main Responsibilities

During this period of transition in the implementation of the new operating model, currently employed in the parent company responsible for:

- Stakeholder Relations for the Public Sector
- Form, monitor and maintain constructive relationships with investors/clients
- Build sustainable relationships mutually beneficial to all parties
- Manage stakeholders to enhance delivery on MMI's core mandate, retention and growth
- Position MMI as a trusted enabler to the Public Sector
- Collaborate with direct and indirect teams by providing research, context and ensuring delivery
- Strategic planning and project management
- Strategy planning processes and facilitation
- Project managed the 'go-to-market' MMI Public Sector Strategy
- Development of the Public Sector Strategy
- Development of the Business Plan
- Monitoring and Evaluation Framework for Public Sector Strategy
- Build MMI's capacity to guide, advise and support Public Sector on delivery on its mandate
- Move from strategy to execution
- New unit was developed for execution and I was appointed Head: Public Sector Initiatives
- Made presentations to the Board on the strategy

1 August 2009 to 30 September 2015

Metropolitan Health, MMI Holdings

Group Human Resources Executive

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Main Responsibilities:

- Responsible for the full spectrum of the Human Resources function and the strategy on people management, including providing innovative leadership in HR, developing and implementing the HR Strategy, transformation and ensuring the delivery of services in HR: Operations and HR Organisational Development in the following areas:
- Talent acquisition and retention: Establishment of a Recruitment Centre and achievement of employment equity targets: Attracting and retaining the right quality employee to maintain a high performance workforce
- Performance management (Revised a new system for the Business which was successfully piloted in 2010)
- Learning and development: run a fully-fledged learning centre with interventions customised to the needs of the business; focus is on skills development utilisation and return on investment: Give new employees extensive orientation training to assist their transition into a new organisational culture
- Employee relations (manage the employee representative structures, including union and the employee wellness and assistance programmes)
- Compensation and Benefits: Managing the Company's salary and people costs through the Payroll and Benefit department (successfully automated the salary process). Setting compensation structures and evaluating competitive pay practices.
- Compliance: Compliance with labour and employment laws, HR practice, safe working conditions, national requirements, rules and regulations.
- Policy development: developed and implemented a whole set of enabling policies and regulations in the Company to enhance business enablement and equity.
- Development and implementation of the Company transformation agenda, not just the HR aspect
- Leading, coaching and mentoring a team of HR professionals to deliver
- Leading the employee communication, engagement and change processes in the organisation
- In my time with the Company I have repositioned the Human Resources function to be a strategic partner in the business with a clear understanding of the needs of the business and the inbuilt flexibility to support efficiencies within the business. Staff ratios have been revised to be more competitive with industry and international benchmark standards.
- Successfully navigated the Company to Investors in People (IIP) accreditation in 2010 and again in 2014. This is an international standard which assesses a Company's people management approach.
- Successfully navigated both Metropolitan Health Group and Qualsa to a level 1 and 2 B-BBEE empowerment rating in 2011, and later MHRM (previously Qualsa) to a level 1 rating.
- Led the people integration and change management team during the merger of the Health Divisions of Metropolitan and Momentum.

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- Appointed as a trustee to the Metropolitan Staff Retirement Fund (Pension and Provident sections): Benefits Sub-Committee in November 2011.
- Appointed as a trustee to the Metropolitan Staff Retirement Fund (Pension and Provident sections): Governance Sub-Committee in November 2011.
- Represented Metropolitan Health on the Board's sub-committee on transformation.
- In May 2012 the Internal Communication function was placed under my leadership.
- During the transition to a new operating model, I put up my hand to join the parent company in Gauteng. I wanted to develop my business acumen skills further, and it also provided me with an opportunity to move back home. This transition began in mid-2015, and during this time I remained responsible for the HR function and took on the role of Executive Stakeholder Relations.

1 May 2006 to 31 July 2009

Office of the Public Service Commission (OPSC)

Director-General

Main Responsibilities:

- Effectively the CEO of the organisation preparing strategic and business plans with performance targets for the OPSC within the 3-year Medium Term Strategic Framework
- Overall responsibility as the DG of the Public Service Commission for the monitoring and evaluation of performance of Public Service.
- The PSC's functions are to promote constitutionally prescribed values and principles governing public administration in the public service; investigate, monitor and evaluate the organization and administration and the personnel practices of the public service; and propose measures to ensure an effective and efficient Public Service
- Managed and oversaw the professional secretariat strategy and services for the PSC, and expanded the visibility of its work
- Positioned the OPSC to be a recognised leader in the area of monitoring and evaluation, and an authoritative voice on public sector performance and delivery
- The culmination of my work at the PSC was reflected in the innovation and transformation support of many departments. While effectively the DG of the OPSC, I was seconded to lead interventions in many departments, including during my tenure being appointed as the joint DG in the Department of Home Affairs; assessing secretariat oversight in Defense; co-managing the Department of Correctional Services; involvement in high level investigations into public service irregularities and maladministration, etc. Such assignments were a testimony of my depth of understanding of the functioning of public service and public institutions, my agility around policy analysis and formulation, and able to introduce innovative measures, which were able to influence and

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- impact public service reform and transformation
- Oversaw the operations of the OPSC, the efficient management and administration, including the effective utilisation of HR, IT and financial management (offices in all 9 provinces and reported to a Board [PSC] with representatives from all 9 provinces)
- Served as an Accounting Officer in terms of the Public Finance Management Act (PFMA), of 1999. Ensured that proper accounts are kept and that financial procedures are adhered to and there is proper, effective and efficient use of resources.
- Presented monitoring and evaluation reports to the South African Parliament, including annual reporting, as well as Cabinet; Ministers and Directors-General
- Presented at national and international forums on the work of the PSC.
- Undertook work on evaluating respective functions for readiness for the MDGs, and later for the SDG's
- Moved to the Private Sector

NOTE: Achieved an unqualified audit report during my tenure as a Director-General which speaks to ability to deliver on strategy, effective use of resources and managerial discipline.

1999 to April 2006

Office of the Public Service Commission (OPSC)

Deputy Director-General (Human Resources Management and Labour Relations)

Main Responsibilities:

- Responsible for the overall strategic management of the Division; its strategy and operational plan, as well as managed the team and the financial resources
- Provided advice on human resource practices and policies; including on the merit and equity principles, across the Public Service
- Advised on the research on HR discipline eg, disciplinary trends; labour relations; organizational effectiveness; talent and performance management; compensation; etc
- Advised on public administration investigations; the conducting of investigations on professional ethics and its promotion, as well as managed the National Anti-Corruption Hotline
- Emanating from the research proposed and implemented innovative measures to improve public service performance
- Initiated a number of groundbreaking research initiatives, and conducted numerous investigations into irregular and corrupt practices
- Responsible for the development of the new grievance rules and the monitoring and evaluation of HR practices
- Developed the performance management framework for Directors-General and Heads of Department (HODs) in the Public Service

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- The Overview of Financial Misconduct report initiated under my leadership was branded as a “flagship” report
- My work in enhancing human resources competencies played a key role in my work on advising administrations in emerging countries, as well as countries in conflict
- Promoted to Director-General in the Office of the Public Service Commission

1998 to 1999

Public Service Commission

Acting Deputy Director-General (Merit and Equity)

Main Responsibilities:

- Provided advice to the Board (PSC) on human resources practices, grievances and appeals on misconduct and inefficiency
- Promoted a high standard of professional ethics and code of conduct in the public service
- Provided financial management services as well as IT and security services
- Conducted numerous investigations, audits and assessments on management practice, including setting up investigation frameworks and maladministration audits
- Monitored and evaluated the application of the merit and equity principle
- Promoted to Deputy Director General (Human Resource Management and Labour Relations)
- Assessed impact on Human Resources and Organisational Development

NB: Please note that while I was the substantive Chief Director, I was required to act, and therefore the dates morphed into each other, and the exact dates would be on the PSC records

1997 to 1998

Public Service Commission

Chief Director (Appeals and Grievances)

Main Responsibilities:

- Appointed into a senior management role
- Responsible for overall strategic management of the Chief Directorate: Appeals and Grievances
- Provided an advisory service on the full spectrum of labour relations
- Advised the Board on appeals and grievances of public servants
- Developed Rules and Toolkits on grievance management
- Reviewed disciplinary conduct and measures
- Monitored and evaluated Labour Relations in the Public Service

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1997

Mpumalanga Provincial Administration

Acting Chief Director (Corporate Services) while still Director: Labour Relations

Main Responsibilities:

- Rendered management advisory services
- Provided human resources management and skills training
- Ensured effective labour relations
- Rendered personnel administrative services
- Provided administrative support services, including management of the IT unit
- Promoted to Chief Director (Appeals and Grievances)

1996 to 1997

Mpumalanga Provincial Administration

Director (Labour Relations)

Main Responsibilities:

- Set up the first labour relations Directorate in the Province
- Responsible for the overall strategic management of the Directorate, and labour relations strategy in the Province, including policies and procedures
- Responsible for the management of disputes and strike resolution
- Formulate labour relations policy within the national framework
- Chief negotiator for Employer in the Mpumalanga Provincial Bargaining Chamber, and represented the Province at National level
- Representative at the Public Sector National Bargaining Chamber
- Appointed Chairperson of the Inter-Provincial Labour Relations Forum (This Forum consisted of labour relations officers from all the nine [9] provinces)

1996

Anglo American

Divisional Industrial Relations Legal Advisor

Main Responsibilities:

- Advised management on all aspects of labour law. The new Labour Relations Act had just been operationalised.
- Policy analysis and formulation; aligning law to policy
- Represented the Company at Conciliation Boards and in certain Industrial Court matters
- Initiated, promoted and presented training on the new Labour Relations Act
- Drafting organisational rights agreements, and settlements
- Managed expenditure

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- Took a conscious decision to join the Public Sector

1994 to 1996

KwaZulu-Natal Provincial Administration

Legal Administration Officer

Main Responsibilities:

- Advised management on labour relations, developed and implemented specific actions for promoting sound employer and employee relations
- Managed strike action
- Represented employer at the Industrial Court
- Drafted disciplinary policy and processes, and managed move away from the criminalization of disciplinary cases

1993 to 1994

South African Commercial and Catering Allied Workers Union (SACCAWU)

Legal and Training Officer

Main Responsibilities:

- Managed the legal and training section of the Natal Region of the Union
- Handled industrial court matters for the Union from inception to trial
- Trained shop stewards and union officials, as well as attended COSATU workshops and meetings
- Represented workers in the Industrial Court
- Provided legal advice and training to workers
- Represented workers in negotiation with employers, including at disciplinary enquiries
- Trained on disciplinary procedure, mediation and arbitration

1991 – 1993

Pranesh Injadrith Attorneys/ Volsum, Chetty and Lax

Candidate Attorney

Main Responsibilities:

- Serving my article clerkship to qualify as an attorney
- Handled all magistrate and industrial court matters from inception to trial
- Handled consultation with clients, briefing counsel and client, attending pre-trial conferences, drawing of pleadings in collaboration with regard to Supreme Court litigation
- Handled numerous matters in terms of the Motor Vehicle Accidents Act, 1986 and the MMF Act, 1989
- Drafting of legal documents
- Interpretation of legal documents and preparation of written arguments
- Drew Bills of Costs on numerous matters in the Magistrate Court and Supreme Court

ODETTE RAMSINGH

COMMUNITY INVOLVEMENT

- Founder and President of the Taurus Table Tennis Club, 1984 - 1987
- Member of Azanian Students Organisation (AZASO) 1986/87
- Secretary of Eastwood Residents Association, 1988 - 1989
- Chairperson of Eastwood Residents Association, 1990 - 1991
- Vice chairperson of Joint Eastwood - Glenwood Residents Association, 1990
- EXCO member, Northern Areas, African National Congress (ANC), Branch (Greater Pietermaritzburg) 1991/92
- Secretary of the Isabel Beardmore Home for the Aged, 1992 - 1994
- Treasurer of the Eastwood Taxi Association, 1992 - 1993
- Chairperson of the Isabel Beardmore Home for the Aged, 1994 - 1996
- Public Servant in South African Public Service for over 13 years
- A member of the Parish Council, St Judes Anglican Church, 2014 - 2016

REFEREES

The names of referees (all people who I have worked with) regarding academic qualifications, work experience and professional affiliation are the following:

Ambassador Mxakato-Diseko

Former Public Service Commissioner

Mr Dylan Garnett

Former CEO: Metropolitan Health

Ms Lucille Meyer

CEO Chrvsalis Academy

Professor Lekan Ayo-Yusuf

Acting Vice-Chancellor

1. 1950-1951

2. 1952-1953

3. 1954-1955

4. 1956-1957

5. 1958-1959

6. 1960-1961

7. 1962-1963



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Ex Officio Commissioner of Oaths
Sefako Makgatho Health Sciences University

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h. a. a.

15/05/09

SIGNATURE

DATE

THIS IS TO CERTIFY THAT

ODETTE RETANA RAMSINGH

COMPLETED THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF
BACHELOR OF ARTS

ON 10 DECEMBER 1987

THE DEGREE WAS CONFERRED AT THE
GRADUATION CEREMONY HELD ON
23 APRIL 1988

DATE 1 AUGUST 1997

J. J. Letitia

REGISTRAR



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K. M. M. M. M. M.
 Assistant Director: Financial Aid Office
 Ex Officio Commissioner of Oaths
 Sefako Makgatho Health Sciences University

UNIVERSITY OF NATAL

CERTIFICATE

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Kandoye 15/05/09
 SIGNATURE DATE

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ODETTE RETANA RAMSINGH

COMPLETED THE REQUIREMENTS FOR
 THE AWARD OF THE DEGREE OF
BACHELOR OF LAWS

ON 11 DECEMBER 1991

THE DEGREE WAS CONFERRED AT THE
 GRADUATION CEREMONY HELD ON

3 APRIL 1992

DATE 1 AUGUST 1997

[Signature]
 REGISTRAR



The UNIVERSITY of SUSSEX

at a congregation held today

Odette Retana Ramsingh

was admitted to the degree of

MASTER of ARTS

Governance and Development

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Assistant Director, Financial Aid Office
Ex Officio Commissioner of Oaths
Sefako Makgatho Health Sciences University

24 February 2006

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Registrar

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Leanne 2021/12/01
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PUBLIC SERVICE COMMISSION
2009-05-18
PRETORIA
STAATSDIENSKOMMISSIE



UNIVERSITY OF THE WITWATERSRAND
WITS BUSINESS SCHOOL

ODETTE R. RAMSINGH

HAS SUCCESSFULLY COMPLETED
THE 1999 SESSION OF THE
SENIOR EXECUTIVE PROGRAMME
FOR SOUTHERN AFRICA

IN WITNESS WHEREOF THE OFFICIAL
SIGNATURES ARE HERETO AFFIXED

DONE AT BOSTON, MASSACHUSETTS,
THIS FIFTH DAY OF AUGUST, NINETEEN HUNDRED AND NINETY-NINE

[Signature]

CHAIR, EXECUTIVE EDUCATION
HARVARD BUSINESS SCHOOL

[Signature]

DIRECTOR
WITS BUSINESS SCHOOL

DUPLICATE



UNIVERSITY OF CAPE TOWN

we certify that

Odette Retana Ramsingh

was admitted to the degree of

*Master of Business Administration
in the Executive programme*

on 20 June 2003

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Kernan 20/12/01

Assistant Director: Financial Aid Office
Ex Officio Commissioner of Oaths
Sefako Makgatho Health Sciences University

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Vice-Chancellor



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Registrar

