



**PRESENTATION TO THE SELECT COMMITTEE ON
LOCAL GOVERNMENT AND ADMINISTRATION**

***THE PUBLIC SERVICE COMMISSION
STRATEGIC PLAN FOR THE PERIOD 2008/09 TO 2010/11***

Presenter: Mr A Simpson
Acting Director-General
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INTRODUCTION

- Achievements on 2007/08 outputs
- Regional integration
- The presentation also outlines the PSC's Strategic Plan for the period 2008/09 to 2010/11
 - Provides an overview of some of the key focus areas and policy developments of the PSC over the medium term
 - Outlines the contextual challenges that will be confronting the PSC in fulfilling its mandate
 - Reflects the MTEF estimates per programme and according to economic classification

KEY PERFORMANCE AREAS

In the 2007/08 financial year, the PSC's programme structure was divided into three programmes

Programme 1: Administration

To conduct the overall management of the PSC and provide centralised support services

Programme 2: Investigations and Human Resource Reviews

To improve labour relations and management, carryout audits and investigations into public administration practices, promote anti-corruption practices, and review the implementation of human resource policies in the Public Service

Programme 3: Monitoring and Evaluation

To establish a high standard of Public Service leadership, good governance and improved service delivery through public participation

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 1

- The PSC has continued to be exemplary in the management of its financial resources. It again received an unqualified audit with no matters for emphasis reported. During 2007/08 it further tightened its monitoring of its expenditure to the extent that it is estimated that a figure of only 0,03% under-expenditure will be achieved which is far below the accepted norm of 2%
- Awaiting the interim audit opinion for 2007/08 financial year
- Human Resource Plan implemented
- Reviewed organisational structure approved and newly created posts in the process of being filled
- Service Delivery Improvement Plan (SDIP) for 2008/09 approved
- Great strides have been achieved in creating awareness around the work of the PSC and successfully positioning the organisation as the *Custodian of Good Governance*. Reports published by the PSC are tabled in Parliament and Provincial Legislatures timeously in accordance with Section 196 (4) (e) of the Constitution, 1996

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INSTITUTION BUILDING AND SUPPORT

- The break down of the structure per level within the organisation, as at 31 March 2008, is reflected below:

LEVEL	AFRICANS			COLOUREDS			INDIANS			WHITES			SUB TOTAL		TOTAL
	F*	M*	T*	F*	M*	T*	F*	M*	T*	F*	M*	T*	F*	M*	
01-08	55	27	82	6	1	7	1	0	1	3	1	4	65	2	94
09-12	25	26	51	1	4	5	2	1	3	5	8	13	33	39	72
13-16	11	24	35	2	5	7	1	3	4	4	4	8	18	36	54
TOTAL	91	77	168	9	10	19	4	4	8	12	13	25	116	14	220

- 5 people with disabilities were employed, which translated to 2.3% of the total staff complement. The PSC therefore exceeded the national target of 2% by 0.3%
- The approved staff establishment is 247 including Commissioners
- The vacancy rate as at 31 March 2008 was 27 posts (10.9%). It has since dropped to 23 posts (including 2 posts of Commissioner = 9.3%)

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Labour Relations Improvement

Reports published

- Report on the management of Poor Performance in the Public Service
- Toolkit for the Management of Poor Performance in the Public Service
- Report on grievance trends in the Public Service
- Protocol on the Summoning of Witnesses
- Report on the proceedings at the Public Service Labour Relations Conference of 2007

- The PSC received 597 grievances (45 in last quarter)
 - 98 grievances were finalised, whilst 402 were referred back to departments due to non-compliance with the Grievance Rules
 - 10 grievances were withdrawn by aggrieved employees
 - 177 grievances were pending due to incomplete information

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Public Administration Investigations

Reports published

- Overview on Financial Misconduct for the 2006/07 financial year
- Trend Analysis on Complaints lodged with the PSC during the 2006/07 financial year
- The handling of public servants in terms of prevailing provisions who are appointed as councillors in the Limpopo and Western Cape Provinces
- Indebtedness of public servants
- Audit into the granting of performance rewards in the Departments of Education and Social Development at national and provincial level
- Report on the vacancy rate in the Public Service

- The PSC intensified investigations on public administration practices and anti-corruption
- Rendered support in the Department of Land Affairs at the request of the Minister for Agriculture and Land Affairs
- The Toolkit on Procurement and HR Investigations was approved
- A round-table discussion with stakeholders on the Reports on Financial Misconduct and indebtedness of public servants was hosted in February 2008

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Professional Ethics

Reports published

- Management of gifts in the Public Service
- Report on the state of professional ethics in KwaZulu-Natal
- Report on Ethics scan in secondary and tertiary institutions (NAP project)
- Special edition news letter in celebration of anti-corruption day

- As at 1 March 2008 a total of 6647 financial disclosure forms (84%) were submitted and 1299 forms (16%) are outstanding
- Draft Rules to manage conflicts of interest in terms of the Financial Disclosure Framework for the SMS has been developed
- Executing authorities were advised on potential conflicts of interest

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Professional Ethics (cont)

- The PSC continues to provide a comprehensive secretariat service to the National Anti-Corruption Forum
- Third National Anti-Corruption Summit postponed to 3-5 August 2008
- The National Anti-Corruption Hotline has generated a steady stream of corruption and service delivery cases. In total, since September 2004, 3914 cases were referred to national and provincial departments



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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 2: IHRR

Strategic Human Resource Reviews

Reports published

- Report on the Evaluation of the Training Needs of Senior Managers in the Public Service
- Assessment of the reasons for the inability of the Public Service to recruit and retain persons with disabilities
- Inquiries were held in the Eastern Cape, Mpumalanga, Western Cape and Free State and with national departments on the reasons for the inability of the Public Service to recruit and retain persons with disabilities

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 3: M&E

Governance Monitoring

Reports published

- SOPS 2008
 - Fourth consolidated M&E report for the 2006/07 cycle
 - A conceptual framework on meta evaluation methodologies
 - A Special Edition Newsletter of the PSC was devoted to the SAMEA Conference
 - The Evaluation of Government's Poverty Reduction Programme
 - Basic Concepts in Monitoring and Evaluation
- Theme for 2009 SOPS report approved: *"The state of readiness of the Public Service for 2010 and beyond"*
 - A round table discussion was hosted with critical stakeholders on the 2007 SOPS report
 - 22 reports evaluating department's adherence to the Constitutional Principles of Public Administration sent to departments
 - Report on department's implementation of the recommendations of the PSC finalised

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 3: M&E

Leadership and Performance Management

Reports published

- Analysis of payments of performance incentives to HoDs without annual performance reviews conducted
 - The quality of Performance Agreements (PAs) and their compliance with requirements in the North West Province
 - Report on SMS compliance with PAs (Eastern Cape)
 - An analysis of payments of performance incentives to HoDs without annual performance reviews was conducted
- Increasingly the PSC is seen as an authority on performance management. This is reflected in-
- Continued support in respect of the HoD evaluation process (9 national and 11 provincial HoDs were evaluated for the 2006/07 financial year)
 - Fact sheets on the implementation of the HoD evaluation framework and compliance with PAs were published.
 - Quality assurance on PAs was conducted

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REVIEW OF PERFORMANCE IN 2007/08 ACHIEVEMENTS FOR PROGRAMME 3: M&E

Service Delivery and Quality Assurance

Reports published

- Citizen Satisfaction Surveys conducted in the following departments–
 - Home Affairs
 - Trade and Industry
 - Transport Service of Provincial Departments
 - Provincial Agricultural Services
 - Reports on the implementation of the Batho Pele principles of–
 - Openness and Transparency
 - Value for money
 - Consultation
 - Evaluation of Fraud Prevention Plans
 - Oversight report on Verification of Qualifications in the Public Service
 - Evaluation report on department's implementation of the Access to Information Act
- The PSC commenced with the roll-out of inspections in October 2007
 - Inspection reports were distributed to respective executing authorities and accounting officers
 - The report on the National School Nutrition Programme was completed in March 2008, but only approved in April 2008

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REGIONAL INTEGRATION

- Association of African Public Services Commissions (AAPSComs)
 - The AAPSComs was established at a meeting that took place in Kampala, Uganda on 9 April 2008
 - Prof. Sangweni was appointed as the Interim President of the AAPSComs by acclamation
 - The OPSC will serve as the Interim Secretariat
- Co-ordination of support to the Southern Sudan Civil Service Commission (SSCSC)
 - Initial visit by the PSC delegation, led by the Chairperson, undertaken in February 2008
 - As a result of this visit a Memorandum of Understanding was signed between the PSC and the SSCSC
 - The PSC is to provide support to the SSCSC in its efforts to put in place systems and programmes to execute its mandate
 - The PSC is assessing key prescripts relating to public administration in Southern Sudan

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STRATEGIC PLAN OF FOR THE MTEF PERIOD 2008/09 TO 2010/11

- PSC held its strategic plan in April 2008 under the theme "*To the finish and beyond*"
- In fulfilling its complex and involved mandate PSC work has grown quantitatively and qualitatively
- Within public administration discourse increasingly reference is made to its reports inside and outside the Public Service
- Its technical oversight, its investigative and advisory support to government departments and the executive has never been valued as much as is currently the case
- PSC has firmly positioned itself as the custodian of good governance and in promoting excellence in public administration
- It has been able to achieve this in the context of limited resources, and yet managed to deliver far beyond its resources
- Having raised the bar, the PSC is faced with the challenge of bettering what was done to date and deepening its impact amidst the winds of change blowing inside and outside its environment

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STRATEGIC PLAN FOR THE MTEF PERIOD 2008/09 TO 2010/11

- With effect from 1 April 2008, the OPSC is divided into four branches

Branch: Corporate Services

- Financial and Procurement Management
- Human Resource Management and Development
- Communication and Information Services
- Information Technology

Branch: Leadership and Management Practices

- Labour Relations Improvement
- Leadership and Human Resource Reviews

Branch: Monitoring and Evaluation

- Governance Monitoring
- Service Delivery and Quality Assurance

Branch: Integrity and Anti-Corruption

- Public Administration Investigations
- Professional Ethics

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BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Leadership and Performance Improvement

- The PSC will continue to contribute towards the strengthening of Public Service Leadership, through –
 - the implementation of the Framework for the Evaluation of Heads of Department (HoDs),
 - providing advice on the quality of the Performance Agreements (PAs) of HoDs
 - reporting compliance trends to key stakeholders
- Having piloted an Organisational Performance Assessment (OPA) instrument, this will be applied as part of the HoD evaluation process and EAs will receive condensed analytical reports on the performance of individual departments
- In order to generate evaluative data on the practical challenges and good practices in the area of Public Service Leadership, an assessment of the effectiveness of Public Service Leadership in the promotion of intergovernmental relations will be conducted

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BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Leadership and Performance Improvement (cont)

- The PSC's research reflects the need for considerable strengthening in HRM in the Public Service. It is also unlikely that the situation at local government is better
- The PSC intends overseeing the effectiveness of HRM in all spheres of government and to develop instruments and toolkits that can be applied by all institutions to assist in improving the internal implementation of their HRM practices
- The PSC's mandate in respect of HRM has also been affected by the introduction of the Public Service Amendment Act, 2007, with effect from 1 April 2008
- The PSC may conduct investigations on compliance with the Act and issue directives on the personnel practices of recruitment, promotions, transfers and dismissals in terms of section 196(4)(d) of the Constitution, 1996, which must be implemented by EAs and HoDs within a period of three months from the date on which they were issued
- While this provision has strengthened the PSC's powers to ensure compliance with HRM it has also resulted in an increase of its workload and will have to be addressed through concomitant resource allocations in future

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BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Labour Relations Improvement

- The PSC has established itself as a key role player in the promotion of sound labour relations in the Public Service through its involvement in grievance resolution, investigative research in labour relations practices and its advocacy work through guidelines, workshops and conferences
- The number of grievances handled by the PSC decreased to 588 at 31 March 2008 from 641 as at March 2007. This decrease is the result of a concerted effort by the PSC to caution organized labour, employees and departments against referring grievances prematurely to the PSC before exhausting the internal departmental procedures
- The decline may also be an indication that employees have a better understanding of departmental processes and do not escalate grievances to the PSC if not necessary
- Notwithstanding, delays in the resolution of grievances continue to be affected by the non-submission of information to the PSC by departments
- The PSC has tabled proposed amendments to the Grievance Rules with the DPSA. The proposed amendments will be subject to negotiations within the PSCBC
- In the meantime the PSC will continue to oversee the current Grievance Rules

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BRANCH: LEADERSHIP AND MANAGEMENT PRACTICES

Labour Relations Improvement (cont)

- In order to prepare itself for the implementation of the Single Public Service legislation, the PSC will also audit grievance resolution mechanisms in local government to ensure that it is conversant with the systems applicable and the roles of all stakeholders
- Labour relations in the Public Service are impacted upon by both internal and external factors. One of the external factors that especially impacts on collective bargaining through wage negotiations is variations in the cost of living. Research will therefore be conducted on the influence of this on labour relations in the Public Service
- The PSC will continue to engage with strategic stakeholders with a view to create partnerships in pursuance of its role in labour relations. Specific attention in creating partnerships will be given to the local sphere of government as the PSC has not previously engaged with labour relations at this level
- The strategic partnership already established with the PSCBC will continue to be strengthened through, amongst others, the co-hosting of the Second Biennial Labour Relations Conference for the Public Service during 2009 and cooperating on activities emanating from this Conference

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BRANCH: MONITORING AND EVALUATION

Governance Monitoring

- The PSC has located M&E at the core of all its oversight work, in the process developing and applying a range of instruments to collect and analyse evaluative data
- One such instrument is the transversal Public Service M&E System which has been running for the past 6 years
- The PSC will continue to strengthen the indicators and standards it uses in the System to improve the quality of data and reports generated
- Future annual samples will also include departments in which the system was applied previously in order to assess the progress made since the first assessment
- The PSC will undertake programme evaluations that focus on poverty reduction programmes and projects

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BRANCH: MONITORING AND EVALUATION

Governance Monitoring (cont)

- The PSC has also recognized the need to promote a reflective approach towards M&E. Such an approach is necessary considering that while the PSC often conducts secondary research which relies on data from already existing sources, it has not had a systematic mechanism through which to assess the reliability of this data
- In order to address this gap, the PSC has developed an internal conceptual framework on *Meta-evaluation* (the evaluation of an evaluation). The framework will assist the PSC to assess the rigour of its evaluation products, as well as externally produced evaluation products that the PSC may want to use in secondary analyses
- A flagship oversight product of the PSC has continued to be its annual State of the Public Service (SOPS) Report. This report provides a high level analytical overview of the progress made by the Public Service in giving effect to the Constitutional values and principles of public administration. The 2009 SOPS report will be based on a specific priority theme

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