



# **PRESENTATION TO THE PORTFOLIO COMMITTEE ON PUBLIC SERVICE AND ADMINISTRATION**

## **THE ROLE OF THE PUBLIC SERVICE COMMISSION**

**17 June 2009**

# INTRODUCTION

- The Public Service Commission (PSC) is mandated by the Constitution to, amongst others, promote sound values and principles of public administration, and to propose measures to ensure effective and efficient performance in the Public Service
- Notwithstanding its independence, the PSC seeks to play a developmental role by ensuring that its programmes support government initiatives to strengthen service delivery
- To this end, the PSC sees its strategic obligation as the generation of evidence to enable Parliament to exercise its oversight role, and to advise the Executive on good administrative practice
- This presentation reflects on -
  - ❑ The legislative mandate of the PSC
  - ❑ The PSC's structure
  - ❑ The organisational structure of the Office of the PSC
  - ❑ Key performance areas
  - ❑ The key achievements of the PSC
  - ❑ MTEF estimates per programme and according to economic classification
  - ❑ Contextual challenges

# LEGISLATIVE MANDATE

- The PSC derives its mandate from sections 195 and 196 of the Constitution. Section 195 sets out the values and principles governing public administration, which should be promoted by the PSC. These principles and values are:
  - ❑ A high standard of professional ethics
  - ❑ Efficient, economic and effective use of resources
  - ❑ A development-orientated public administration
  - ❑ Provision of services in an impartial, fair and equitable way, without bias
  - ❑ Responding to people's needs and encouraging the public to participate in policy-making
  - ❑ Accountable public administration
  - ❑ Fostering transparency
  - ❑ The cultivation of good human resource management and career-development practices
  - ❑ A representative public administration with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past

# LEGISLATIVE MANDATE

- In terms of section 196(4) of the Constitution, the powers and functions of the PSC are to-
  - ❑ promote Constitutional Values and Principles in the Public Service (Section 195)
  - ❑ investigate, monitor and evaluate the organisation and administration, and the personnel practices of the Public Service
  - ❑ propose measures to ensure effective and efficient performance within the Public Service
  - ❑ give directives aimed at ensuring that personnel procedures (recruitment, transfer, promotions and dismissals) comply with the basic values and principles set out in section 195
  - ❑ report on activities to the National Assembly and to Provincial Legislature(s) in respect of activities in Provinces
  - ❑ either of own accord or on receipt of a complaint:
    - ❖ investigate the application of personnel and public administration practices and report to the relevant EA & Legislature
    - ❖ investigate grievances of employees in the Public Service and recommend remedies
    - ❖ monitor and investigate adherence to applicable procedures in the Public Service
    - ❖ advise National and Provincial Organs of State regarding personnel practices in the Public Service

# STRUCTURE OF THE PSC

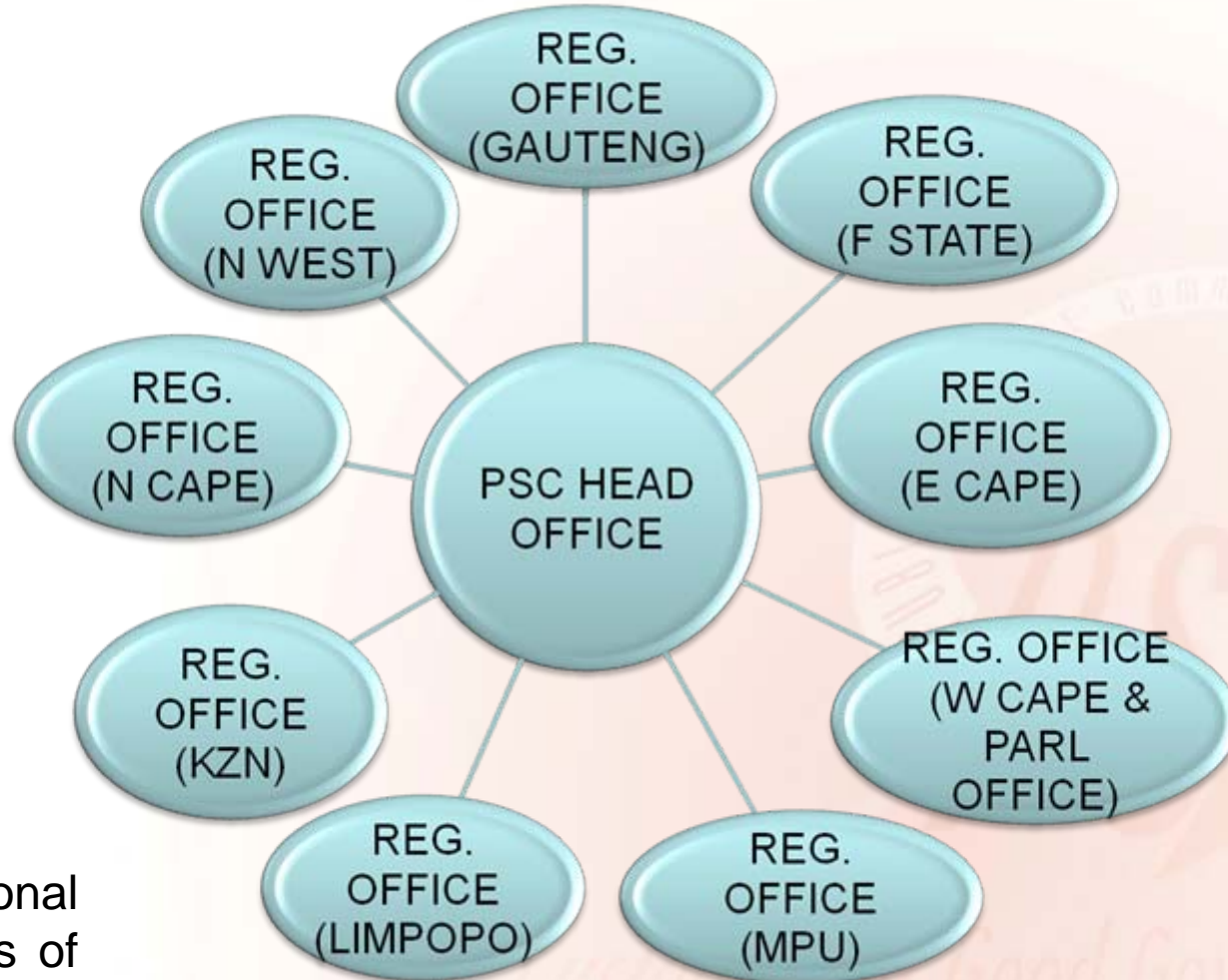
14 COMMISSIONERS



**ALL MEMBERS OF THE PSC ARE APPOINTED BY THE PRESIDENT**

# ORGANISATIONAL SUPPORT STRUCTURE

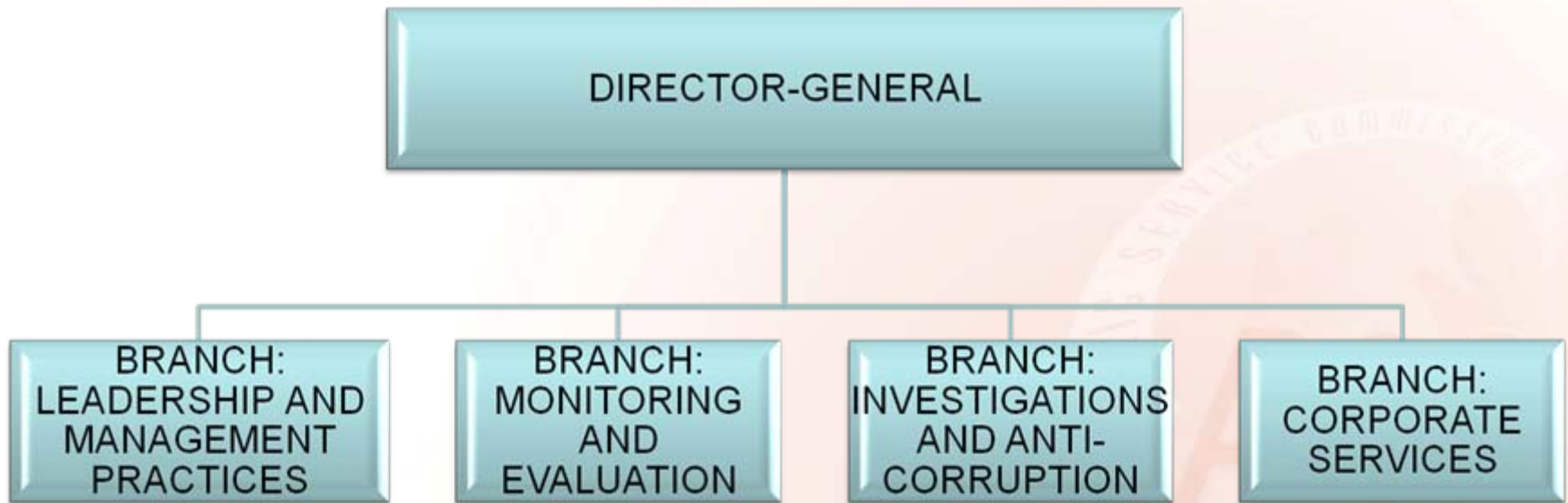
- The PSC's head office is based in Pretoria and there are regional offices in each province



Each Regional Office consists of 6 officials

# OPERATIONAL STRUCTURE OF THE OPSC

- A new organisational structure was implemented with effect from 1 April 2008
- The OPSC is headed by a Director-General, who is the Accounting Officer.



The OPSC has a total staff complement of 234

# KEY PERFORMANCE AREAS

- The PSC has operationalised its mandate around the following six key performance areas

Leadership and human resource reviews

Labour relations improvement

Governance monitoring

Service delivery and compliance evaluations

Public administration investigations

Professional ethics



# KEY ACHIEVEMENTS

## LEADERSHIP AND HUMAN RESOURCE REVIEWS

- The PSC contributes 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
- The PSC is currently revising its approach to HoD evaluation to make it more effective
- The PSC oversees the effectiveness of HRM in the Public Service and has developed instruments and toolkits that can be applied by all institutions to assist in improving the internal implementation of their HRM practices

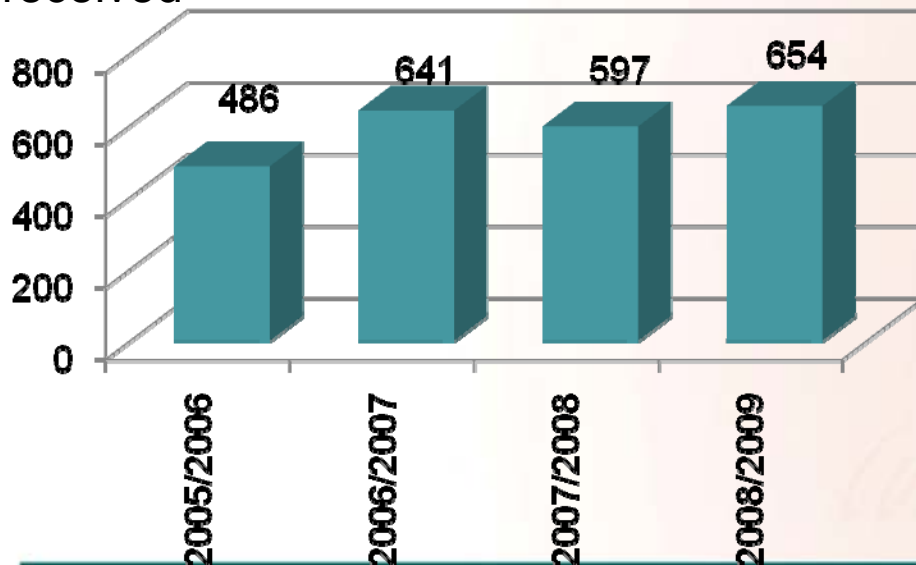
### KEY OUTPUTS

- Analysis of payments of performance incentives to HoDs without annual performance reviews conducted
- The quality of PAs and their compliance with requirements in the North West Province
- Reports on SMS compliance with PAs
- Strategic Issues Emanating from the Evaluation of Heads of Department
- Turnover rate of HoDs and its implications for the Public Service
- Assessment of the reasons for the inability of the Public Service to recruit and retain persons with disabilities
- Evaluation of the Training Needs of Senior Managers in the Public Service

# PSC ACHIEVEMENTS

## LABOUR RELATIONS IMPROVEMENT

The PSC has established itself as a key role player in the promotion of sound labour relations through its involvement in grievance resolution, investigative research in labour relations practices and its advocacy work through guidelines, workshops and conferences. As depicted below there has been a steady increase in the number of grievances received



### KEY OUTPUTS

- Reports on grievance trends in the Public Service
- Protocol on the Summoning of Witnesses
- Report and toolkit on the management of Poor Performance in the Public Service
- Report on the consistency of sanctions on misconduct in the Public Service
- Report on the proceedings and resolutions emanating from the Public Service Labour Relations Conference

# KEY ACHIEVEMENTS

## GOVERNANCE MONITORING AND EVALUATION

- The PSC has put in place M&E systems and undertakes specific commissioned evaluations to establish the level of compliance with the values and principles of public administration
- The PSC's M&E work generates critical analyses and insights which the legislatures and other stakeholders can use to assess the performance of the Executive and to hold them accountable
- Theme for 2010 SOPS: *Integration, Coordination and Effective Public Service Delivery*

### KEY OUTPUTS

- SOPS Reports
- Audits of departmental M&E Systems
- Five consolidated M&E reports
- Conceptual framework for meta evaluation
- The Evaluation of Government's Poverty Reduction Programme
- Basic Concepts in Monitoring and Evaluation
- Evaluation report on departments' implementation of the Access to Information Act
- Evaluation of the Integrated Sustainable Rural Development Programme
- Dialogue on Poverty Reduction Strategies and Interventions

# KEY ACHIEVEMENTS

## SERVICE DELIVERY AND QUALITY ASSURANCE

- Recognising that *Batho Pele* is the central policy framework for transforming Public Service delivery, the PSC conducted a series of evaluations on the implementation of the individual principles of *Batho Pele*
- One of the mechanisms the PSC uses for this purpose is its programme of Inspections of Service Delivery sites
- The PSC also conducts Citizen Satisfaction Surveys

### KEY OUTPUTS

- Citizen Satisfaction Surveys (Provincial Agricultural Services)
- Reports on the implementation of the Batho Pele principles
- Evaluation of Fraud Prevention Plans
- Oversight report on Verification of Qualifications in the Public Service
- Consolidated Report on Inspections of Service Delivery Sites: Department of Education
- Assessment of Public Participation Practices in the Public Service
- Report on the Evaluation of Service Delivery at the Department of Home Affairs
- Citizen's Forums toolkit

# KEY ACHIEVEMENTS

## PUBLIC ADMINISTRATION INVESTIGATIONS

- The PSC responds to complaints lodged with it in terms of its two complaints access mechanisms, namely, the Complaints Rules and the National Anti-Corruption Hotline (NACH)
- During 2008/09, 186 complaints were lodged through the Complaints Rules
- A further 208 service delivery complaints were received through the NACH
- The PSC also conducts investigative research into public administration practices with a view to promote best practice and has produced numerous reports

### KEY OUTPUTS

- Annual reports on Financial Misconduct
- Indebtedness of public servants
- Report on the vacancy rate in the Public Service
- Management of Applicants with a Criminal Record
- The handling of public servants in terms of prevailing provisions who are appointed as councilors in the Limpopo and Western Cape Provinces
- Audit into the granting of performance rewards in the Departments of Education and Social Development at national and provincial level

# KEY ACHIEVEMENTS

## PROFESSIONAL ETHICS

- The PSC has since its inception been a flag bearer in the promotion of integrity in the Public Service and the fight against corruption and has created various mechanisms in support of this role
- Cabinet requested the PSC to manage the National Anti-Corruption Hotline (NACH). The NACH became operational from 1 September 2004
- The NACH has generated a steady stream of corruption and service delivery cases. In total, since its inception, 6578 corruption cases were referred to national and provincial departments

### KEY OUTPUTS

- Management of gifts in the Public Service
- Reports on the state of professional ethics in provinces
- Report on Ethics scan in secondary and tertiary institutions (NAP project)
- Report on the Evaluation of the Training Needs of Senior Managers in the Public Service
- Overview of the Implementation of the Financial Disclosure Framework
- Reports on Measuring the Effectiveness of the NACH
- Joint research initiative to evaluate the implementation by the Executive of resolutions made by parliament and its committees pertaining to corruption

# KEY ACHIEVEMENTS

## PROFESSIONAL ETHICS

- The financial disclosure framework of senior managers in the Public Service is managed by the PSC. The purpose is to promote transparency and to avoid potential conflicts of interest. As at 31 March 2009 a total of 7127 forms (85%) were submitted and 1279 forms (15%) were outstanding
- Following a process of consultation between business, civil society and government, largely facilitated by the PSC, the National Anti-Corruption Forum (NACF) was established in 2001
- The PSC as an independent body was appointed as its secretariat and during 2008 was instrumental in hosting the third National Anti-Corruption Summit

*Custodian of Good Governance*

# KEY ACHIEVEMENTS

## REGIONAL INTEGRATION

- In its continued efforts to strengthen ties with our regional counterparts, the PSC played a pivotal role in the establishment and launch of the African Public Services Commissions (AAPSComs) and coordinated support to the Southern Sudan Civil Service Commission (SSCSC)

### AAPSComs

- The launch and first General Assembly of the AAPSComs took place on 16-18 February 2009
- The meeting unanimously appointed Prof SS Sangweni as the first President of the Association
- The Secretariat is the OPSC, which will be responsible for overseeing the day-to-day operations of the Association

### SSCSC

- A Memorandum of Understanding was signed between the PSC and the SSCSC
- The PSC provided support to the SSCSC in its efforts to put in place systems and programmes to execute its mandate
- Emanating from the PSC's interactions with the SSCSC, the Southern Sudan Employee Justice Chamber (SSEJC) requested the PSC to assist them with training on handling of grievances



# MTEF ESTIMATES

## EXPENDITURE ESTIMATES PER PROGRAMME

- The following table gives an indication of the distribution of funds amongst the four programmes as well as the distribution according to the economic classification of expenditure over the medium term

Programme	2009/10	2010/11	2011/12
	R'000	R'000	R'000
1. Administration	60 913	65 585	70 204
2. Leadership and Management Practices	16 434	18 553	20 542
3. Monitoring and Evaluation	19 831	22 200	24 458
4. Integrity and Anti-Corruption	24 073	26 289	30 276
<b>TOTAL</b>	<b>121 251</b>	<b>132 627</b>	<b>145 480</b>

# MTEF ESTIMATES

## EXPENDITURE ESTIMATES PER ECONOMIC CLASSIFICATION

<b>Economic Classification (R'000)</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Compensation of employees	90 119	99 508	109 814
Goods & Services	29 730	31 645	34 123
Transfers and subsidies	34	35	37
Payment for capital assets	1 368	1 439	1 506
<b>Total</b>	<b>121 251</b>	<b>132 627</b>	<b>145 480</b>

- The following table gives an indication of the reduction in the PSC's budget over the MTEF

<b>Economic Classification</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Compensation of employees	-593	-946	-1 049
Goods & Services	-1 565	-1 665	-1 796
<b>Total</b>	<b>-2 158</b>	<b>- 2 611</b>	<b>- 2 845</b>

- The Chairperson and the DG have raised concerns with the MPSA and the National Treasury on the reduction in the budget.

# MTEF ESTIMATES

## STRATEGIES TO MANAGE THE BUDGETARY CONSTRAINTS

- The budgetary constraints will have to be managed by the PSC and will impact on its ability to execute its role and functions. The following strategies will have to be considered:
- SALARIES
  - ❑ Consider a freeze on the filling of critical posts
  - ❑ Stricter application of the Performance Management and Development System in dealing with the consideration of merit and cash awards for outstanding performance
- GOODS AND SERVICES
  - ❑ Reduction of projects on the workplan
  - ❑ No or limited outsourcing in respect of projects
  - ❑ PSC needs to cut down on Travel & Subsistence
  - ❑ Funding for international trips is almost non-existent
  - ❑ Cut down on telephone and cellular phone expenditure
  - ❑ Limit external training
  - ❑ Limit catering

# CONTEXTUAL CHALLENGES

## RESOURCE CONSTRAINTS IN MEETING INCREASED DEMANDS ON THE PSC

- The PSC budgetary constraints requires attention if it is to maintain the quality of its support role to the Executive, Parliament and Provincial Legislatures
- It is likely that the PSC would be required to extend its scope of work to include local government when the Single Public Service legislation becomes operational. The PSC does not have the funds or resources to execute its powers and functions at local government level
- The PSC is also requested to undertake interventions in departments. This impacts on its ability to deliver in other areas of its mandate as dedicated human resources have to be assigned to conduct the necessary investigations on site. Such demands on the PSC can only be accommodated in future if its resource allocations are adjusted accordingly
- The services and support of the PSC have in recent years increasingly been required in other parts of the Continent. Initiatives, such as the establishment of the AAPSComs and the MoU with the Southern Sudan Civil Service Commission mark the beginning of more involvement in regional integration efforts, and that these will pose additional resource challenges to the organisation

# CONTEXTUAL CHALLENGES

## RESOURCE CONSTRAINTS IN MEETING INCREASED DEMANDS ON THE PSC

- The PSC has established itself as a leader in the promotion of professional ethics. Given its resource constraints it will not be in a position to deepen its work in this critical area
- Given its limited investigative capacity the PSC has already had to adapt its methodology by increasingly conducting desk-top investigations as opposed to full-scale investigations. As a result of this approach the PSC is reliant on departments for documentary evidence which results in delays in the completion of investigations
- The PSC has been a pioneer in monitoring and evaluation and has since 2000/2001 applied its transversal monitoring and evaluation system to the Public Service. Given its financial and human resource constraints the PSC has had to limit the number of departments to which this system is applied to on an annual basis

# CONTEXTUAL CHALLENGES

## IMPACT OF ECONOMIC MELTDOWN

- At this stage in South Africa, revenue growth is slow as a result of weaker economic conditions. In response to these economic circumstances, government took a decision to reduce the baseline allocation of departments, including that of the PSC
- For the PSC, however, the reduction comes at a time when the organization is already facing serious resource constraints. The scope and depth of the PSC's oversight work will thus be impacted on negatively

## STRENGTHENING OVERSIGHT AND DEEPENING DEMOCRACY

- The PSC has always positioned itself as a technical oversight body whose products and services support Parliament and the Provincial Legislatures in the fulfillment of its political oversight role
- A consequence of this has been greater demands being made on the PSC by Parliamentary Committees for independent assessments of certain public administration practices
- Following the PSC's interaction with the Chairs of Parliamentary Committees facilitated by the Chair of Chairs, it has become clear that more is expected in terms of the manner in which the PSC interfaces with other committees of Parliament

# CONTEXTUAL CHALLENGES

## SUPPORTING MONITORING AND EVALUATION INSTITUTIONS

- As part of re-organising the structure of government in order to make it more efficient and service delivery oriented, President Zuma in May 2009 appointed a Minister in the Presidency responsible for performance monitoring and evaluation
- The overarching purpose of the Ministry will be to track the performance of government and to provide timely advice to the executive regarding areas that need intervention
- The PSC believes that this development brings with it important opportunities for raising the bar in M&E and for strengthening accountability for performance. It will, however, be important to ensure that overlaps between the work of the Unit and that of the PSC are obviated. The possibility can also not be ruled out that as the new unit takes off, it may need to collaborate with the PSC, including requesting the PSC for assistance with some of its M&E products

# CONCLUSION

- The PSC has continued to be exemplary in the management of its financial resources
- It is clear from the demands being placed on the PSC and its resources that the strategic role it plays within our democracy is increasingly being recognised and the value it adds is being appreciated
- The PSC will continue to assist the Portfolio Committee in exercising its oversight responsibility and looks forward to further frequent engagements on its work







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# THANK YOU



[www.psc.gov.za](http://www.psc.gov.za)

National Anti-Corruption Hotline for the Public Services: 0800 701 701

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