



Achievements, challenges and priorities of the Public Service Commission

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Public Administration challenges in the first ten years

- Emerging from apartheid, challenges were building effective governance structures and systems, specifically:
 1. Restructuring the state from an authoritarian, control-based institution to one that is developmental
 2. Creation of a practical, useful ethics framework
 3. Decentralization of financial accountability, human resource management and decision making
 4. Promotion of monitoring and evaluation practices and transparent reporting systems
 5. Overall reorientation from a rules-based to service oriented approaches
 6. Improving intergovernmental relations and inter-sectoral coordination

Overview of PSC's strategic approach and achievements

- Restructuring of the PSC as an independent Constitutional commission to support Parliament's oversight role.
- PSC has played an active, developmental role involving itself in providing support to policy making and implementation
- The PSC's approach has been largely research based investigating actual, international and best practices.
- Findings from research and investigations have been used to develop improvement-oriented recommendations
- The PSC has prioritised investigations into mal-administration and advised Executing Authorities on appropriate responses
- The PSC has consciously avoided sensationalism while striving to rigorously identify strengths and weaknesses in public administration

Primary focus areas

- PSC has done work in various areas:
 1. Senior management and conditions of service
 2. Labour relations
 3. Public administration investigations
 4. Human resource management
 5. Anti Corruption and professional ethics promotion
 6. Monitoring and evaluation
 7. Service delivery improvement

Senior management and conditions of service achievements (1)

- Overarching reviews of conditions of service and subsequent policy changes relating to:
 1. Management of leave and remunerated overtime
 2. Management of sick leave
 3. Management of subsidized motor vehicle scheme
 4. Investigation into medical boarding practices

Senior management and conditions of service achievements (2)

- Performance management:
 1. Development of a framework for Evaluation of Heads of Department and its implementation
 2. Evaluation of the implementation of the HoD evaluation framework
 3. Evaluation of SMS performance agreements
 4. Evaluation of the implementation of performance management and development systems

Labour relations achievements (1)

- Management of discipline:
 1. Report on the management of misconduct related suspensions and dismissals
 2. Evaluation of the management of discipline in the public service
 3. Development of guidelines for appeals
 4. Development of guidelines for the management of suspensions
 5. Monitoring the outcomes of disciplinary proceedings relating to financial misconduct

Labour relations achievements (2)

- Grievances and complaints:
 1. Provision of grievance resolution mechanisms
 2. Development of a new PSCBC-approved grievance procedure in 2003
 3. Dealing with a total of 269 grievances over the past 5 years
 4. Receipt of complaints on mal-administration, corruption, service failures, dishonesty and impropriety
 5. Gazetting of a PSC complaints procedure for members of the public
 6. Development of rules for summoning in investigation proceedings
 7. Investigations resulting from complaints (e.g. Dept. of Public Enterprises and Dept of Correctional Services.)

Human resource management achievements (1)

- Affirmative action:
 1. Evaluation of representativeness in the public service
 2. Investigation into disability equity
 3. Ongoing monitoring of the implementation of affirmative action and employment equity in the public service

Human resource management achievements (2)

- Verification of qualifications
 1. Verification of SMS members' qualifications
 2. Verification of middle managers' qualifications (Levels 11 and 12)

Human resource management achievements (3)

- Career management:
 1. Survey on the development of departmental career management programmes
 2. Evaluation of induction, mentoring and coaching practices of the SMS
 3. Evaluation of the causes and effects of senior management mobility

- Recruitment and selection:
 1. Development of a recruitment and selection manual

Labour relations and human resource management challenges

- HIV/AIDS
 1. Promoting and monitoring compliance with public service HIV/AIDS policy

- Improving departmental labour relations
 1. Proposals for enhancements to systems for the management of discipline and grievances

- Improvement of staff retention and succession planning

- Improving representivity

Labour relations priorities

- Development and promotion of guidelines for new grievance procedure
- Monitoring labour relations by observing various forums such as PSCBC, NEDLAC, national departments labour relations forums
- Feasibility study into the establishment of a Labour-related journal
- Researching the effectiveness of employee assistance programmes

Human resource management priorities

- Provision of advice on strategic matters (e.g. HIV/ AIDS impacts)
- Review of public service gender mainstreaming initiatives
- Evaluation of vacancy rates and competency levels within middle management

Anti Corruption achievements

(1)

- Prevention of corruption:
 1. Promotion of professional ethics
 2. Development of a Code of Conduct for the public service
 3. Development of an explanatory manual on the code of conduct (and its current translation into 11 languages)
 4. Facilitation of various workshops, short courses, some in partnership with other institutions
 5. Promotion of fraud prevention and risk management in the public service

Anti Corruption achievements

(2)

- PSC played a central role in implementing the Resolutions of the 1999 Anti-Corruption Summit:
 1. Completion of an audit of Anti Corruption Agencies
 2. An audit of the anti corruption capabilities of departments
 3. An analysis of the implementation challenges around blacklisting
 4. Implementation of a financial disclosure framework for senior managers
 5. Report on national hotlines
 6. Launch of the National Anti Corruption Forum
 7. Completion of a national multi-sectoral ethics survey

Anti Corruption achievements

(3)

- PSC initiated a programme of anti corruption investigations focusing on systemic risks. Examples include:
 1. An evaluation of corruption in the Eastern Cape Province
 2. An investigation into control systems governing state medicines

Monitoring and Evaluation achievements

- Development of a differentiated M&E programme
- Creation of an integrated Public Service M&E system
- Completion of various detailed programme evaluations including Housing, Land Administration and Transport.
- Production of three State of the Public Service reports
- Evaluation of Multi Purpose Community Centres
- An Evaluation of departmental Annual Reports

Service delivery achievements

- Completion of a survey into compliance with Batho Pele requirements
- Completion of a Citizens' Satisfaction Survey
- Facilitation of Citizens' Forum for Service Delivery Improvement
- Production of good management guides in schools and policing.

Anti Corruption challenges (1)

- Ongoing PSC contributions to overall government strategy
- Promote implementation of departmental minimum anti corruption capability
- Strengthening the financial disclosures framework and its implementation by departments
- Ongoing promotion of ethical practices and conduct in the public service

Anti Corruption challenges (2)

- Promoting and monitoring implementation of legislation that promotes accountability and transparency (e.g. AJA; PAIA)
- Collaboration in the delivery of training in integrated ethics management for public service managers
- Promoting systems and procedures for the protection and integrity of whistle-blowing
- Building the PSC's forensic investigation capability

Monitoring and evaluation challenges

- Consolidation of the Public Service M&E system and consistent release of regular reports
- Promoting implementation of various M&E recommendations
- Establishment of a performance monitoring system for Heads of Department
- Promotion of M&E practices in all public service institutions
- Aligning M&E systems with streamlined reporting requirements
- Promoting the implementation of whole of government systems for central departments

Service delivery challenges

- Promoting compliance with Batho Pele principles
- Identifying citizens' service delivery needs and encouraging appropriate improvements
- Supporting coordinated service delivery
- Promoting people centered governance
- Building mechanisms for public participation in governance
- Promotion of good management practices to enhance service delivery

Anti Corruption priorities

- Implementation of public service anti-corruption hotline
- Promoting and supporting implementation of disciplinary codes
- Promoting adherence to the Access to Information Act
- Promotion of the Code of Conduct and anti corruption measures in departments
- Provision of secretariat services to the National Anti Corruption Forum
- Support to processes leading to a second National Anti Corruption Forum
- Research on conflicts of interest
- Monitoring and evaluation of financial misconduct

Monitoring and evaluation priorities

- Support for the development of a national M&E framework
- Strengthening the performance management and monitoring system for Heads of Department
- Monitoring and evaluating the implementation and impact of poverty alleviation programmes
- Evaluation of the implementation and impact of the Administrative Justice Act
- Review of departmental M&E systems and reporting requirements

Service delivery priorities

- Monitoring and evaluation of adherence to the Batho Pele principles
- Roll out of Citizens' Forums for service delivery improvements
- Implementation of Citizens' Satisfaction surveys
- Development and dissemination of good practice guides

Looking ahead

- The PSC aims to establish itself as a center of excellence in monitoring, evaluating and investigating public administration practices
- The PSC seeks to become a proactive, knowledge based organisation visibly contributing to improved governance in South Africa
- In order to strengthen Parliament's oversight role, the PSC will consolidate its relationship with the Parliamentary Portfolio Committee on Public Service and Administration
- In order to increase its impact, the PSC will actively monitor implementation of its recommendations by departments.

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