



PUBLIC SERVICE COMMISSION

SERVICE DELIVERY IMPROVEMENT PLAN

**2016/17 – 2018/19
FINANCIAL YEARS**

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1. FOREWORD

The Public Service Commission (PSC) is an independent institution established in Chapter 10 of the Constitution with specific focus on the Public Service and oversight of public administration. The Constitution stipulates that there is a single PSC for the Republic of South Africa, consisting of 14 members. The members are referred to as Commissioners. Five Commissioners are based at the National Office, while the remaining Commissioners are based in the respective provinces. The PSC is headed by a Chairperson, assigned by the President from the nominated Commissioners. The PSC is accountable to the National Assembly and must report to it annually. It must also report to the Legislature of the province concerned on its activities in each province.

The PSC is honoured to submit its Service Delivery Improvement Plan (SDIP) for the 2016/17 – 2018/19 financial years. The SDIP was developed taking into consideration the PSC's Strategic Plan for the 2015/16 - 2019/20 as well as its Annual Performance Plan for the 2016/17 financial year.

The SDIP details the two key services that the PSC provides to its stakeholders and how it will improve on the delivery such services within the next three financial years.

As described in its Strategic Plan, the PSC strives to become a key driver of Public Service discourse by repositioning itself in order to remain relevant and play a more meaningful role towards building a capable developmental Public Service. The PSC will continue to discharge its duties in supporting Parliament and the Provincial Legislatures' oversight role over the Executive and the Public Service.



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ACTING CHAIRPERSON: PUBLIC SERVICE COMMISSION

2. INTRODUCTION

The PSC has to develop an SDIP as required by the Public Service Regulations, 2016. The SDIP covers a period of three financial years.

Following the Management Performance Assessment Tool results on the SDIP, the PSC developed an improvement plan which is monitored on a regular basis and discussed at the Executive Management Committee meeting. The PSC held its Strategic Planning Session in April 2016, wherein amongst others, key priority areas were identified. This was followed by an Operational Planning Session by its Office wherein projects were identified. The SDIP was reviewed taking into consideration the Strategic Plan and Annual Performance Plan which emanated from these Sessions.

The SDIP team comprised the following employees at Senior Management level:

Name	Designation	Role	Contact
Ms Fienie Viviers	Chief Director: PSC Support	SDIP Champion	Tel: (012) 352 1145
Ms Thembi Nkuna	Director: Planning, Monitoring and Reporting	MPAT Coordinator	Tel: (012) 352 1160
Ms Kholofelo Sedibe	Deputy Director-General: Leadership and Management Practices	Grievances	Tel: (012) 352 1206
Ms Faith Mashikinya	Chief Director: Public Administration Investigations	Complaints	Tel: (012) 352 1139
Mr Linga Naidoo	Director: Public Administration Investigations (3)	Complaints	Tel: (012) 352 1044
Ms Marié Fourie	Director: Compliance Evaluation & Organisational Reviews	Monitoring & Evaluation	Tel: (012) 352 1017

Telephonic consultations were conducted on a regular basis with selected stakeholders such as the aggrieved employees and complainants on the services provided to them. Due to the sensitive nature of the services provided, the names of the aggrieved employees and complainants cannot be published.

During the PSC's Strategic Planning Session held in April 2016, the PSC engaged with key stakeholders in an attempt to guide its strategic direction and improve its services. The following stakeholders attended the Session:

- a) Prof H Negwekhulu, Director: School of Governance, University of South Africa
- b) Dr V Maphai, Commissioner: Presidential Remuneration Review Commission
- c) Rev S Stemela, representative from the Presidential Remuneration Review Commission
- d) Mr MZ Mawasha, former Commissioner
- e) Prof Sangweni, former Chairperson of the PSC
- f) Mr S van Breda, Senior State Law Adviser, Office of the Chief State Law Advisor
- g) Mr S Makabeni, Senior State Law Adviser, Office of the Chief State Law Advisor

The PSC conducted interviews with members of the public regarding their views on service delivery by the Public Service. A video containing an extract of three interviews was presented at the Strategic Planning Session. From these interviews it was observed that government must become more accessible to the people. The PSC's Workplan for the forthcoming years is therefore focused towards increasing its visibility and improving its impact.

3. STRATEGIC OVERVIEW

3.1 VISION

A champion of Public Service excellence in democratic governance in South Africa.

3.2 MISSION

To promote the constitutionally enshrined democratic values and principles throughout the Public Service by -

- investigating, monitoring, evaluating the organisation and administration, and personnel practices;
- proposing measures to ensure the effective and efficient performance;
- issuing directions with regards to personnel procedures relating to the recruitment, transfers, promotions and dismissals;
- advising on personnel practices; and
- reporting on its activities.

3.3 VALUE STATEMENT

The PSC's values give direction to our actions and describe how we behave. We uphold the following values:



4. LEGAL MANDATE

4.1 CONSTITUTIONAL MANDATE

The PSC is an independent institution established in terms of Chapter 10 of the Constitution. It derives its mandate from Sections 195 and 196 of the Constitution, 1996¹, which set out the values and principles governing public administration which should be promoted by the PSC, as well as the powers and functions of the PSC. The PSC is required by the Constitution to exercise its powers and to perform its functions without fear, favour or prejudice. The Constitution links the PSC's independence firmly with its impartiality and no organ of state may interfere with the functioning of the PSC.

The PSC is vested with custodial oversight responsibilities for the Public Service and monitors, evaluates and investigates public administration practices. It also has the power to issue directions regarding compliance with personnel procedures relating to recruitment, transfers, promotions and dismissals. The PSC is accountable to the National Assembly and must annually report to the National Assembly on its activities and performance, and to Provincial Legislatures

¹ The Constitution of the Republic of South Africa, 1996 (promulgated by Proclamation No. 108 of 1996).

on its activities in a province.

Given the broad mandate of the PSC, which covers all areas of public administration and the limited resources at its disposal, the PSC has elected to focus on six key performance areas:

- human resource management and leadership evaluation;
- handling labour relations and labour practices;
- service delivery evaluation and improvement;
- promotion of the democratic values and principles;
- conducting public administration investigations; and
- promoting professional ethics.

The PSC has a responsibility to promote the values and principles governing public administration contained in Section 195 of the Constitution. The values and principles are set out below:

Table 1: Values and principles

VALUES AND PRINCIPLES	SECTION OF THE CONSTITUTION
A high standard of professional ethics must be promoted and maintained	195 (1) (a)
Efficient, economic and effective use of resources must be promoted	195 (1) (b)
Public administration must be development-oriented	195 (1) (c)
Services must be provided impartially, fairly, equitably and without bias	195 (1) (d)
People's needs must be responded to, and the public must be encouraged to participate in policy-making	195 (1) (e)
Public administration must be accountable	195 (1) (f)
Transparency must be fostered by providing the public with timely, accessible and accurate information	195 (1) (g)
Good human-resource management and career-development practices, to maximise human potential, must be cultivated	195 (1) (h)
Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation	195 (1) (i)

The PSC's powers and functions in terms of the Constitution are set out below:

Table 2: Powers and functions

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
The PSC must exercise its powers and perform its functions without fear, favour or prejudice	196 (2)
The PSC must promote the values and principles, as set out in Section 195, throughout the Public Service	196 (4) (a)
The PSC must investigate, monitor and evaluate the organisation, administration and the personnel practices of the Public Service	196 (4) (b)
The PSC must propose measures to ensure effective and efficient performance within the Public Service	196 (4) (c)
The PSC must give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195	196 (4) (d)
The PSC must report on its activities and the performance of its functions, including any	196 (4) (e)

POWERS AND FUNCTIONS	SECTION OF THE CONSTITUTION
finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with	
The PSC may either of its own accord or on receipt of any complaint,	196 (4) (f)
o investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature;	
o investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies;	
o monitor and investigate adherence to applicable procedures in the Public Service; and	
o advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service	
The PSC must exercise or perform the additional powers or functions prescribed by an Act of Parliament	196 (4) (g)
The PSC is accountable to the National Assembly	196 (5)
The PSC must report at least once a year to the National Assembly	196 (6) (a)
The PSC must report at least once a year in respect of its activities in a province, to the legislature of that province	196 (6) (b)

In terms of the Constitution and other legislation relevant to the PSC, the key responsibilities are as follows:

Table 3: Key responsibilities

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Access documents and information	Official documents and information as may be necessary for the performance of its functions under the Constitution or the Public Service Act (PS Act)	PSC Act: 9
Advise	On own accord or on receipt of any complaint, advise national and provincial organs of state regarding personnel practices in the public service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service	Constitution: 196 (4) (f)
Call upon and administer oath/ accept affirmation	The PSC may call upon and administer an oath, or accept an affirmation from any person present at an inquiry	PSC Act: 10 (2) (b)
Conduct inquiry	Conduct an inquiry into any matter authorised by the Constitution or the Public Service Act	PSC Act: 10 (1)
Consider grievances	Grievances of employees and Heads of Department under certain circumstances	Public Service Act: 35
Evaluate	Evaluate the organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant executive authority and legislature	Constitution: 196 (4) (f)
Examine or require a person to act	Any person to produce any book, document or object which may have a bearing on the subject of the inquiry	PSC Act: 10 (2) (c)
Exercise/perform functions	The additional powers or functions prescribed by an Act of Parliament	Constitution: 196 (4) (g)
	The powers and the duties entrusted to it by the Constitution, the PSC Act and the Public Service Act	PSC Act: 8
	Its powers and perform its functions without fear, favour or prejudice	Constitution: 196 (2)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
Inspect	Departments and other organisational components in the Public Service	PSC Act: 9
Investigate	The organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, the application of personnel and public administration practices and to report to the relevant executive authority and legislature	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies	Constitution: 196 (4) (f)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service	Constitution: 196 (4) (f)
	Compliance with the Public Service Act	Public Service Act: 5 (8) (a)
	Grievances of employees and Heads of Department under certain circumstances	Public Service Act: 35
Issue directions	Aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195	Constitution: 196 (4) (d)
	Contemplated in Section 196 (4) (d) of the Constitution in order to ensure compliance with the Public Service Act	Public Service Act: 5 (8) (a)
Keeps register	The Director-General: Office of the Commission shall keep a register of designated employees' interests, who are members of the SMS	Public Service Regulations, 2016, Chapter 2
Make rules	On the investigation, monitoring and evaluation of those matters to which Section 196 (4) of the Constitution relate	PSC Act: 11 (a)
	On the powers and duties of the chairperson, deputy chairperson or any other commissioner and the delegation and assignment of any power and duty entrusted to the PSC by the PSC Act, the Constitution or the Public Service Act to provincial commissioners	PSC Act: 11 (b)
	On the manner in which meetings of the PSC shall be convened, the procedure to be followed in meetings and the conduct of its business, quorum and the manner in which minutes should be kept	PSC Act: 11 (c)
Monitor	The organisation, administration and the personnel practices of the Public Service	Constitution: 196 (4) (b)
	On own accord or on receipt of any complaint, adherence to applicable procedures in the Public Service	Constitution: 196 (4) (f)
Promote	Values and principles, as set out in Section 195, throughout the Public Service	Constitution: 196 (4) (a)
Propose measures	Measures to ensure effective and efficient performance within the Public Service	Constitution: 196 (4) (c)
Recommend	Appropriate remedies regarding the investigation of grievances of employees in the public service	Constitution: 196 (4) (f)
	That executive authorities act in terms of a particular provision(s) of the Public Service Act or any other law	Public Service Act: 35
Report	On its activities and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with	Constitution: 196 (4) (e)
	To the relevant executive authority and legislature on the application of personnel and public administration practices.	Constitution: 196 (4) (f)
	At least once a year to the National Assembly	Constitution: 196 (6) (a)
	At least once a year in respect of its activities in a province, to the legislature of that province	Constitution: 196 (6) (b)

KEY RESPONSIBILITIES	POWERS AND FUNCTIONS	SECTION OF THE LEGISLATION
	<p>The PSC is responsible for reporting on the level of compliance as well as trends on financial misconduct in the public service</p> <p>As part of conducting its oversight work, the PSC also reports to Parliament</p> <p>The accounting officer of a department must, as soon as the disciplinary proceedings (financial misconduct) are completed, report to the executive authority, the Department of Public Service and Administration and the PSC on the outcome, including –</p> <p>(a) the name and rank of the official against whom the proceedings were instituted; (b) the charges, indicating the financial misconduct the official is alleged to have committed; (c) the findings; (d) any sanction imposed on the official; and (e) any further action to be taken against the official, including criminal charges or civil proceedings</p>	Treasury Regulations: 4.3
Summons	Any person who may be able to give information of material importance concerning the subject matter of the inquiry	PSC Act: 10 (2) (a)
Verify	The PSC shall verify the interests disclosed by SMS members in terms of the Financial Disclosure Framework	Public Service Regulations, 2016, Chapter 2

4.2 LEGISLATIVE MANDATES

The PSC is a constitutional oversight body, established in 1996, primarily to promote “*a high standard of professional ethics in the Public Service*”². The PSC operates in terms of the *PSC Act, 1997*³. The Act provides for the regulation of the PSC with regard to:

- a. the constitution of the PSC;
- b. appointment of Commissioners;
- c. designation of the Chairperson and Deputy Chairperson;
- d. conditions of appointment of Commissioners;
- e. removal from office of Commissioners;
- f. functions of the PSC (inspections, inquiries, etc.);
- g. rules according to which the PSC should operate;
- h. the OPSC; and
- i. transitional arrangements with regard to service commissions (created under the Interim Constitution).

² Certification of the amended text of the Constitution of the Republic of South Africa, 1996 (Case CCT 37/96, para 142).

³ Republic of South Africa. Public Service Commission Act, 1997 (promulgated by Proclamation No. 46 of 1997).

The powers and functions of the PSC in terms of legislation are set out above.

5. LISTED SERVICES

The powers and functions of the PSC as reflected in Chapter 10, Section 196 (4) of the Constitution include amongst others to either of its own accord or on receipt of any complaint –

- investigate and evaluate the application of personnel and public administration practices, and to report to the relevant Executive Authority (EA) and Legislature;
- investigate grievances of employees in the Public Service concerning officials acts or omissions, and to recommend appropriate remedies.

6. SITUATION ANALYSIS

6.1 PERFORMANCE DELIVERY ENVIRONMENT

a) Impact of the global and local economy

The global economic crisis affected economic growth in South Africa, promoting a deceleration in the rate of economic growth. The South African economy is still performing below market expectations due to a drop in the agriculture and manufacturing sector.

Government recognises that the country's economic growth performance needs to be higher in order to address the country's challenges. The implementation of the National Development Plan (NDP) remains a key priority of government as well as resolving the challenges regarding energy. In order to support South Africa's economic competitiveness, government is implementing initiatives that will enhance the country's growth, targeting key sectors of the economy such as the energy sector.

In response to the low economic growth, government has had to reduce the budget allocations for government spending and setting a ceiling of about R25 billion over the next two years in the budget expenditure.

b) Meritocratic and professional Public Service

The PSC is mandated by the Constitution and the NDP to building a professional, career oriented, capable and value driven Public Service. It is critical that the PSC shows an appreciation that its "supervisory, advisory and watchdog role" over the Public Service requires that it cannot celebrate the failures of the Public Service. The PSC is in agreement with the NDP that the Public Service's

performance and character is uneven. There are pockets or centres of excellence such as the Departments of Home Affairs and Social Development as well as the South African Police Service. There are other areas where there is wide spread corruption, incompetence and failure to meet the set standards for service to the general public.

The PSC needs to be visible in helping government, Parliament and society to move from this uneven performance and character of the Public Service to a public service that is a centre of excellence in governance, service delivery and competence.

c) Service delivery

The expectations of the citizens of our country about the performance and conduct of the Public Service are very high. Our Bill of Rights holds a promise of a better quality of life for all.

Apart from widespread reporting about fraud, corruption, the abuse of power, South Africa has witnessed an increase in service delivery protests. Most of these emanate from a lack of access to basic services and they have become more violent. However, we have to acknowledge progress made in this area as recorded in the 20 years Review Report.⁴

The PSC has the responsibility of proposing measures that will ensure that services to the people of this country are delivered in an effective, efficient and sustainable manner that will create a better life for all. It will therefore need to consider how its inspection methodology can be improved to better respond to the needs of the country and also expand, as this is an area where the PSC can make better impact.

d) National Development Plan

The NDP is the blueprint for eliminating poverty and reducing inequality in the country by 2030 through uniting South Africans, unleashing the energy of its citizens, growing an inclusive economy, building capabilities, enhancing the capacity of the state and leaders working together to solve complex problems. It is also the overarching government plan to progressively realise the socio-economic rights in our Constitution.

With regard to the PSC, Chapter 13 of the NDP provides that consideration should be given to the following:

- The PSC needs to be a robust champion of a meritocratic Public Service with a stronger

⁴ The Presidency. Republic of South African. Twenty Year Review South Africa 1994 – 2014.

oversight role. A strengthened role for the PSC is proposed in championing norms and standards, and monitoring recruitment processes.

- Strengthen the oversight role of the PSC by requiring departments to respond to PSC proposals and giving greater force to PSC recommendations.
- That the PSC should play a direct role in the recruitment of the most senior posts. The chair of the PSC, together with the proposed administrative head of the Public Service, should convene the selection panel for heads of department and their deputies. The Selection Panel would draw up a short-list of suitable candidates for senior posts, from which the political principal would select a preferred candidate. In order for the PSC to play a direct role, this would require amendments to the legislation.

In addition, the NDP indicates the following in respect of the OPSC:

“The Office of the Public Service Commission, which is the administrative arm of the PSC, is partially dependent on the executive for the appointment of its director-general and the allocation of its budget. This provides some important benefits including the scope to participate in the Governance and Administration Cluster, but there is also the potential for these links to compromise the PSC’s independence. These are issues that may need to be reflected on going forward.”

The PSC will therefore need to finalise its review of the most appropriate model to support the PSC to enhance its operational functioning as well as adopt a position on the recommendations of the NDP as they relate to the PSC.

e) *Public Administration Management Act*

The Public Administration Management Act (PAMA) was in December 2014 signed into law by the President. The Act will take effect on a date still to be determined by the President, as most of the provisions will require regulations before bringing it into force and effect.

There is a potential of duplication and overlap of functions, such as the –

- promotion of the basic values and principles governing public administration by each institution.
- the establishment of the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit to provide, among others, technical assistance and support to all spheres of government.
- the establishment of the Office of Standards and Compliance.

The PSC is pleased that the Act has incorporated its proposals with regard to the prohibition of public servants from doing business with government.

f) *Kader Asmal Report*

A review of Chapter 9 Institutions and the association institutions in 1997, conducted by the late Kader Asmal and reported to the National Assembly was complementary towards the PSC, and recognised its “excellent work”, the fact that it has “performed its functions more than adequately” and the need to retain its “character and function”.

Recommendations were made in the report in relation to:

- the process of selecting and appointing Commissioners,
- the reduction of the number of Commissioners;
- the advocacy role played by provincially based commissioners;
- the relevance of reports to the provincial legislatures;
- the location of the budget of the PSC; and
- public awareness of the role and activities of the PSC.

Recommendation of a general nature, applicable to all reviewed institutions were also made, which pertained to standardisation, the protection of the independence of these institutions, the fast tracking of the appointment process of Commissioners and the establishment of “unit on constitutional institutions” by the National Assembly.

Recommendations around the greater advocacy role required in the provincial legislatures and awareness raising on its role and activities have been addressed in recent years, more especially in the Strategic Plan. The report calls upon institutions to explore “innovative” public outreach and awareness mechanisms.

The Speaker of the National Assembly expects that the PSC should respond to the Kader Asmal report.

g) *Support to Parliament*

The PSC has improved its relations with the National Parliament especially the Portfolio Committee on Public Service and Administration/ Performance Monitoring and Evaluation. The Committee regards the PSC as its strategic partner in advancing its oversight role. It has also played an important role in speeding up the filling of vacancies once they occur in the PSC. However, the PSC recognises the uneven relationship with our provincial legislatures.

The PSC has witnessed an increase in demand for its work by various Portfolio Committees in Parliament. During its recent interactions include issues that they need advice or assistance on. These areas include the resolution taken by the National Assembly in 2011 regarding the PSC's mandate over the local government sphere and public entities and the reports of the PSC being included in annual reports of departments.

Other issues raised include:

- the holding of a workshop with the Portfolio Committee in order for them to understand the PSC's constitutional mandate on powers;
- conducting an independent survey on the perceived and felt change as well as commitment by public servants after the adoption of the Public Service Charter;
- the production of a schedule on the status of the implementation of PSC recommendations;
- a need to increase the visibility of the PSC through inspections.

The PSC will therefore need to develop a clear action plan on how the resolutions of Parliament as well as other recommendations from the Portfolio Committee will be taken forward.

The resolution that the National Assembly seeks to locate the budget of the PSC with Parliament's budget vote, which emanates from a recommendation in the Kader Asmal report discussed earlier, will also be pursued by the Portfolio Committee in order to preserve the PSC's independence from the Executive, and allow for the PSC's reporting and budget process to be aligned.

6.2 ORGANISATIONAL ENVIRONMENT

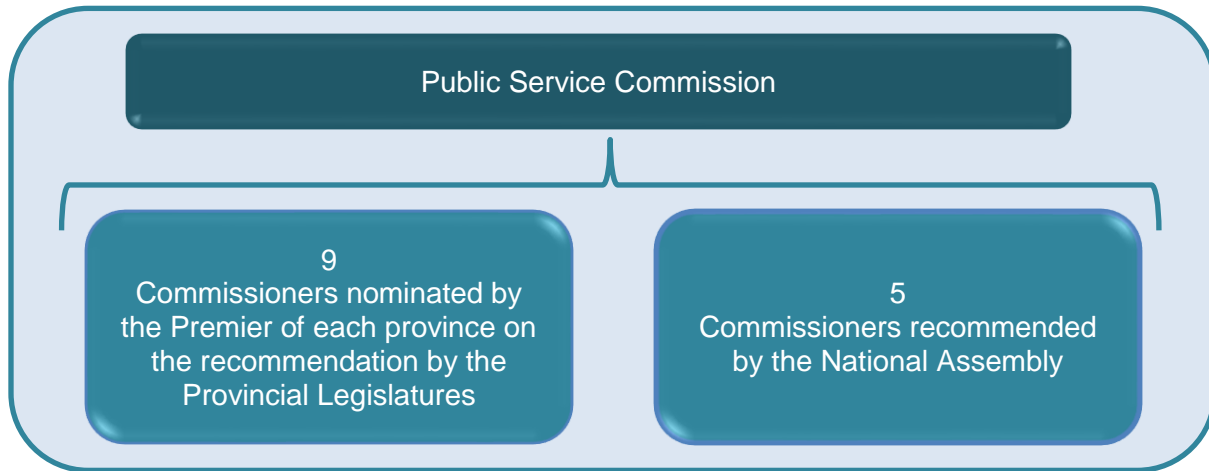
The organisational environment is discussed under four headings: the PSC and its governance structures, resources, financial matters and stakeholders.

a) *The PSC and its Governance Structures*

The PSC is an independent entity that was established in 1999 in terms of Section 196 of the Constitution of the Republic of South Africa, 1996. The Constitution stipulates that there is a single PSC for the Republic of South Africa, consisting of 14 members, five of which are appointed by the President on the recommendation of the National Assembly. One member is appointed from each of the nine provinces, after nomination by the Premier of the province on the recommendation of the Provincial Legislature. The PSC is accountable to the National Assembly and must report to it annually. It must also report to the Legislature of a province on its activities

in each province.

The diagram below illustrates the single PSC for the Republic:



The PSC Act provides for the President to designate one Commissioner as Chairperson and another as Deputy Chairperson of the PSC. The PSC has, in terms of Section 11 of the PSC Act, 1997, issued Governance Rules of the PSC. The reviewed Governance Rules were gazetted and took effect in April 2015. The Rules will ensure the effective functioning of the PSC. The Delegations to Provincial Commissioners was gazetted in June 2015. The delegated powers include amongst others the following:

- Management and investigations of grievances and complaints timeously in the provinces
- Conducting announced and unannounced inspections
- Management of the financial disclosure framework within the province
- Interface with all relevant stakeholders of PSC in the provinces.

Cluster Commissioners were also identified and will be the focal point for the departments in the relevant Clusters. Cluster Commissioners will therefore be the hands and feet on the ground to communicate and oversee departments in the cluster on behalf of the PSC.

The Governance Rules also provides for reporting on the PSC's activities and the performance of its functions, as contemplated in section 196 (4)(e) of the Constitution.

The PSC is a separate and independent institution which functions independently of government departments, Ministers or institutions. The PSC is recognised as a constitutional body, however it is not listed in Schedule 1 of the Public Finance Management Act, that provides a list of the constitutional institutions. The PSC is supported by the OPSC.

The OPSC is established as a national government department in terms of Schedule 1 of the Public Service Act, 1994, as amended, and is an organ of state. The OPSC is headed by a Director-General, who is also the Accounting Officer. In terms of Section 14 of the PSC Act, the Director-General shall, subject to the control and directions of the PSC, be responsible for the administration of the relevant Office. The principal responsibility of the Director-General is to provide support and render advice to the PSC. The NDP specifies that there is potential for the OPSC's status as a Public Service department to compromise the PSC's independence. This view is reinforced by the outcome of a workshop of the Office on Institutions Supporting Democracy held in September 2011 to discuss the Report of the Ad Hoc Committee on the Review of Chapter 9 and Associated Institutions. In respect of governance matters, it was recommended that there is a need to fast-track legislative amendments that will provide clear demarcation of functions in respect of Chairpersons and Chief Executive Officers, and clearly define accountability lines.

At its Strategic Planning Session held in July 2014, the PSC identified the need to re-position the PSC as a key priority. In re-positioning the PSC, it should be decided whether the Office, as a department, has any negative impact on its functioning and independence, and if so whether the concern should be addressed through legislative changes. In the latter regard, the OPSC, established in terms of the Public Service Act, 1994, as amended, would have to be removed from Schedule 1 of the Act and the Department abolished.

The Chairperson of the PSC is the EA of the OPSC and as such has all the powers vested with executive authorities in terms of Section 3 of the Public Service Act, 1994 and the Public Service Regulations, 2016.

The PSC's national office is in Pretoria and has 9 provincial offices located in each province and a parliamentary office. The organisational structure of the OPSC is currently comprised of the following four branches:



In the current model, the PSC is supported by a government department. This model has a potential to create a conflict of role and responsibilities as the Commissioners are appointed according to provisions derived from Chapter 10 of the Constitution and the PSC Act while the OPSC is provided for in the Public Service Act.

b) Resourcing

The organisational structure has 312 posts, including the 14 Commissioners. As at 29 February 2016, all posts of Commissioner were filled and 31 posts within the OPSC were vacant. Over a period of 10 years, there has been a minor increase of 74 posts on the establishment, (from 225 posts in the 2005/06 financial year to 299 posts in the 2015/16 financial year, excluding Commissioners). However, the work of the PSC increased substantially. For example, in order for the PSC to fully implement the resolution of Parliament, there will be a need for a substantial increase on its budget allocation.

The PSC's budget is located within the budget appropriation of the Department of Public Service and Administration (DPSA). However, DPSA does not have any authority to adjust the allocation to the PSC, and merely acts as a conduit for the transfer of monies to the PSC. Although the PSC has an EA in the form the Chairperson, it is unable to defend its budgetary requirements before Parliament and is dependent on the Minister for Public Service and Administration to lobby for its needs.

The location of budgets of institutions supporting democracy and other constitutional bodies has been raised as a concern within the Forum for Institutions Supporting Democracy (FISD) as well as by the Portfolio Committee on Public Service and Administration. The Report of the ad hoc Committee on the Review of Chapter 9 and Associated Institutions recommends that budget allocations of institutions supporting democracy should be relocated from national departments to the Budget Vote of Parliament and that a revised funding model for all these institutions must be formulated.

The PSC's budget is limited to cover its wide mandate and most of the resources are allocated to the OPSC. The current budget structure is according to a department and not a constitutional institution. The PSC is in the process of re-organising the organisational structure in order to ensure that it supports the effective delivery of its mandate.

c) Financial matters

The PSC's budget for the 2015/16 financial year was reduced to R222 million, resulting in a R15 million shortfall which will severely affect the PSC's operations. The Office is in continuous discussions with National Treasury in order to address the shortfall. Due to the limited resources, the PSC has put further cost-saving measures in place, however, the PSC's limited budget and human resources impact negatively on its ability to discharge its oversight function to Parliament and has resulted in the PSC not being able to meet the increasing requests for assistance from

its stakeholders. Given the PSC's limited resources, it will need to prioritise and focus on specific areas that have a potential for maximum impact.

d) *Stakeholders*

The PSC has a wide spectrum of stakeholders and partners who jointly contribute to its vision of being a champion of public administration excellence in democratic governance in South Africa. These stakeholders include the Parliament of South Africa, the provincial legislatures, members of the executive, the donor community, international stakeholders (the African Union and Association of African Public Services Commissions), Institutions Supporting Democracy, citizens and the media.

A longer term strategy of the PSC is to reposition itself so that it maintains its relevance and is able to play a more meaningful role in the consolidation of democracy and the creation of a professional Public Service. At the heart of the approach is for the PSC to become the driver of Public Service discourse through, for instance, Citizens' Forums, outreach programmes, roundtable discussions and public hearings.

The PSC is accountable to Parliament and regularly provides Parliament and the Provincial Legislatures with feedback on the implementation of its mandate. Over the years, the PSC has witnessed an increase in the demand for engagement with the various Portfolio Committees and Legislatures and also requests to conduct research on public administration matters. Some of the requests involve the PSC undertaking research in areas that have not been previously researched. The PSC cannot predict the number and nature of requests it will receive and therefore has to take such requests into consideration when planning for the forthcoming financial years. Although offering assistance is part of the PSC's constitutional mandate, the PSC will need to develop methods to respond effectively to greater demands from its stakeholders and create sufficient space for meeting these demands.

In executing its mandate, the PSC recognises the importance of the cooperation of its stakeholders. The main challenge faced by the PSC is the responsiveness of stakeholders to its recommendations. This impacts on the PSC's ability to effectively deliver on its mandate. There has also been unevenness in its interaction with Parliament as there is greater demand for its interaction with selected Portfolio Committees. Another challenge is that the PSC lacks the authority to enforce its recommendations and thus the PSC is severely constrained in accounting to Parliament on the actual impact that it makes in other aspects of its mandate. In order to address these challenges, the PSC will therefore need to robustly engage with its stakeholders in the period ahead.

Through a resolution of Parliament in 2011, a need for the PSC to annually evaluate the performance of all departments against the nine values in Section 195 of the Constitution was identified. The evaluation would be done in such a manner that trends in performance over time could be shown and key weaknesses in public administration could be identified so that government could have a clear indication of what needs to be done to ensure excellence in public administration. Parliament expressed the expectation that the PSC's report on the governance and performance of departments could complement the Auditor-General's financial, regularity and performance information audits, and should be inserted in the annual report of a department in the same manner as the Auditor-General's report. The PSC has considered the resolution of Parliament but due to resource constraints, it will only be able to implement the resolution in an incremental manner.

The PSC is a member of the FIRD. The aim of the Forum is to provide a platform for the institutions supporting democracy to pursue cooperation, collaboration and an alliance while maintaining their independence and autonomy. Through the FIRD, the PSC will continue to forge better working relations with members of these institutions. The FIRD has also established working groups that will look into issues such as complaints management in order to avoid duplication of work, the funding of these institutions and how these institutions account to Parliament.

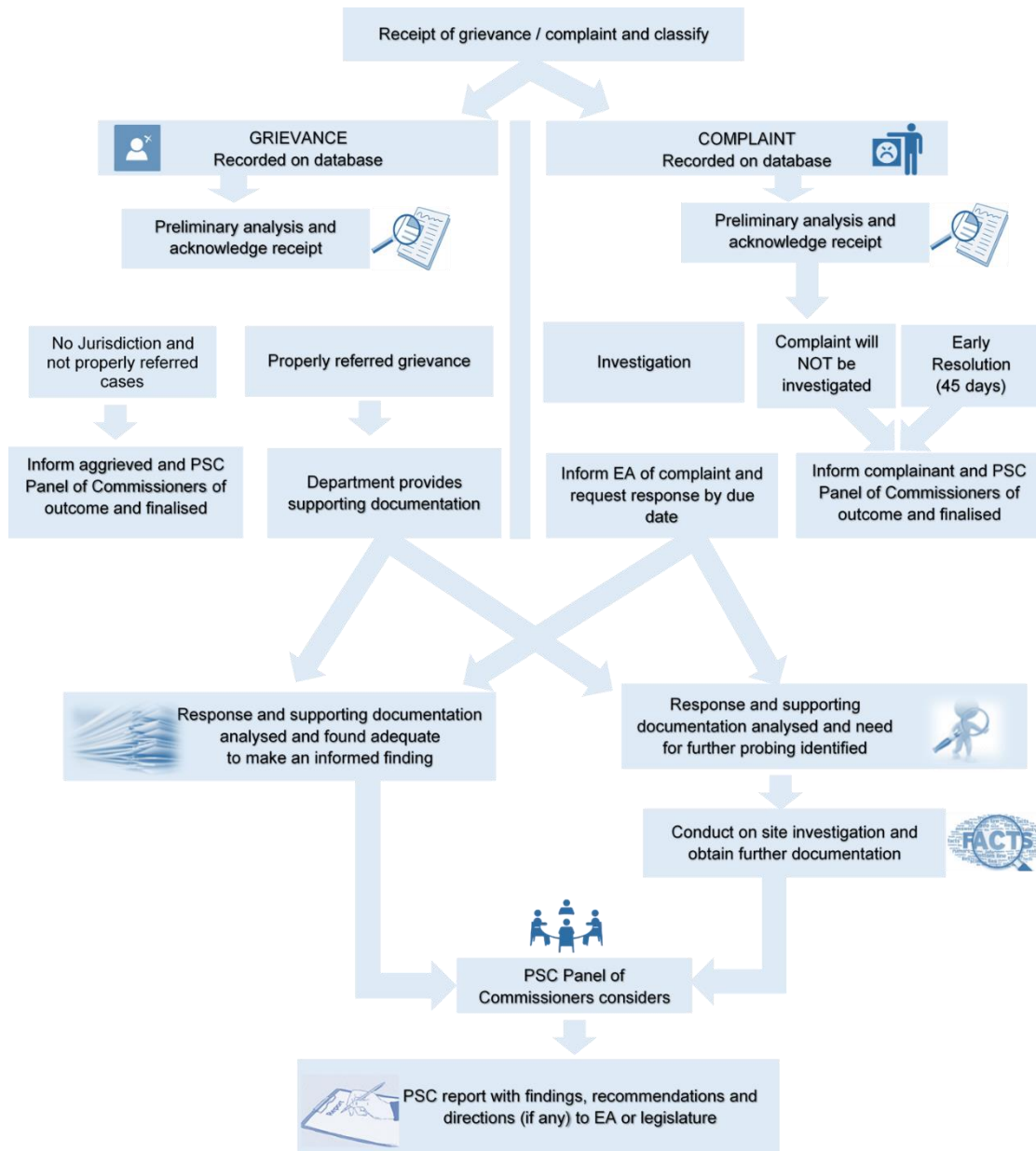
e) *Programme evaluations*

The PSC introduced a change management programme, which entails the review of the PSC's business processes. Two major business processes (grievance and complaints management) were identified as a priority to be re-engineered. The main objectives of the re-engineering process was to enhance the internal processes of dealing with grievances and complaints as well as addresses some of the challenges identified. The problem statement below alludes to some of the challenges identified.

Through the implementation of the re-engineered business processes, periodic reviews were conducted. Based on the achievements, challenges, stakeholder expectations and concerns, and lessons from other institutions, review reports were produced, which contains recommendations for further strengthening these business processes.

7. PROCESS MAPPING AND UNIT COSTING

Below is the high level process map of the procedure that the PSC undertakes upon receipt of a grievance or complaint. The PSC does not charge its stakeholders for its services and therefore utilises its own funds to investigate grievances and complaints.



8. PROBLEM STATEMENT

The PSC has over the years evolved into a key and effective player in the resolution of grievances in the Public Service and in promoting sound labour relations. In this regard, the PSC has observed an upward trend in the number of grievances reported in the Public Service. Although the number of grievances reported by national and provincial departments increased, there was a decline in the number of grievances concluded by these departments. While many of these grievances are dealt with closest to the point of origin, there has also been an increase in the number of grievances that are referred to the PSC, of which more than 90% are referred by

aggrieved employees. This is due to the failure by departments to investigate the grievances within the prescribed time frames.

Similarly, the PSC responds to requests for investigations in respect of complaints lodged through the Complaints Rules and the National Anti-Corruption Hotline (NACH). Previously, the PSC referred most of its cases to the departments concerned for the relevant documentation to be provided for a desktop investigation to be conducted. In a majority of the cases, departments did not submit the required information within the stipulated time frame. In instances where information was submitted, the information was incomplete and this would therefore necessitate the PSC conduct several follow-ups. This resulted in delays in the timely finalisation of investigations.

In 2013, the PSC reviewed its grievance and complaints management processes in order to amongst others, enhance internal processes of dealing with grievances and complaints that are referred to the PSC, improve the quality of investigation reports, clear the backlog of grievance and complaints cases as well as address capacity challenges at the national and provincial offices. The reviewed processes provided for the establishment of a Panel of Commissioners to consider grievance and complaints reports drafted by investigators, instead of commenting on reports via the submission system. The implementation of the reviewed processes has had a few challenges and the PSC continuously draws lessons in order to improve on its processes.

9. KEY SERVICES FOR IMPROVEMENT

Table 4: Service standards for grievances

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD 01/04/2015 - 31/03/2016		DESIRED STANDARD	
				Year 1 01/04/2016 - 31/03/2017	Year 2 01/04/2017 - 31/03/2018
Grievances and complaints investigated	<ul style="list-style-type: none"> Public servants Government departments 	QUANTITY			
		682 grievances on the database of which 605 (89%) concluded	80% of grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	80% of grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	80% of grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation
			80% of grievances of Heads of Department (HoDs) finalised within 45 working days from date of receipt of all relevant documentation	80% of grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation	80% of grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation
		QUALITY			
		Professional standards:			
		Not applicable	Not applicable	Not applicable	Not applicable
		Legal standards:			
		Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation
		Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation	Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation	Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation	Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation
		BATHO PELE PRINCIPLES			
Consultation:					
Liaise with aggrieved during the investigation	Liaise with aggrieved during the investigation	Liaise with aggrieved during the investigation	Liaise with aggrieved during the investigation		
Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation		
Mediation process may be followed in order to resolve a grievance	Mediation process may be followed in order to resolve a grievance	Mediation process may be followed in order to resolve a grievance	Mediation process may be followed in order to resolve a grievance		

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		01/04/2015 - 31/03/2016	Year 1 01/04/2016 - 31/03/2017	Year 2 01/04/2017 - 31/03/2018	Year 3 01/04/2018 - 31/03/2019
		Mediation process must be finalised within 30 days of notification	Mediation process must be finalised within 30 days of notification	Mediation process must be finalised within 30 days of notification	Mediation process must be finalised within 30 days of notification
		At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment	At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment	At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment	At the conclusion of an inquiry, the PSC may, where necessary make the provisional report available to the affected parties for comment
		Courtesy:			
		Acknowledge receipt of a grievance with 48 hours of receipt thereof	Acknowledge receipt of a grievance with 48 hours of receipt thereof	Acknowledge receipt of a grievance with 48 hours of receipt thereof	Acknowledge receipt of a grievance with 48 hours of receipt thereof
		Telephonic feedback on level of service received	Telephonic feedback on level of service received	Telephonic feedback on level of service received	Conduct customer satisfaction survey
		Assist aggrieved employee in completing the Grievance Form	Assist aggrieved employee in completing the Grievance Form	Assist aggrieved employee in completing the Grievance Form	Assist aggrieved employee in completing the Grievance Form
		Obtain the services of an interpreter if necessary	Obtain the services of an interpreter if necessary	Obtain the services of an interpreter if necessary	Obtain the services of an interpreter if necessary
		Access:			
		Grievance Rules are posted on the PSC website	Grievance Rules are posted on the PSC website	Grievance Rules are posted on the PSC website	Grievance Rules are posted on the PSC website
		Grievance Rules may be circulated to stakeholders upon request	Grievance Rules may be circulated to stakeholders upon request	Grievance Rules may be circulated to stakeholders upon request	Grievance Rules may be circulated to stakeholders upon request
		Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in	Aggrieved employees may submit their grievance via post, e-mail, fax, hand delivery or walk in
		Grievance can be lodged at the National Office or any Provincial Office	Grievance can be lodged at the National Office or any Provincial Office	Grievance can be lodged at the National Office or any Provincial Office	Grievance can be lodged at the National Office or any Provincial Office
		Information:			
		Aggrieved employee and EA provided with the contact details of the investigator	Aggrieved employee and EA provided with the contact details of the investigator	Aggrieved employee and EA provided with the contact details of the investigator	Aggrieved employee and EA provided with the contact details of the investigator
		Aggrieved employee and relevant EA informed with the	Aggrieved employee and relevant EA informed with the	Aggrieved employee and relevant EA informed with the	Aggrieved employee and relevant EA informed with the

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		01/04/2015 - 31/03/2016	Year 1 01/04/2016 - 31/03/2017	Year 2 01/04/2017 - 31/03/2018	Year 3 01/04/2018 - 31/03/2019
		outcome of the grievance within 30 days of receipt of all information	outcome of the grievance within 30 days of receipt of all information	outcome of the grievance within 30 days of receipt of all information	outcome of the grievance within 30 days of receipt of all information
		Publish grievance management communiqué	Publish grievance management communiqué	Publish grievance management communiqué	Publish grievance management communiqué
		Openness & Transparency:			
		Inform relevant department of the grievance	Inform relevant department of the grievance	Inform relevant department of the grievance	Inform relevant department of the grievance
		Inform aggrieved employee of the grievance procedure and time frames	Inform aggrieved employee of the grievance procedure and time frames	Inform aggrieved employee of the grievance procedure and time frames	Inform aggrieved employee of the grievance procedure and time frames
		Inform aggrieved employee on status of investigation on a regular basis	Inform aggrieved employee on status of investigation on a regular basis	Inform aggrieved employee on status of investigation on a regular basis	Inform aggrieved employee on status of investigation on a regular basis
		Communicate the outcome of its investigation in writing to the aggrieved employee and EA	Communicate the outcome of its investigation in writing to the aggrieved employee and EA	Communicate the outcome of its investigation in writing to the aggrieved employee and EA	Communicate the outcome of its investigation in writing to the aggrieved employee and EA
		Aggrieved employee or EA notified in writing if a formal inquiry will be conducted	Aggrieved employee or EA notified in writing if a formal inquiry will be conducted	Aggrieved employee or EA notified in writing if a formal inquiry will be conducted	Aggrieved employee or EA notified in writing if a formal inquiry will be conducted
		Redress:			
		If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay	If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay	If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay	If grievance is not resolved within the stipulated time frame, the aggrieved employee and relevant EA will be advised and provided with reasons for the delay
		Follow up on implementation of recommendations	Follow up on implementation of recommendations	Follow up on implementation of recommendations	Follow up on implementation of recommendations
		If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form	If dissatisfied with the handling of a grievance, the affected party can submit a Grievance Service Complaint Form
		Value for money:			
		Cluster of Panels formed to discuss grievances	Cluster of Panels formed to discuss grievances	Cluster of Panels formed to discuss grievances	Cluster of Panels formed to discuss grievances

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		01/04/2015 - 31/03/2016	Year 1 01/04/2016 - 31/03/2017	Year 2 01/04/2017 - 31/03/2018	Year 3 01/04/2018 - 31/03/2019
		Panel meeting held only when there are more than 10 cases to be discussed	Panel meeting held only when there are more than 10 cases to be discussed	Panel meeting held only when there are more than 10 cases to be discussed	Panel meeting held only when there are more than 10 cases to be discussed
		Teleconferencing facilities used	Teleconferencing facilities used	Teleconferencing facilities used	Teleconferencing facilities used
		HUMAN RESOURCES			
		Personnel:			
		<ul style="list-style-type: none"> Deputy Director-General Chief Director 3 x Directors 9 x Provincial Directors 9 x Deputy Directors 9 x Provincial Deputy Directors 3 x Administrative Secretary Data Administrator 	<ul style="list-style-type: none"> Deputy Director-General Chief Director 3 x Directors 9 x Provincial Directors 9 x Deputy Directors 9 x Provincial Deputy Directors 3 x Administrative Secretary Data Administrator 	<ul style="list-style-type: none"> Deputy Director-General Chief Director 3 x Directors 9 x Provincial Directors 9 x Deputy Directors 9 x Provincial Deputy Directors 3 x Administrative Secretary Data Administrator 	<ul style="list-style-type: none"> Deputy Director-General Chief Director 3 x Directors 9 x Provincial Directors 9 x Deputy Directors 9 x Provincial Deputy Directors 3 x Administrative Secretary Data Administrator
		Cost:			
		R23.2 million	R23.7 million	R24.8 million	R26.7 million
		Time:			
		Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation	Grievances of employees on salary levels 2 – 12 finalised within 30 working days from date of receipt of all relevant documentation
		Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation	Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation	Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation	Grievances of HoDs finalised within 45 working days from date of receipt of all relevant documentation

Table 5: Service standards for complaints

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD		
		01/04/2015 – 31/03/2016	Year 1 01/04/2016- 31/03/2017	Year 2 01/04/2017- 31/03/2018	Year 3 01/04/2018- 31/03/2019	
Investigations conducted either of its own accord or on receipt of any complaints lodged and requests made	<ul style="list-style-type: none"> National and provincial legislatures Public servants Government departments Public 	QUANTITY	510 complaints on the database of which 371 (73%) concluded	80% of provisional reports on complaints finalised within 3 months from date of receipt of all relevant documentation	80% of provisional reports on complaints finalised within 3 months from date of receipt of all relevant documentation	80% of provisional reports on complaints finalised within 3 months from date of receipt of all relevant documentation
				80% of reports on complaints finalised within 45 days from date of receipt of all relevant documentation	80% of reports on complaints finalised within 45 days from date of receipt of all relevant documentation	80% of reports on complaints finalised within 45 days from date of receipt of all relevant documentation
		QUALITY				
		Professional standards:				
		Not applicable	Not applicable	Not applicable	Not applicable	
		Legal standards:				
		Complaints finalised within 3 months from date of receipt of all relevant documentation	Complaints finalised within 3 months from date of receipt of all relevant documentation	Complaints finalised within 3 months from date of receipt of all relevant documentation	Complaints finalised within 3 months from date of receipt of all relevant documentation	
		Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	
		BATHO PELE PRINCIPLES				
		Consultation:				
		Liaise with complainant during the investigation	Liaise with complainant during the investigation	Liaise with complainant during the investigation	Liaise with complainant during the investigation	
		Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	Liaise with the relevant department during the investigation	
		Submit provisional investigation report to the EA/HoD for comment	Submit provisional investigation report to the EA /HoD for comment	Submit provisional investigation report to the EA/HoD for comment	Submit provisional investigation report to the EA/HoD for comment	
EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report	EA/HoD provided with an opportunity to comment within 30 days from date of receipt of the provisional report			
Courtesy:						
Acknowledge receipt of a complaint within 48 hours from	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer	Acknowledge receipt of a complaint within 48 hours from date of receipt by the Investigating Officer			

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		01/04/2015 – 31/03/2016	Year 1 01/04/2016- 31/03/2017	Year 2 01/04/2017- 31/03/2018	Year 3 01/04/2018- 31/03/2019
		date of receipt by the Investigating Officer			
		Telephonic feedback on level of service received	Telephonic feedback on level of service received	Telephonic feedback on level of service received	Conduct customer satisfaction survey
		Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint	Inform the complainant in writing no later than 30 days after receipt of complaint if the PSC will or will not investigate the complaint
		Assist complainant in completing a Complaints Form	Assist complainant in completing a Complaints Form	Assist complainant in completing a Complaints Form	Assist complainant in completing a Complaints Form
		Access:			
		Complaints Rules are posted on the PSC website	Complaints Rules are posted on the PSC website	Complaints Rules are posted on the PSC website	Complaints Rules are posted on the PSC website
		Complaints Rules may be circulated to stakeholders upon request	Complaints Rules may be circulated to stakeholders upon request	Complaints Rules may be circulated to stakeholders upon request	Complaints Rules may be circulated to stakeholders upon request
		Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person	Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person	Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person	Complaints can be submitted via post, e-mail, short message service, fax, telephone or in person
		Complaints can be lodged at the National Office or any Provincial Office	Complaints can be lodged at the National Office or any Provincial Office	Complaints can be lodged at the National Office or any Provincial Office	Complaints can be lodged at the National Office or any Provincial Office
		Complaint can be lodged in any official language	Complaint can be lodged in any official language	Complaint can be lodged in any official language	Complaint can be lodged in any official language
		Information:			
		If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision	If a complainants' lodging of a complaint directly with the PSC is not accepted by the PSC, the complainant must be informed within 21 days of the decision
		If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not investigate it	If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will	If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not	If a complaint has been already referred to another institution, the complainant will be informed within 21 days from date of receipt of complaint that the PSC will not investigate it

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		01/04/2015 – 31/03/2016	Year 1 01/04/2016- 31/03/2017	Year 2 01/04/2017- 31/03/2018	Year 3 01/04/2018- 31/03/2019
			not investigate it	investigate it	
		Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised	Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised	Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised	Complainants informed of the outcome of complaints dealt with as early resolution cases within 10 days from date of which the case was closed/finalised
		May inform complainant of the outcome of the investigation where they are contactable	May inform complainant of the outcome of the investigation where they are contactable	May inform complainant of the outcome of the investigation where they are contactable	May inform complainant of the outcome of the investigation where they are contactable
		Openness & Transparency:			
		Inform the person who complaint has been laid against	Inform the person who complaint has been laid against	Inform the person who complaint has been laid against	Inform the person who complaint has been laid against
		Inform complainant on the complaints procedure and time frames	Inform complainant on the complaints procedure and time frames	Inform complainant on the complaints procedure and time frames	Inform complainant on the complaints procedure and time frames
		Inform complainant on the status of the investigation on a regular basis	Inform complainant on the status of the investigation on a regular basis	Inform complainant on the status of the investigation on a regular basis	Inform complainant on the status of the investigation on a regular basis
		EA/HoD provided with the final report	EA/HoD provided with the final report	EA/HoD provided with the final report	EA/HoD provided with the final report
		Redress:			
		If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay	If complaint is not resolved within the stipulated time frame, affected parties will be informed of reasons for the delay
		Follow up on implementation of recommendations and the issuing of directions	Follow up on implementation of recommendations and the issuing of directions	Follow up on implementation of recommendations and the issuing of directions	Follow up on implementation of recommendations and the issuing of directions
		If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the Director-General	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the Director-General	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the Director-General	If dissatisfied with the conduct of an Investigating Officer, the affected party can submit a complaint to the Director-General
		Value for money:			
		Cluster of Panels formed to	Cluster of Panels formed to	Cluster of Panels formed to	Cluster of Panels formed to

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		01/04/2015 – 31/03/2016	Year 1 01/04/2016- 31/03/2017	Year 2 01/04/2017- 31/03/2018	Year 3 01/04/2018- 31/03/2019
		discuss complaints	discuss complaints	discuss complaints	discuss complaints
		Panel meeting held only when there are more than 10 cases to be discussed	Panel meeting held only when there are more than 10 cases to be discussed	Panel meeting held only when there are more than 10 cases to be discussed	Panel meeting held only when there are more than 10 cases to be discussed
		Teleconferencing facilities used	Teleconferencing facilities used	Teleconferencing facilities used	Teleconferencing facilities used
		HUMAN RESOURCES			
		Personnel:			
		<ul style="list-style-type: none"> Deputy Director-General Chief Director 4 x Directors 9 x Provincial Directors 7 x Deputy Directors 9 x Provincial Deputy Directors 3 x Assistant Directors Administrative Secretary Data Administrator 	<ul style="list-style-type: none"> Deputy Director-General Chief Director 4 x Directors 9 x Provincial Directors 7 x Deputy Directors 9 x Provincial Deputy Directors 3 x Assistant Directors Administrative Secretary Data Administrator 	<ul style="list-style-type: none"> Deputy Director-General Chief Director 4 x Directors 9 x Provincial Directors 7 x Deputy Directors 9 x Provincial Deputy Directors 3 x Assistant Directors Administrative Secretary Data Administrator 	<ul style="list-style-type: none"> Deputy Director-General Chief Director 4 x Directors 9 x Provincial Directors 7 x Deputy Directors 9 x Provincial Deputy Directors 3 x Assistant Directors Administrative Secretary Data Administrator
		Cost:			
		R21.9 million	R21.2 million	R22 million	R23.7 million
		Time:			
		Complaints finalised within 3 months from date of receipt of all relevant documentation	Complaints finalised within 3 months from date of receipt of all relevant documentation	Complaints finalised within 3 months from date of receipt of all relevant documentation	Complaints finalised within 3 months from date of receipt of all relevant documentation
		Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation	Early resolution cases finalised within 45 days from date of receipt of all relevant documentation

10. MHECHANISMS FOR MONITORING IMPLEMENTATION & REPORTING

The PSC has identified the investigation of grievances and complaints as one of the core activities that it is mandated to perform. These activities will therefore always be prioritised during the budgeting process. One of the strategic outcome oriented goals of the PSC is strengthened institutional capacity, it therefore prioritises the development of its employees by ensuring that they attend training in the key performance areas of their work. This will ensure that its employees are knowledgeable and up to date with the requirements of their work.

The implementation of the SDIP will be monitored on a quarterly basis. Furthermore, it will also be reported as part of the Management Performance Assessment Tool process which is a standard agenda item of the Executive Management Committee. This will ensure that there is management support.

An annual report on the SDIP will be produced as well as reported on in the PSC Annual Report. This reporting will ultimately also be translated when managers report on their achievements during the Performance Management and Development System process, wherein good performance is recognised and rewarded.

In order for stakeholders to be aware of the services and work performed by the PSC, such information is posted on the PSC website.

Any enquiries regarding the service standards can be directed to:

The Director-General
Office of the Public Service Commission
Tel: (012) 352 1200
Postal Address: Private Bag x121, Pretoria, 0001
E-mail: dovhanim@opsc.gov.za

11. PARTICULARS OF CHAMPION/TEAM

The following employees are part of the SDIP Team:



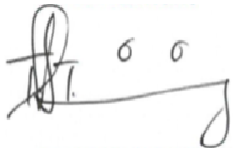
MS FIENIE VIVIERS
CHIEF DIRECTOR: PSC SUPPORT
(SDIP CHAMPION)



MR LINGA NAIDOO
DIRECTOR: PUBLIC ADMINISTRATION
INVESTIGATIONS (3)



MS MARIÉ FOURIE
DIRECTOR: COMPLIANCE EVALUATION &
ORGANISATIONAL REVIEWS



MS FAITH MASHIKINYA
CHIEF DIRECTOR: PUBLIC
ADMINISTRATION INVESTIGATIONS



MS KHOLOFELO SEDIBE
DEPUTY DIRECTOR-GENERAL:
LEADERSHIP AND MANAGEMENT
PRACTICES

Supported by:



DR DOVHANI MAMPHISWANA
DIRECTOR-GENERAL: OFFICE OF THE PUBLIC SERVICE COMMISSION
DATE: 28 November 2016

Approved by:



BEN MTHEMBU
ACTING CHAIRPERSON: PUBLIC SERVICE COMMISSION
DATE: 28 November 2016