



TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: ADMINISTRATION

Strategic objectives:

Indicator title	To execute the Public Service Commission's (PSC's) mandate by providing sound direction and leadership through the implementation of the five year strategic and annual performance plans
Short definition	Implementing the PSC's mandate as required by the Constitution
Purpose/importance	To provide stakeholders with the plans/programmes that the PSC plans to implement as required by the Public Finance Management Act
Source/collection of data	Strategic Plan and Annual Performance Plan
Method of calculation	Simple addition of projects implemented
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Strategic Plan for 2015/16 – 2019/2020 reviewed and Annual Performance Plan for 2017/18 financial year approved
Indicator responsibility	Directorate: Planning, Monitoring and Reporting

Indicator title	Provide corporate support services to the PSC and Office to enable the PSC to achieve its strategic objectives through the continuous improvement of governance and financial management, the appropriate use of resources and maintaining an unqualified audit
Short definition	Providing administration support to the PSC as well as the Office
Purpose/importance	To provide administration support
Source/collection of data	Auditor-General's management report
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Unqualified audit report
Indicator responsibility	Deputy Director-General: Corporate Services

Programme performance indicator:

Indicator title	Implementation of the Workplan monitored on a quarterly basis
Short definition	Status report on the implementation of projects that the organisation will undertake during the financial year
Purpose/importance	To ensure accountability and transparency on the performance of the institution
Source/collection of data	Enterprise Project Management
Method of calculation	Each project will have milestones that will be automatically calculated by the Enterprise Project Management System
Data limitations	Incorrect reporting by project managers and reliability of the software
Type of indicator	Progress against milestone
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	80% of outputs on the Workplan achieved
Indicator responsibility	Directorate: Planning, Monitoring and Reporting

Indicator title	Approved Strategic Plan
Short definition	A 5 year plan on how the organisation plans to achieved its strategic outcome oriented goals
Purpose/importance	National Treasury requirement
Source/collection of data	Strategic Plan
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Not applicable
Indicator responsibility	Directorate: Planning, Monitoring and Reporting

Indicator title	Approved Annual Performance Plan
Short definition	Plan that outlines the projects that the organisation will implement in a particular financial year
Purpose/importance	National Treasury requirement
Source/collection of data	Annual Performance Plan
Method of calculation	Not applicable
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Annual Performance Plan for 2017/18 financial year approved
Indicator responsibility	Directorate: Planning, Monitoring and Reporting

Indicator title	Clean audit report
Short definition	An unqualified audit opinion on financial statements, performance against predetermined objectives and compliance with laws and regulations
Purpose/importance	To ensure that the institution has strong financial management, sound internal controls, robust budgeting process and targets are met
Source/collection of data	Audit report
Method of calculation	No calculation required
Data limitations	None

Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Clean audit report
Indicator responsibility	Directorate: Financial Management

Indicator title	Vacancy rate of below 10% maintained
Short definition	The number of funded posts in the institution that are not filled
Purpose/importance	To ensure that the vacancy rate is monitored. This is also regulated by the Department of Public Service and Administration to reduce the vacancy rate in the Public Service
Source/collection of data	Personnel Salary System (PERSAL) reports
Method of calculation	$\frac{\text{Vacant posts}}{\text{Filled posts}} \times 100$
Data limitations	The accuracy of PERSAL information
Type of indicator	Ratio
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Vacancy rate below 10%
Indicator responsibility	Directorate: Human Resource Management and Development

Indicator title	100% compliance with all supply chain management related prescripts
Short definition	Report on compliance with Supply Chain Management (SCM) prescripts/Number of incidents of non-compliance
Purpose/importance	Compliance with SCM prescripts will ensure that goods and services are procured competitively, that best value for money is obtained and that corruption is prevented.
Source/collection of data	SCM records and audit report
Method of calculation	Comparison of actual practice with prescribed practice.
Data limitations	Poor record keeping
Type of indicator	Compliance with laws and regulations
Calculation type	Simple count of number of incidents against SCM prescripts
Reporting cycle	Annually
New indicator	No
Desired performance	100% compliance with all SCM related prescripts

Indicator responsibility	Directorate: Supply Chain Management and Security Services
---------------------------------	------------------------------------------------------------

Indicator title	Information technology infrastructure, systems and services maintained
Short definition	The percentage of time out of 24 hours that the network is available to users
Purpose/importance	The indicator measures the effectiveness and efficiency of information technology services through the provision of ongoing and maintenance of information technology infrastructure and systems
Source/collection of data	Reports from the State Information Technology Agency
Method of calculation	Percentage of time of network availability
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	98% information technology infrastructure, systems and services maintained
Indicator responsibility	Directorate: Information Technology

PROGRAMME 2: LEADERSHIP AND MANAGEMENT PRACTICES

Strategic objective:

Indicator title	Public Service labour relations and practices enhanced through timely investigation of all properly referred grievances and provision of best practices
Short definition	Management of grievances and labour relations improvement
Purpose/importance	The management of grievances and monitoring of emerging labour relations issues enables the PSC to identify the level of compliance with prescripts, policy implementation challenges and desirable/undesirable management practices that have an impact on the effectiveness of the Public Service, and propose measures to addresses weaknesses in the system
Source/collection of data	Database of grievances referred by employees and Executive Authorities, and approved reports
Method of calculation	Statistics and simple count

Data limitations	Errors during grievance data capturing
Type of indicator	Output
Calculation type	Cumulative and non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	70% of all grievances received concluded
Indicator responsibility	Chief Directorate: Labour Relations Improvement

Indicator title	To identify and promote sound Human Resource Management and Leadership Practices in public administration
Short definition	Number of reports that focus on strategic human resources and leaderships issues in the Public Service
Purpose/importance	To measure the number of reports produced versus the planned number of reports
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	80% of planned targets achieved
Indicator responsibility	Chief Directorate: Leadership and Human Resource Reviews

Programme performance indicator:

Indicator title	Percentage of grievances received concluded
Short definition	Percentage of properly referred grievances investigated and concluded
Purpose/importance	To ensure that grievances lodged by public service employees are investigated and concluded timeously
Source/collection of data	Database of grievances referred by employees or Executive Authorities
Method of calculation	$\frac{\text{Number of grievances concluded}}{\text{Number of grievances lodged}} \times 100$
Data limitations	Errors during data capturing of grievances
Type of indicator	Output

Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	70% of all grievances received concluded
Indicator responsibility	Chief Directorate: Labour Relations Improvement

Indicator title	Number of reports on the management of grievances in the Public Service produced
Short definition	One report on grievance trends in the Public Service
Purpose/importance	To monitor grievance trends in the Public Service and propose measures to address weaknesses in the system
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	One approved report
Indicator responsibility	Chief Directorate: Labour Relations Improvement

Indicator title	Number of reports on labour relations produced
Short definition	The number of research reports that focus on labour relations
Purpose/importance	To measure the number of reports produced versus the planned number of reports
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	One approved report
Indicator responsibility	Chief Directorate: Labour Relations Improvement

Indicator title	Number of reports on strategic human resources and leadership produced
Short definition	Number of reports that focus on strategic human resources and

	leaderships issues in the Public Service
Purpose/importance	To measure the number of reports produced versus the planned number of reports
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Five approved reports
Indicator responsibility	Chief Directorate: Leadership and Human Resource Reviews

PROGRAMME 3: MONITORING AND EVALUATION

Strategic objective:

Indicator title	To provide institutional assessments and programme evaluations that support policy and management decisions
Short definition	To monitor and evaluate public administration and report on compliance with the constitutional values and principles
Purpose/importance	To ensure effective and efficient performance in the Public Service
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	80% of annual targets achieved
Indicator responsibility	Chief Directorate: Governance Monitoring

Indicator title	To provide participative evaluations as well as evaluations of service delivery models and processes to support policy and management decisions
Short definition	Promoting effective and efficient service delivery
Purpose/importance	To assess the effectiveness of service delivery mechanisms in the

	Public
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	80% of annual targets achieved
Indicator responsibility	Chief Directorate: Service Delivery and Compliance Evaluations

Programme performance indicator:

Indicator title	Number of reports on governance monitoring produced
Short definition	The number of research and evaluation products produced
Purpose/importance	To measure the number of reports produced versus the planned number of reports
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	Since all the products are different in scope/size a simple count of the number of reports give a skewed indication of the output (One big report may represent the same output as 10 small reports)
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Four approved reports
Indicator responsibility	Chief Directorate: Governance Monitoring

Indicator title	Number of inspections conducted
Short definition	The indicator measures the number of research, evaluation, inspection and citizens' forum reports delivered by the component
Purpose/importance	The reports are meant to influence positive change in the public service
Source/collection of data	Approved submission route form
Method of calculation	Simple count
Data limitations	Since all the products are different in scope/ size a simple count of number of reports give a skewed indication of output (One big

	report may represent the same output as 10 small reports)
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Seven approved reports
Indicator responsibility	Chief Directorate: Service Delivery and Compliance Evaluation

PROGRAMME 4: INTEGRITY AND ANTI-CORRUPTION

Strategic objective:

Indicator title	To investigate and finalise an average of 60% of complaints lodged and improve public administration practices
Short definition	Number of investigation reports produced within a financial year
Purpose/importance	To monitor the number of complaints lodged and finalised
Source/collection of data	Database on complaints
Method of calculation	$\frac{\text{Number of complaints finalised}}{\text{Number of complaints lodged}} \times 100$
Data limitations	Errors during data capturing of complaints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	60% of complaints concluded
Indicator responsibility	Chief Directorate: Public Administration Investigations

Indicator title	To promote ethical conduct amongst public servants through the scrutiny of financial disclosure forms submitted to the PSC, the referral of 90% of National Anti-Corruption Hotline (NACH) cases and provide advice on professional and ethical conduct in the Public Service
Short definition	To promote integrity and professional ethical conduct through the management of conflicts of interest, the NACH and professional advice
Purpose/importance	To promote good governance and integrity in the Public Service
Source/collection of data	Database of financial disclosures, NACH database and record of professional ethics workshops

Method of calculation	Simple count
Data limitations	Proper capturing of information for databases
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	<ul style="list-style-type: none"> • 100% (10 000) of financial disclosure forms scrutinised • 90% referral of NACH cases
Indicator responsibility	Chief Directorate: Professional Ethics

Programme performance indicator:

Indicator title	Number of complaints concluded
Short definition	Number of complaint successfully concluded
Purpose/importance	To monitor the number of complaints lodged and finalised
Source/collection of data	Database on complaints
Method of calculation	$\frac{\text{Number of complaints finalised}}{\text{Number of complaints lodged}} \times 100$
Data limitations	Errors during data capturing of complaints
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	60% of complaints concluded
Indicator responsibility	Chief Directorate: Public Administration Investigations

Indicator title	Factsheet on financial misconduct produced
Short definition	A report that outlines financial misconduct cases in the Public Service
Purpose/importance	To ensure compliance of the Public Financial Management Act and Treasury Regulations
Source/collection of data	Approval submission route form
Method of calculation	Simple count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No

Desired performance	One approved report
Indicator responsibility	Chief Directorate: Public Administration Investigation

Indicator title	Percentage of NACH cases referred within 21 days of receipt of case report
Short definition	The number of cases of alleged corruption reported via the NACH
Purpose/importance	To combat corruption and promote integrity in the Public Service as mandated by Cabinet
Source/collection of data	Database on NACH statistics
Method of calculation	Simple count
Data limitations	Accuracy of qualitative and quantitative data furnished by the service provider
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	90% of the NACH cases referred within 21 days of receipt of case report
Indicator responsibility	Chief Directorate: Professional Ethics

Indicator title	Percentage of financial disclosure forms received and scrutinised
Short definition	Status report on the total number of financial disclosure forms received and outstanding as well as a status report on the number of financial disclosure forms scrutinised
Purpose/importance	To determine the extent of compliance with the Financial Disclosure Framework and the prevalence, or not, of conflicts of interest in the Public Service
Source/collection of data	Database on financial disclosure forms – both manual and e-disclosure
Method of calculation	$\frac{\text{Number of forms received}}{\text{Number of forms scrutinised}} \times 100$
Data limitations	<ul style="list-style-type: none"> • Errors during data capturing • Inaccurate PERSAL data
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No

Desired performance	100% (10 000) of all received financial disclosure forms received and scrutinised
Indicator responsibility	Chief Directorate: Professional Ethics

Indicator title	Number of investigations through early resolution finalised
Short definition	The number of early resolution cases finalised
Purpose/importance	To resolve complaints speedily on an early resolution basis
Source/collection of data	Database on early resolution cases
Method of calculation	<u>Number of cases lodged</u> Number of cases concluded X 100
Data limitations	Errors during data capturing
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100 investigation through early resolution finalised
Indicator responsibility	Chief Directorate: Professional Ethics