

SERVICE DELIVERY IMPROVEMENT PLAN

OF THE

OFFICE OF THE PUBLIC SERVICE COMMISSION

FOR THE

2011/2012 FINANCIAL YEAR

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1. WHERE CAN WE BE FOUND?

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2. VISION

The Public Service Commission (PSC) is an independent and impartial body created by the Constitution, 1996, to enhance excellence in governance within the Public Service by promoting a professional and ethical environment and adding value to a public administration that is accountable, equitable, efficient, effective, corruption-free, and responsive to the needs of the people of South Africa.

3. MISSION

The Public Service Commission aims to promote the constitutionally enshrined democratic principles and values of the Public Service by investigating, monitoring, evaluating, communicating and reporting on public administration. Through research processes, it will ensure the promotion of excellence in governance and the delivery of affordable and sustainable quality services.

4. LEGISLATIVE MANDATE

The PSC derives its mandate from section 195 and 196 of the Constitution, 1996. Section 195 sets out the values and principles governing public administration, which will be promoted by the PSC. These values and principles are:

- A high standard of professional ethics;
- Efficient, economic and effective use of resources;
- A development-orientated public administration;
- Provision of services in an impartial, fair and equitable way, without bias;
- Responding to people's needs and encouraging the public to participate in policy-making;
- Accountable public administration;
- Fostering transparency;
- The cultivation of good human resource management and career-development practices; and
- A representative public administration with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past.

5. GENERIC OFFICE STANDARDS

CURRENT STANDARD		DESIRED STANDARD	
Access	- The PSC may undertake evaluations/research on departments or delivery programmes on request. Such requests may be addressed to the Director-General (DG) or the Chairperson: PSC - Complaints are lodged via the National Anti-Corruption Hotline (NACH) or by completing the complaints forms in terms of the Complaints Rules - Clients are given access to information, PSC reports and advice through e-mail, internet, website and telephone Corporate Services: - Recruitment is centrally managed. Advertisements are placed in the Public Service Vacancy circular, in local as well as national media - Officials can access Information Technology assistance by sending an e-mail to a centralised fault tracking system which automatically assigns a fault to the relevant technical support official - Payments of service providers and compensation of employees are centrally managed - Bids are advertised in the Government Tender Bulletin and Newspapers for a minimum period of 21 days before closure - PSC reports are tabled in Parliament and distributed to stakeholders - PSC reports are posted on the PSC website for easy access immediately after being tabled in Parliament - PSC media releases are posted on the website for easy access - An internal newsletter is posted on the intranet	Access	- Complainants should be assisted by a complaints officer to clearly complete the forms - Introduce user friendly signage - Physical access will be improved (to assist people with disabilities e.g. ramps for people who are wheelchair bound) Corporate Services: - Advertisements are placed in the Public Service Vacancy circular, in local as well as national media within two weeks from the time the post becomes vacant - Officials can access Information Technology assistance through single point of contact - Payments of service providers are processed within 30 working days - Salaries are processed on the 15th and the last working day of the month - Bids are advertised in the Government Tender Bulletin and Newspapers for a minimum period of 21 days before closure - PSC reports are tabled in Parliament and distributed to stakeholders - PSC reports are posted on the PSC website for easy access immediately after being tabled in Parliament - PSC media releases are posted on the website for easy access - An internal newsletter is posted on the intranet - Adherence of OPSC officers to the Code of Conduct
Courtesy	The conduct of officers of the Office of the Public Service Commission (OPSC) will be governed by the Code of Conduct attached as Annexure B		

	- Request for any PSC service will be acknowledged within 72 hours - NACH cases are referred to the relevant authority within 5 working days - Respond to written requests professionally within 20 working days - Clients are treated in the same manner and services are made equally available to them - Return calls the same day or as soon as possible. Self identification during the interview/meetings. Introductions/wearing name tags at all times - Acknowledgement of receipt to short listed candidates within 3 months - Acknowledgement of receipts for Information Technology faults or service requests that are logged and system automatically generates reference number - Once a fault is resolved, users are automatically notified of the resolution status - Proof of payment provided within 2 days - PERSAL pay slips distributed to all officials in the OPSC - Bids are advertised in the Government Tender Bulletin. Late bids are returned to the relevant bidders. Information sessions held and site inspections are conducted. Bidders are informed of the outcome of their bid - Staff informed about new placement on the websites (intranet and internet) via e-mail within 24 hours of the new information being placed - Adequate notification is provided to staff to tune in as and when Commissioners and senior managers talk about the work of the PSC on TV or Radio, staff is informed about such developments so that they can tune in - The OPSC participates in radio and television talk shows to provide information to its clients	Courtesy	- Request for any PSC service will be acknowledged within 48 hours - Internal submission of NACH cases within 3 working days to the PSC - Respond to written requests within 15 working days - Answer the telephone within 8 rings. Self identification during interviews/ meetings. Introductions/ wearing name tags at all times - Acknowledgement of receipt to short listed candidates within 2 months - Acknowledgement of receipts for Information Technology logged faults is generated automatically within 10 minutes - Once a fault is resolved, users are automatically notified of the resolution status within 10 minutes - Proof of payment forwarded to suppliers within 2 days of payment - PERSAL pay slips distributed to all officials in the OPSC - Bids are advertised in the Government Tender Bulletin. Late bids are returned to the relevant bidders. Information sessions are held and site inspections are conducted. Bidders are informed of the outcome of their bid - Staff is informed about new placement on the websites (intranet and internet) via e-mail within 24 hours of the new information being placed - Adequate notification is provided to staff to tune in as and when Commissioners and senior managers talk about the work of the PSC on TV or Radio, staff is informed about such developments so that they can tune in - Improved participation in radio and television talk shows. Staff notified of Commissioners and senior manager/s radio and television interviews
Openness & Transparency		Openness & Transparency	

Information & Advocacy	- Regular follow ups on all cases received through the NACH that have been referred to a competent authority to ensure feedback is received and complainants are informed about the outcome of their complaint - Clients are informed about the aim of investigations or evaluations, the scope of the project, and the methodology that will be applied Corporate Services: - An internal IT user forum is used as a platform for OPSC officials to openly converse over IT related issues in accordance with IT Policies - The handling of the payment of service providers is done in accordance with the PFMA/ PPPFA (for goods and services)/ SCM Framework OPSC and Procurement Policy - Payment to the service providers is made within 30 days of the invoice date <u>Budget Committee meetings are held on a monthly basis</u> - The internal newsletter provides internal stakeholders with a platform through which they can give comments/feedback about the content of the articles that appears on the newsletter		- Within 24 hours of the new information becoming available, the service provider is requested by e-mail to update the Case Management System. Updates on the CMS are done within 72 hours of the service provider receiving the information - Database of NACH cases updated within 48 hours of receipt of feedback from departments based on analysis of feedback Corporate Services: - An internal IT user forum is used as a platform for OPSC officials to openly converse over IT related issues in accordance with IT Policies annually - The handling of the payment of service providers is done in accordance with the PFMA/ PPPFA (goods and services)/ SCM Framework and OPSC Procurement Policy - Payment of service providers is made within 30 days of the invoice date <u>Budget Committee meetings are held on a monthly basis</u> <u>Bi-monthly internal news letter, Izwi LaSe OPSC is compiled, published and distributed to distributed to internal stakeholders (staff) on the intranet</u>
Information & Advocacy	- Information on the services of the PSC is available on the website or from members of the PSC at its national and provincial offices <u>Service charter/standards to be displayed at all OPSC Offices</u> <u>List of all services provided by the PSC will be placed on the notice board at all OPSC Offices</u> - The PSC provides information to its clients through workshops and round table discussions and exhibitions - Research reports with recommendations are provided to clients - The PSC provides information in accessible and understandable language in printed and electronic form to its clients	Information & Advocacy	- Information on the services of the PSC is available on the <u>PSC website or from members of the PSC at its national and provincial offices</u> - Service charter/standards to be displayed at all OPSC Offices - List of all services provided by the PSC will be placed on the notice board at all OPSC Offices - The PSC provides information to its clients through workshops, round table discussions and exhibitions - The PSC will provide information to the public by means of flyers available in the foyers and through electronic notice boards in the Head Office and Regional Offices

	The PSC publishes and disseminates relevant information on the intranet and internet		- Number of articles published in reputable publications to be increased - Instant dissemination of critical information to staff, and to SA citizens when applying for positions at OPSC
Redress	- Any complaint about the conduct of an officer of the OPSC or about the objectives, scope, methodology, findings or recommendations in draft reports can be addressed to the DG: OPSC. Such complaints will be considered taking the viewpoints of all concerned into account, whereafter the complainant will be informed of the outcome within 20 working days - Complaints lodged with PSC regarding undue delays of investigations will be addressed within five working days - The complaints of the clients will be responded to within 24 hours - The complaint from the client will be resolved within <u>20</u> working days provided that all information is submitted - Respond to queries and questions within <u>three</u> working days - Complaints relating to payment of suppliers will be addressed within <u>24</u> hours	Redress	- Complaints lodged with the PSC are acknowledged within 48 hours. Feedback on progress is provided in 4 weekly intervals - Respond to questions and queries within 48 hours - The complaint from the client will be resolved within <u>20</u> working days provided that all information is submitted - Respond to queries and questions within <u>three</u> working days - Complaints relating to payment of suppliers will be addressed within <u>24</u> hours
Value for Money	- The results of projects will meet standards of usefulness, relevance, timeliness and service delivery impact - Recommendations emanating from concluded projects are feasible, implementable, useful and adds value to public administration - Operate within budget - Get maximum media coverage around the work of the PSC	Value for Money	- The results of projects will meet standards of efficiency, effectiveness and economy - Recommendations emanating from concluded projects are feasible, implementable, useful and adds value to public administration - Operate within budget
Consultation*	- Show evidence of creating and implementing mechanisms to facilitate consultation with the stakeholders - Ensure an open minded approach to all consultations	Consultation*	- Show evidence of creating and implementing mechanisms to facilitate consultation with the stakeholders - Ensure an open minded approach to all consultations

* denotes that due to the nature of its work the Chief Directorate: Public Administration Investigations is not obliged to consult with clients when conducting investigations

6. SERVICE STANDARDS FOR THE OFFICE OF THE PUBLIC SERVICE COMMISSION

The following are the service standards for the Office of the Public Service Commission:

6.1 CHIEF DIRECTORATE: LABOUR RELATIONS IMPROVEMENTS

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
Conduct research on labour relations issues and investigate grievances of public servants	National and Provincial Departments	Quantity and time:	80% of all referred grievances finalised within three months from date of receipt of all relevant documents - Acknowledgement of grievances within 48 hours - Responding to legal matters within 24 hours	Quantity and time:	90% of all referred grievances finalised within 30 working days from date of receipt of all relevant documents - Acknowledgement of grievances within 48 hours - Responding to legal matters within 24 hours
		Quality:	The quality of products will be checked against the protocols approved by PSC; Project Management protocols; Accepted research practice; Adherence to applicable labour relations prescripts; and accepted practice for assessing the merits of a grievance	Quality:	- The quality of products will be checked against the PSCs protocols - Continuous striving to higher standards of professionalism and availability
		Consultation	Consultation takes place according to the Grievance Rules	Consultation	Consultation takes place according to the Grievance Rules

6.2 CHIEF DIRECTORATE: LEADERSHIP AND HUMAN RESOURCE REVIEWS

Improving and promoting Public Service Leadership. Monitoring the Heads of Departments' (HoDs) performance management. Conduct research on Senior Management System (SMS) practices and make recommendations to the best practice. Reviewing the implementation of Human Resource through producing or research reports and recommendations	The Presidency Public Service Departments Academia NGOs and General Public Provincial Executive Councils Parliament Provincial Legislatures	Quantity	- All qualifying HoDs are evaluated - The planned number of outputs with regard to Public Service Leadership is published in OPSC's workplan	Quantity	- All qualifying HoDs are evaluated - Implement all projects relating to the monitoring and evaluation of practices impacting on leadership and organisational performance that have been identified for a specific financial period
		Quality	The monitoring of performance agreements and HoD evaluations will be conducted in accordance with Chapter 4 of the SMS Handbook and the Guidelines for the Evaluation of HoDs	Quantity	The monitoring of performance agreements and HoD evaluations will be conducted in accordance with Chapter 4 of the SMS Handbook and the Guidelines for the Evaluation of HoDs

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		- The assessment of the PAs will be done in terms of the checklist approved by the PSC - Projects will be managed according to accepted project management standards. It will further comply with the standards contained in the <i>Project Management Cycle Guideline (including Outline of Headings of the Project Planning Document)</i>, September 2001, approved by the PSC - In its work the PSC will comply with accepted research, monitoring and evaluation practices, methodologies and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost - When recommending solutions to identified problems, the PSC will further apply well-researched public administration and management theory and practice - Reports of the PSC will meet accepted standards for research and/or management consulting reports as well as the standards contained in the <i>Policy on Reporting by the PSC, 2000</i>	- The assessment of the PAs will be done in terms of the checklist approved by the PSC - Continuous improvement in project management standards and reduction of research time - Strive for continuous improvement on methodologies and standards - Keep abreast of public administration practices - Reports of the PSC will meet accepted standard for research
		Consultation - Consultation with all clients to ensure that they understand the Framework for the Evaluation of HoDs - Consultation with all clients to update the guidelines for the evaluation of HoDs annually	Consultation - Consultation with all clients to ensure that they understand the Framework for the Evaluation of HoDs - Timeous and efficient consultation and distribution of the HoDs evaluation Guidelines to all clients

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		• Consultation with all clients to ensure that they are aware of the proposed research projects	• Consultation with all clients to ensure that they are aware of the proposed research projects
		• Consultation with clients in order to obtain quality inputs for research reports	• Consultation with clients in order to obtain quality inputs for research reports
		Time	Time
		• Projects will be completed by the target dates published in the OPSC's workplan or target dates agreed with the client	• Projects will be completed by the target dates published in the OPSC's workplan or target dates agreed with the client
		• Research projects conducted within time frames specified in the OPSC workplan	• Research projects conducted within time frames specified in the OPSC workplan
		• Feedback on PAs submitted for filing is provided within 10 days • Report produced within the time frames as stated in the OPSC 's Workplan	• Feedback on PAs submitted for filing is provided within 8 days • Continuously improve consultation and promote participatory methodologies
6.3 CHIEF DIRECTORATE: GOVERNANCE MONITORING			
Evaluation of departments against the values listed in section 195 of the Constitution. Evaluation of the State of the Public Service. Evaluation of the success of identified government programmes	Government Departments The Executive Parliament Provincial Legislatures The Public Domain (e.g., academia, civic society organisations)	Quantity	The planned number of outputs as published in the OPSC Workplan
		Quality	• Projects will be managed according to accepted project management standards. It will further comply with the standards contained in the <i>Project Management Cycle Guideline (including Outline of Headings of the Project Planning Document)</i>, September 2001, approved by the PSC
		Quantity	The planned number of outputs as published in the OPSC Workplan
		Quality	• Continuous improvement in project management standards and shortening of research time

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		- In its work the PSC will comply with the accepted research, monitoring and evaluation practice methodologist and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost - When recommending solutions to identified problems, the PSC will further apply well-researched public administration and management theory and practice - Reports of the PSC will meet accepted standards for research and/or management consulting reports as well as the standards contained in the <i>Policy on Reporting by the PSC, 2000</i>	- Strive for continuous improvement on methodologies and standards - Keep abreast of Public Administration Practices to improve research and advice - Reports of the PSC will meet accepted standards for research
	Consultation	- At the outset of any evaluation the following will be made clear, and where appropriate, agreed with the client department: - The need for and purpose of the evaluation and the potential usefulness of the evaluation findings for the department - The scope of the project - The values, indicators and standards against which the department or programme will be evaluated - The M&E methodology that will be applied	Consultation - At the outset of any evaluation the following will be made clear, and where appropriate, agreed with the client department: - The need for and purpose of the evaluation and the potential usefulness of the evaluation findings for the department - The scope of the project - The values, indicators and standards against which the department or programme will be evaluated - The M&E methodology that will be applied

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		- What is required from the department in the form of information to be supplied or time demand from managers and other employees of the department - What the timeframes for the project are - The resources allocated to the project - What the project steering and management arrangements will be - How the client department will be consulted on findings and recommendations. Solutions to problems will be developed in collaboration with the department - The publication of evaluation reports - After consultation with the department the above will be formally documented in a Terms of Reference TOR for the project and the TOR will govern the relationship with the department for the duration of the project. In the case of evaluations using the Public Service M&E System, the above is provided to the department by means of an introductory letter, the <i>Assessment Framework</i> and a presentation to the department	- What is required from the department in the form of information to be supplied or time demand from managers and other employees of the department - What the timeframes for the project are - The resources allocated to the project - What the project steering and management arrangements will be - How the client department will be consulted on findings and recommendations. Solutions to problems will be developed in collaboration with the department - The publication of evaluation reports - After consultation with the department the above will be formally documented in a TOR for the project and the TOR will govern the relationship with the department for the duration of the project. In the case of evaluations using the Public Service M&E System, the above is provided to the department by means of an introductory letter, the <i>Assessment Framework</i> and a presentation to the department
	Time	Projects will be completed by the target dates published in the OPSC Workplan or the target dated agreed with the client	Time
			Continuously improve the timelines of the completion of projects

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
6.4 CHIEF DIRECTORATE: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS			
Evaluation of service delivery. Proposing measures to ensure effective and efficient performance within Public Service	Government Departments The Executive Portfolio Committees Provincial Legislature Academia Non-Governmental Organisations (NGOs) Community Based Organisations	Quantity The planned number of output as published in the OPSC's Workplan	Quantity The planned number of output as published in the OPSC's Workplan
		Quality - Projects will be managed according to accepted project management standards. It will further comply with the standards contained in the <i>Project Management Cycle Guideline (including Outline of Headings of the Project Planning Document)</i>, September 2001, approved by the PSC, and with the standards of the <i>OPSC Information and Knowledge Management System</i> - In its work the PSC will comply with the accepted research, monitoring and evaluation practice: methodologist and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost - When recommending solutions to identified problems the PSC will further apply well-researched public administration and management theory and practice - Reports of the PSC will meet accepted standards for research and/or management consulting reports and the standards contained in the <i>Policy on Reporting by the PSC, 2000</i>	Quality - Continuous improvement in project management standards and reduction of research time - Strive for continuous improvement on methodologies and standards - Keep abreast of Public Administration Practice to improve research and advice - Reports of the PSC will meet accepted standard for research
		Consultation At the outset of any research the following will be made clear, and where appropriate, agreed with the client department:	Consultation - Strengthen feedback to clients upon completing research work and after any other form of consultation - Feedback should be given on all projects undertaken

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		○ The need for and purpose of the research and the potential usefulness of the research report for the department ○ The scope of the project ○ The values, indicators and standards against which the department or programme will be evaluated ○ What is required from the department in the form of information to be supplied or time demand from managers and other employees of the department ○ What the timeframes for the project are ○ The resources to be allocated to the research project ○ What the project steering and management arrangements will be ○ How the client department will be consulted on findings and recommendations. Solutions to problems will be developed in collaboration with the department ○ The publication of research reports • After consultation with the department the above will be formally documented in the TOR for the project and the TOR will govern the relationship with department for the duration of the project	

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
			Reports of the PSC will meet accepted standards for research and management consulting reports and standards contained in the Policy on Reporting by the PSC 2000		
		Time	Projects will be completed by the target dates published in the OPSC's Workplan or target dates agreed with the client	Time	Continuously improve the timeliness of completion
6.5 CHIEF DIRECTORATE: PUBLIC ADMINISTRATION INVESTIGATIONS					
Investigation of irregular or inefficient Public Administration Practices	Government Departments The Executives Portfolio Committees Provincial Legislatures Academia Non-Governmental Organisations (NGOs) Community Based Organisations (CBOs) General Communities	Quantity and time	80% of investigations finalised within 3 months from the date of receipt of all documents - Project will be completed by the target date published in the OPSC's Workplan or target date agreed with the client	Quantity and time	80% of investigations finalised within 3 months from the date of receipt of all relevant documents - Continuously improve the rate of completion
		Quality	- Investigations will be conducted according to the Protocol for Public Administration Investigations - Findings will be made following proper analysis of all the facts and after consulting with the department concerned - Advice on good practice will be given after proper research has been conducted	Quality	- Investigations will be conducted according to the Protocol for Public Administration Investigations - Findings will be made following proper analysis of all the facts and after consulting with the department concerned - Advice on good practice will be given after proper research has been conducted
6.6 CHIEF DIRECTORATE: PROFESSIONAL ETHICS					
Establishing a culture of professional behaviour in the Public Service	Executives Departments Legislatures Complainants	Quality	Projects will be managed according to accepted project management standards. It will further comply with the standards contained in the Project Management Cycle Guideline (including Outline of Headings of the Project Planning Document), September 2001, approved by the PSC	Quality	Continuous improvement in project management standards and <u>reduction</u> of research time

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
			In its work, the PSC will comply with accepted research, monitoring and evaluation practice, methodologies and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost		Strive for continuous improvement on methodologies and standards
			When recommending solutions to identified problems the PSC will further apply well-researched public administration and management theory and practice		Continuously keeping abreast of public administration practices
			Reports of the PSC will meet accepted standards for research and/or management consulting reports as well as the standards contained in the <i>Policy on Reporting by the PSC, 2000</i>		Reports of the PSC will meet accepted standard for research
		Consultation Time	Consultation with clients in order to obtain quality inputs for research reports - Projects will be completed by the target dates published in the OPSC's Workplan or target dates agreed with the client - Research project conducted and report produced as stated in the Office's Work Plan - Financial Disclosure forms scrutinised within timeframe as stated in the OPSC's workplan - NACH cases processed and referred to the department by the date published in the OPSC's workplan or as per target date as agreed with the client	Consultation Time	Continuously improved consultation and promote participatory methodologies - Projects will be completed by the target dates published in the OPSC's Workplan or target dates agreed with the client - Research project conducted and report produced as stated in the Office's Work Plan - Scrutiny of Disclosure forms will be complete by target dates published in the OPSC's workplan or as per target dates agreed with the client - NACH cases processed by the target date published in OPSC's workplan as per target date as agreed with the client

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD
6.7 BRANCH: CORPORATE SERVICES				
6.7.1 DIRECTORATE: FINANCE, SUPPLY CHAIN MANAGEMENT AND SECURITY SERVICES				
Sound financial management: Expenditure, income and budgetary control.	Commissioners OPSC Staff Service Providers Auditor- General National Treasury Government Department	Time	85% of payments for goods and services will be processed and paid within 30 days - Subsistence and Travel claims will be processed within 7 days	100% of payments for goods and services will be processed and paid within 30 days - Subsistence and Travel claims will be processed within 7 days
		Quantity	85% of payment of goods and services, compensation of employees and revenue will be processed accurately	100% of payment of goods and services, compensation of employees and revenue will be processed accurately
		Consultation	Consultation with relevant stakeholders on budget issues	Consultation with relevant stakeholders on budget issues
		Value for money	Monitoring of expenditure and utilisation of budget within the budget allocation	Monitoring of expenditure and utilisation of budget within the budget allocation
		Time	85% of all requisitions will be finalised within four working days from date of approval by Departmental Control Committee/Information Technology Committee/Departmental Standing Bid Committee - Turnaround time for 85% of competitive bidding is at three months	95% of all requisitions will be finalised within four working days from date of approval by Departmental Control Committee/Information Technology Committee/Departmental Standing Bid Committee - Turnaround time for 95% of competitive bidding is at three months
		Quality	Goods and services acquired at the right time, from the right source, at the right quantity and price and delivered at the right quantity and place	Goods and services acquired at the right time, from the right source, at the right quantity and price and delivered at the right quantity and place
		Consultation	Consultation with all relevant stakeholders before and after finalising orders and payments	Consultation all relevant stakeholders before and after finalising orders and payments
6.7.2 DIRECTORATE: COMMUNICATION AND INFORMATION SERVICES				
Provide communication and information support by providing the following services: Promotional material to market the work of the PSC produced.	Commissioners OPSC staff	Time	Reports will be printed within one month upon submission of content to the service provider	Reports will be printed within one month upon submission of content to the service provider

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
- PSC work marketed through media campaign and exhibitions. - Organising media liaison activities. - Tabling and distribution of media release on PSC published reports - Media monitoring		- Internal newsletter will be produced bi-monthly - All PSC published reports will be printed in line with the standardised look - Professionally designed Annual Report will be produced timeously	- Internal newsletter will be produced bi-monthly - All PSC published reports will be printed in line with the standardised look - Quality Annual Report will be printed before 31 August and submitted to the Auditor General and the Executive Authority
		- Media activities on selected PSC published reports will be issued. Media activities include the following: - Media briefings will be held and statements issued immediately after the media event - Media alert will be issued two days before the media briefing - Media inquiry will be responded to within 24 hours on receipt of an inquiry - Media monitoring will be done daily. This includes compilation and e-mailing of newspaper clippings to Management and Commissioners every weekday before 09:00 (except during holidays) - Tabling and timely distribution of PSC published Reports to stakeholders. This is done as follows:	- Media activities on selected PSC published reports will be issued. Media activities include the following: - Media briefings will be held and statements issued immediately after the media event - Media alert will be issued two days before the media briefing - Media inquiry will be responded to within 24 hours on receipt of an inquiry - Media monitoring will be done daily. This includes compilation and e-mailing of newspaper clippings to Management and Commissioners every weekday before 09:00 (except during holidays) - Tabling and timely distribution of PSC published Reports to stakeholders. This is done as follows:

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
6.7.3 DIRECTORATE: INFORMATION TECHNOLOGY Manage, maintain and ensure efficient use of the overall IT infrastructure, systems and services	Commissioners OPSC Staff	- Reports will be tabled in Parliament within two weeks after printed reports have been received - Reports will be sent to Regional Offices for distribution within 48 hours after the Chairperson has signed all letters accompanying published reports	- Reports will be tabled in Parliament within two weeks after printed reports have been received - Reports will be sent to Regional Offices for distribution within 48 hours after the Chairperson has signed all letters accompanying published reports
		Consultation	Consultation
		Before reports are printed, relevant line function managers will be involved during the design process and sign-off	Before reports are printed, relevant line function managers will be involved during the design process and sign-off
		Quantity and time	Quantity and time
		- Quantity of faults logged can be classified as follows: 70% network related 20% on end-user computing 10% Information Systems related - On average 4 hours will be taken to resolve a logged fault	- Quantity of faults logged can be classified as follows: 70% network related 20% on end-user computing 10% Information Systems related - On average 2 hours will be taken to resolve a logged fault
		Quality	Quality
		- IT operations will be conducted in accordance with IT policies and best practices - Ensure uptime of network connectivity for services and systems at 90% uptime - Ensure 90% availability of e-mail and Internet facilities	- IT operations will be conducted in accordance with IT policies and best practices - Ensure uptime of network connectivity for services and systems at 100% uptime - Ensure 99% availability of e-mail and Internet facilities

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
6.7.4 DIRECTORATE: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT Recruitment and retain competent staff to ensure service delivery in the Office.	Appointment Beneficiaries/Appointees/ Programme Managers		- Monitoring of network services and verification of connectivity status to all regions will be conducted every 4 hours and continuous feedback will be provided to users in case of network instability - Annual visits to Regional offices for proactive IT infrastructure maintenance
		Information - In cases of network instability and interruption, users will be continuously informed of status of events and implications thereof - Users will be notified in time whenever network instability is due to internal maintenance	- Monitoring of network services and verification of connectivity status to all regions will be conducted every 4 hours and continuous feedback will be provided to users in case of network instability - Annual visits to Regional offices for proactive IT infrastructure maintenance
		Information - In cases of network instability and interruption, improved means of communicating the network status will be done through the use of sms technology - Users will be notified in time through sms messages	- In cases of network instability and interruption, improved means of communicating the network status will be done through the use of sms technology - Users will be notified in time through sms messages
		Quality - Recruitment & Selection will be done in accordance with the Recruitment & Selection Policy, Toolkit on Recruitment and Selection and Public Service Regulations - Job Evaluation will be conducted in terms of the Job Evaluation Policy and Public Service Regulations	- Recruitment & Selection will be done in accordance with the Recruitment & Selection Policy, Toolkit on Recruitment and Selection and Public Service Regulations - Job Evaluation will be conducted in terms of the Job Evaluation Policy and Public Service Regulations
		Consultation Consultation with all relevant stakeholders before and after finalising an appointment	Consultation Consultation with all relevant stakeholders before and after finalising an appointment
		Time - A vacant post will be advertised within 4 weeks from the time it becomes vacant - Appointments will be finalised within 3 months - Job Evaluation process will be finalised within five weeks	Time - A vacant post will be advertised within 2 weeks from the time it becomes vacant. - Appointments will be finalised within 3 months - Job Evaluation process will be finalised within four weeks

7 CONCLUSION

The Office of the Public Service Commission's Service Delivery Improvement Plan (SDIP) was prepared in line with the (*Batho Pele*) Handbook, the Service Delivery Improvement Guide and Directives issued by the Department of Public Service and Administration and the OPSC's Workplan. It is hoped that the SDIP will assist in guiding the work of the PSC. It will also serve as a framework that will inform stakeholders regarding the OPSC's service delivery standards.



MR MJ DIPHOZA

DIRECTOR-GENERAL

DATE: 25/01/2011



DR RR MGIJIMA

CHAIRPERSON

DATE: 25/01/2011

ANNEXURE A

PLEDGE

As the Office of the Public Service Commission we commit ourselves to uphold the service standards as contained herein. We pledge to adhere to the code of conduct (see Annexure B) of the Office of the Public Service Commission.

CODE OF CONDUCT FOR THE OFFICE OF THE PUBLIC SERVICE COMMISSION

GENERIC STANDARDS

As a staff member of the Office of the Public Service Commission, I commit myself to the following:

In my personal conduct and in my interpersonal relations I shall:

- respect the human dignity of all individuals.
- treat all customers and stakeholders politely, courteously and with respect.
- value diversity and not discriminate against any person on what ever grounds, nor affront any person's values, beliefs and convictions.
- communicate with honesty and with integrity.

In executing my official duties I shall:

- be committed to service excellence.
- do my utmost to adhere to the PSC's customer service standards.
- act within the confines of the PSC's statutory powers and functions as duly delegated or otherwise instructed by the PSC.
- be impartial and unbiased in my observations, analyse, evaluations, reporting and advice.
- only advise on those matters which I am conversant with.
- act exclusively in the interest of the PSC and the Public Service at large, and shall not abuse my position for personal gain.
- recuse myself from any project, procedure or matter where there is a possible conflict of interest.

In dealing with official information I shall:

- not publicly divulge any confidential information, personal or otherwise, unless duly authorised by the Commission.
- not use any non-public official information for my own gain.

When dealing with client departments and other stakeholders I shall in addition to the above:

- abide by their internal policies and practices.
- respect their managerial and supervisory structures.
- follow the appropriate channels of communication.
- dress appropriately.

In respect of business courtesies I shall:

- treat all invitations to social and/or entertainment events with circumspection so as not compromise myself in the performance of my official duties.
- decline any private gifts, benefits and/or favours offered to me in the course of performing my official duties.
- declare to my supervisors any private gifts delivered to me without my prior knowledge, which gifts will then be dealt with according to official OPSC's policy.

COURTESY STANDARDS FOR ANSWERING TELEPHONES AND RECEIVING VISITORS

GENERIC STANDARDS

Event/ Activity	Minimum standard/ standard procedure
Answering telephones	A telephone must not ring more than 8 times before it is answered. If the telephone is not linked to the secretary's phone and nobody responds to the call, the secretary must intercept the call and render service to the caller as further described.
Telephone manners	▪ Greeting: "Good morning/afternoon, how can we help you?" ▪ Good bye: "Thank you for calling. Enjoy your day." ▪ If a call is put through to someone: "Please hold the line, I am putting you through."
Determine reason for the call and direct the call to a person that can try to assist the caller	The secretary, in a friendly way, must ask who is calling and what the purpose of the call is. If the person called is not available, the secretary must locate another person who would be in the best position to assist the caller. The person's name and extension must be given to the caller in case the call is cut off. In case there is nobody that could be of assistance at that moment all particulars of the caller must be written down and the note must be given to an employee that could respond to the call.
Parking arrangements	The secretary must offer to arrange parking for the caller. The secretary must then arrange with Security for parking and call back the caller within ½ an hour after the caller hanged up.
Receiving visitors	If a visitor arrives by car and parking was arranged, the security officer must point out to the visitor where he/she may park. The security officer must then escort the visitor to reception. If a visitor reports at reception, the security officer on service must establish what the reason for the visit is and must find an official that could assist the visitor. Such employee must go to security personally to escort the visitor, or must send a colleague to escort the visitor. While the visitor is waiting to be escorted, the security must offer the visitor a chair. In case the visitor has to wait as a result of the person he/she has to see not being available at that moment, the secretary must offer an excuse and offer a chair. The secretary must see to it that reading material is available for the visitor. If the person the visitor is to see is available, the secretary must ask whether the visitor knows the person he/she is to see. If the visitor does not know the person he/she is to see, the secretary must introduce them to each other. The visitor must be offered something to drink within 5 minutes of arrival. Tea or coffee must then be served. The secretary and personnel escorting the visitor must be friendly and helpful. The secretary must preferably engage in a friendly, informal conversation with the visitor.
Escorting the visitor out of the building	Once a visitor leaves the building the secretary or colleagues must escort the visitor to the exit of the building or to the reception area in the care of the security personnel.