



Custodian of Good Governance

SERVICE DELIVERY IMPROVEMENT PLAN

FOR THE

OFFICE OF THE PUBLIC SERVICE COMMISSION

FOR THE

**2009/2010
FINANCIAL YEAR**

TABLE OF CONTENT

SUBJECT	PAGE NO.
1. WHERE CAN WE BE FOUND?	3
2. VISION	4
3. MISSION	4
4. LEGISLATIVE MANDATE	4
5. GENERIC OFFICE STANDARDS	5
6. SERVICE STANDARDS FOR THE OFFICE OF THE PUBLIC SERVICE COMMISSION	8
6.1 CHIEF DIRECTORATE: LEADERSHIP AND HUMAN RESOURCE REVIEWS	8
6.2 CHIEF DIRECTORATE: LABOUR RELATIONS IMPROVEMENT	9
6.3 CHIEF DIRECTORATE: GOVERNANCE MONITORING	10
6.4 CHIEF DIRECTORATE: SERVICE DELIVERY AND COMPLIANCE EVALUATIONS	12
6.5 CHIEF DIRECTORATE: PUBLIC ADMINISTRATION INVESTIGATIONS	13
6.6 CHIEF DIRECTORATE: PROFESSIONAL ETHICS	14
6.7 BRANCH: CORPORATE SERVICES	15
7. CONCLUSION	18
ANNEXURE A: PLEDGE	19
ANNEXURE B: CODE OF CONDUCT FOR THE OFFICE OF THE PUBLIC SERVICE COMMISSION	20
ANNEXURE C: COURTESY STANDARDS FOR ANSWERING TELEPHONE AND RECEIVING VISITORS	22

1. WHERE CAN WE BE FOUND?

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KWAZULU-NATAL PROVINCE

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NORTHERN CAPE PROVINCE

Commissioner: Mr KL Mathews
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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 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 sections 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 of departments or delivery programmes on request. Such requests may be addressed to the Director-General (DG) or Chairperson: PSC. - Our evaluation reports are published both in hard copy and on the PSC website. Printed copies of our reports are distributed widely. Additional copies are available on request. - Complaints are lodged via the National Anti-corruption Hotline or by completing 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 centralized 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. - Competitive bidding. Bids are advertised in the Government Tender Bulletin and Newspapers for a minimum period of 21 days before closure. - PSC published reports are tabled in Parliament and distributed to stakeholders. - PSC published 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). - The Office will ensure that once a report has been tabled it is made available immediately on the PSC website. 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 and compensation of employees are done within five working days and monthly respectively and are centrally managed. - Bids are advertised in the Government Tender Bulletin and Newspapers for a minimum period of 21 days before closure. - PSC published reports are tabled in Parliament and distributed to stakeholders. - PSC published 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 to the Code of Conduct - 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 requests professionally within 15 working days if in writing. - Answer the telephone within 8 rings. Self identification during interviews/ meetings. Introductions/ wearing name
Courtesy	- The conduct of officers of the OPSC will be governed by the Code of Conduct at 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 requests professionally within 20 working days if in writing. - 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	Courtesy	

CURRENT STANDARD		DESIRED STANDARD	
	- name tags at all times. - Acknowledgement of receipt to short listed candidates within 3 months. - Acknowledgement of receipts for Information Technology logged faults is generated automatically. - Once a fault is resolved, users are automatically notified of the resolution status. - Proof of payment provided to all creditors as per financial system rules- BAS payment stubs. - PERSAL pay slips distributed to all officials in the Office. - Bids are advertised in the Government Tender Bulletin. Late bids are returned to the relevant bidders. Information sessions and site inspections held and conducted. Bidders will be informed of the outcome of their bid.		- 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. - Staff informed about new placement on the websites (intranet and internet) via email within 24 hours when new information is 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.
Openness & Transparency	- The Office participates in Radio and Television talk shows to provide information to its clients. - All cases received through the NACH that have been referred to a competent authority to deal with are regularly followed up to make sure 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. - The internal newsletter provides internal stakeholders a platform through which they can give comments/feedback about the content of articles that appears on the newsletter in the form of a letter to the editor.	Openness & Transparency	- Improved participation in Radio and Television talk shows. - Website of NACF updated regularly within 24 hours of new information becoming available, the service provider is requested by e-mail to update the website. The maximum time give for this to happen is 72 hours. - Data-base of NACH 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 within 30 days of the invoice date. - Every second month internal news letter, <i>Izw/ LaSe OPSC</i>, compiled, published and distributed to internal stakeholders (staff).
Information & Advocacy	- Information on the services of the PSC is available on our website or from members of the PSC in its national and provincial offices. - The document and knowledge management for projects will comply with the OPSC Policy document in this regard and the OPSC Information and Knowledge Management System. - The PSC provides information to its clients through workshops and round table discussions. - Research reports with recommendations are provided to clients.	Information & Advocacy	- Service charter/standards to be displayed at all our 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 and round table discussions. - The PSC will provide information to the public by means of flyers available in the foyers and through electronic notice

CURRENT STANDARD		DESIRED STANDARD	
	- The PSC provides information in accessible and understandable language in printed and electronic form to its clients. - The PSC publishes and disseminates relevant information on the intranet and internet.		- boards in the Head Office and Regional Offices. - 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 days. - The complaints of the clients will be responded to within 24 hours. - The complaint from the client will be resolved within 20 working days provided that all information is submitted. - Respond to queries and questions within three days. - Complaints relating to payment of suppliers will be addressed within 24 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.
Value for Money	- The results of projects will meet standards of usefulness, relevance, timeliness and service delivery impact. - The foregoing benefit will be weighted against the cost of an investigation or evaluation project. - Recommendations emanating from concluded projects are feasible, implementable, useful and adds value to public administration. - Operate within budget. - Reduction in cost per appointment on the establishment of the PSC. - 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. - Reduction in cost per appointment on the establishment of the PSC.
Consultation*	- Show evidence of creating and implementing mechanisms to facilitate consultation with our stakeholders. - Ensure an open minded approach to all consultations.	Consultation*	- Show evidence of creating and implementing mechanisms to facilitate consultation with our 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:

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
6.1. CHIEF DIRECTORATE: LEADERSHIP AND HUMAN RESOURCE REVIEWS			
Improving and promoting Public Service Leadership. Monitoring the Heads of Department's (HoDs) performance management. Conduct research on SMS practices and make recommendations to promote best practice. Reviewing the implementation of human resource practices through producing of research reports and recommendations.	The Presidency Public Service Departments Academia and general public Provincial Councils Provincial 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 (100%) projects relating to the monitoring and evaluation of practices impacting on leadership and organizational 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. - 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, and with the standards of the OPSC <i>Information and Knowledge Management System</i>. - In its work the PSC will comply with accepted research and, monitoring and evaluation practice, methodologies and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost. Note: A Conceptual Framework on meta-evaluation provides details regarding these standards.	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. - The assessment of the PAs will be done in terms of the checklist approved by the PSC. - Continuous improvement in project management standards and shortening of research time. - Strive for continuous improvement on methodologies and standards.
		When recommending solutions to identified	Keep abreast with Public Administration

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		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>.	Practice to improve research and advice. • 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. • Timeous and efficient consultation and distribution of the HoDs evaluation Guidelines to all clients. • 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 • 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. • 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.
		Time • Projects will be completed by target dates published in the OPSC's workplan or as per target dates agreed with the client. • Research project conducted within time frames specified in the OPSC's workplan. • Feedback on PAs submitted for filing is provided within 5 days. • Reports produced within the time frames as stated in the Office's Workplan.	Time • Projects will be completed by target dates published in the OPSC's workplan or as per target dates agreed with the client. • Research project conducted within time frames specified in the OPSC's workplan. • Feedback on PAs submitted for filing is provided within 3 days. • Continuously improve consultation and promote participatory methodologies.
		6.2 CHIEF DIRECTORATE: LABOUR RELATIONS IMPROVEMENT	
	National and Provincial Departments Conduct research on labour relations issues and investigate grievances of public servants.	Quantity and time • 80% of all referred grievances finalized within three months from date of receipt of all relevant documents. • Acknowledgement of grievances within 48 hours. • Responding to legal matters within 24	Quantity • 90% of all referred grievances finalized 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.

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		Quality	Quantity	Quality	Quantity
		hours. The quality of products will be checked against the protocols approved by PSC, Project Management protocols, accepted research practice, applicable labour relations prescripts, accepted practice for assessing the merits of a grievance. Consultation takes place according to the Grievance Rules.		- The quality of products will be checked against the PSC's protocols. - Continuous striving to higher standards of professionalism and availability. Consultation takes place according to the Grievance Rules.	
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 organizations)	Quantity	The planned number of outputs as published in the OPSC Workplan.	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, and with the standards of the OPSC <i>Information and Knowledge Management System</i>. - In its work the PSC will comply with the accepted research and monitoring and evaluation practice: methodologies and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost. <u>Note:</u> A Conceptual Framework on meta-evaluation provides details regarding these standards.	Quality	- Continuous improvement in project management standards and shortening of research time. - 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. - 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>.		- Keep abreast with Public Administration Practice to improve research and advice. - Reports of the PSC will meet accepted standards for research.
		Consultation	At the outset of any evaluation the	Consultation	At the outset of any evaluation the following

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		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. ➤ 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 the 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.	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. ➤ 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 the 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	Time	Time
	Projects will be completed by the target dates published in the OPSC Workplan or target dates agreed with the client.		Continuously improve the rate of completion.

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 Organizations (NGOs) Community Based Organizations	Quantity	The planned number of output as published in the OPSC's workplan.		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 OPSC <i>Information and Knowledge Management System</i> - In its work the PSC will comply with the accepted research and monitoring and evaluation practice: methodologies and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost. Note: A Conceptual Framework on meta-evaluation provides details regarding these standards. - 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>.		- Continuous improvement project management standards and shortening of research time. - Strive for continuous improvement on methodologies and standards. - Keep abreast with Public Administration Practice to improve research and advice. - Reports of the PSC will meet accepted standards for research.
		Consultation	- At the outset of any research the following will be made clear, and where appropriate, agreed with the client department: ➢ 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	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	
		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. • 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.		
		<table><tr><td>Time</td><td>Projects will be completed by the target dates published in the OPSC's workplan or target dates agreed with the client.</td><td>Time</td><td>Continuously improve the rate of completion.</td></tr></table>		Time
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 rate 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 Organizations (NGOs) Community Based Organizations (CBOs)	Quantity and time	Quantity and time	
		• 80% of investigations finalized 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.	• 80% of investigations finalized within 3 months from the date of receipt of all relevant documents. • Continuously improve the rate of completion.	
		Quality	Quality	
		• Investigations will be conducted according to the Protocol for Public Administration Investigations.	• Investigations will be conducted according to the Protocol for Public Administration Investigations.	

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
	General communities		- 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.		- 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 <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 OPSC <i>Information and Knowledge Management System</i>. - In its work the PSC will comply with accepted research and, monitoring and evaluation practice, methodologies and standards. These include standards of validity, utility, conduct of evaluators, credibility and cost. Note: A Conceptual Framework on meta-evaluation provides details regarding these standards. - 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>.	Quality	- Continuous improvement in project management standards and shortening of research time. - Strive for continuous improvement on methodologies and standards. - Keep abreast with Public Administration Practice to improve research and advice. - Reports of the PSC will meet accepted standard for research.
		Consultation	Consultation with clients in order to obtain quality inputs for research reports.	Consultation	Consultation with clients in order to obtain quality inputs for research reports.
		Time	Projects will be completed by target dates published in the OPSC's workplan or as per target dates agreed with the client.	Time	Projects will be completed by target dates published in the OPSC's workplan or as per target dates agreed with the client.

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
		Research project conducted within time frames specified in the OPSC's workplan.	Research project conducted within time frames specified in the OPSC's workplan.
		Report produced within the time frames as stated in the Office's Work Plan.	Continuously improved consultation and promote participatory methodologies.
		Financial Disclosure forms scrutinized within timeframe as stated in the OPSC's workplan.	Scrutinization of Disclosure forms will be completed by target dates published in the OPSC's workplan or as per target dates agreed with the client.
		NACH cases processed and referred to the departments by the date published in the OPSC's workplan or as per target dates agreed with the client.	NACH cases processed by the target dates published in OPSC's workplan or as per target dates agreed with the client.
6.7. BRANCH: CORPORATE SERVICES			
6.7.1 D: FINANCIAL AND PROCUREMENT MANAGEMENT			
Sound financial management: Expenditure, income and budgetary control.	Commissioners OPSC staff Service providers Auditor- General National Treasury Government Departments	Time	Time
		85% of payments for goods and services are processed and paid within 30 days. - S&T claims processed within 7 days.	100% of payments for goods and services are processed and paid within 30 days. - S&T claims processed within 7 days.
		Quality	Quality
		85% of payment of goods and services, compensation of employees and revenue done accurately.	100% of payment of goods and services, compensation of employees and revenue and accurate.
		Consultation	Consultation
Acquisition of goods and services.	Programme and Responsibility Managers Suppliers and Service Providers	Value for Money	Value for Money
		Time	Time
		85% of all requisitions finalised within four working days from date of approval by DCC/ITC/DSBC. - Turnaround time for 85% of competitive bidding is at three months.	95% of all requisitions finalised within four working days from date of approval by DCC/ITC/DSBC. - Turnaround time for 95% of competitive bidding is at two and half months.
		Quality	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	Consult all relevant stakeholders before and after finalising orders and payments.
6.7.2 D: COMMUNICATION AND INFORMATION SERVICES			
Provide communication and information support	Commissioners OPSC staff	Time	Time
		Reports printed within one month upon submission of content to the service	Reports printed within one month upon submission of content to the service

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
by providing the following services: • Promotional material to market the work of the PSC produced. • PSC work marketed through media and campaign exhibitions. • Organising media liaison activities. • Tabling and distribution of media release on PSC published reports issued • Media monitoring.		provider. • Internal newsletter produced bi-monthly. • All PSC published reports printed within a month in line with the standardised look. • Professionally designed Annual Report produced timeously. • Media activities on selected PSC published reports issued. Media activities include the following: ➢ Media briefings held and statements issued immediately after the media event. ➢ Media alert issued two days before the media briefing. ➢ Media inquiry responded to within 24 hours on receipt of an inquiry. • Media monitoring 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: ➢ Reports tabled in Parliament within two weeks after printed reports have been received. ➢ Reports sent to Regional Offices for distribution within 48 hours after the Chairperson has signed all letters accompanying published reports.	provider. • Internal newsletter produced bi-monthly. • All PSC published reports printed within a month in line with the standardised look. • Quality Annual Report printed before 31 August and submitted to the Auditor-General and the Executing Authority. • Media activities on selected PSC published reports issued. Media activities include the following: ➢ Media briefings held and statements issued immediately after the media event. ➢ Media alert issued two days before the media briefing. ➢ Media inquiry responded to within 24 hours on receipt of an inquiry. • Media monitoring 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: ➢ Reports tabled in Parliament within two weeks after printed reports have been received. ➢ Reports 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 are involved during the design process and sign-off.	Before reports are printed, relevant line function managers are involved during the design process and sign-off.
6.7.3 D: INFORMATION TECHNOLOGY			
Manage, maintain and ensure efficient use of the overall IT	Commissioners OPSC Staff	Quantity and Time	Quantity
		• Quantity of faults logged can be classified as follows:	• Quantity of faults logged can be classified as follows:

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD	DESIRED STANDARD
Infrastructure, systems and services		➤ 70% network related ➤ 20% on end-user computing ➤ 10% Information Systems related.	➤ 70% network related ➤ 20% on end-user computing ➤ 10% Information Systems related.
		• On average 4 hours taken to resolve a logged fault.	• On average 2 hours taken to resolve a logged fault.
		Quality • IT operations 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. • Monitoring of network services and verification of connectivity status to all regions is conducted every 4 hours and providing continuous feedback to users in case of network instability. • Annual visit to Regional offices for proactive IT infrastructure maintenance.	Quality • IT operations conducted in accordance with IT policies and best practices. • 100% network uptime. • 99% e-mail and internet services availability. • Monitoring of network services and verification of connectivity status to all regions is conducted every 4 hours and providing continuous feedback to users in case of network instability. • Annual visit to Regional offices for proactive IT infrastructure maintenance.
		Information • In cases of network instability and interruption, users are continuously informed of status of events and implications thereof. • Users are notified in time whenever network instability is due to internal 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 are notified in time through sms messages.
6.7.4 D: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT			
Recruitment and retain competent staff to ensure service delivery in the Office.	Appointment beneficiaries/appointees/ Programme managers	Quality • Recruitment & Selection is done in accordance with the Recruitment & Selection Policy, Toolkit on Recruitment and Selection and Public Service Regulations. • Job Evaluation is conducted in terms of the Job Evaluation Policy and Public Service Regulations.	Quality • Recruitment & Selection is done in accordance with the Recruitment & Selection Policy, Toolkit on Recruitment and Selection and Public Service Regulations. • Job Evaluation is conducted in terms of the Job Evaluation Policy and Public Service Regulations.
		Consultation Consult all relevant stakeholders before and after finalising of the appointment	Consultation Consult all relevant stakeholders before and after finalising of the appointment

KEY SERVICE AND OUTPUTS	CLIENTS/SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
		Time	• Advertise a vacant post within 4 weeks from the time it becomes vacant. • On average 5 months taken to finalise an appointment. • Job Evaluation process finalised within five weeks.	Time	• Advertise a vacant post within 2 weeks from the time it becomes vacant. • On average 3 months taken to finalise an appointment. • Job Evaluation process finalised within four weeks.

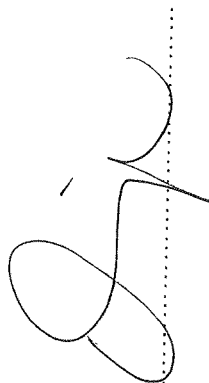
7. CONCLUSION

The Office of the Public Service Commission's (OPSC) Service Delivery Improvement Plan (SDIP) was prepared in line with the Batho Pele Handbook, a 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 to guide the work of the PSC. It will also serve as a framework that will inform stakeholders regarding the OPSC's service delivery standards.

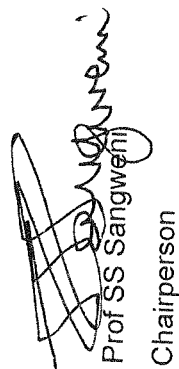
Signed:

Ms OR Ramsingh
Director-General

Date:



Signed:


Prof SS Sangweni
Chairperson

Date:

7th August, 2007

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 Commission's customer service standards.
- act within the confines of the Commission's statutory powers and functions as duly delegated or otherwise instructed by the Commission.
- 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 Public Service Commission 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 authorized 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 Office 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 5 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.