

MEASURABLE PERFORMANCE AND ACCOUNTABLE DELIVERY



OUTPUTS AND MEASURES

OUTCOME 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTED
PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE
CITIZENSHIP

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OUTCOME 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP

Output 1: Service delivery quality and access

Output 2: Human resource management and development

Output 3: Business processes, systems, decision rights and accountability management

Output 4: Tackling corruption in the public service

Outputs, indicators and key activities have not yet been identified for the “empowered, fair and inclusive citizenship” aspects of outcome 12.

OUTPUTS AND MEASURES

Output 1: Service delivery quality and access

Service-user satisfaction

Satisfaction surveys of public services is an important way to assess if we are improving. The current satisfaction level of 58% is targeted for improvement to 75% by 2014. In addition we would like your Implementation Forum to develop citizen scorecards for a sample of communities and begin tracking with 2010 as the base year.

Responsiveness

Public services are experienced in a number of face to face environments. We need to develop a set of measures to assess if we being responsive and improving turnaround times. We need a range of reports that measure waiting times at hospitals, home affairs offices and vehicle licensing offices amongst others. More specifically, these reports should also focus on the extent to which services are reaching targeted populations. For example, the percentage of 16 year olds with identity documents could be measured.

Value for money

With regard to increasing value for money (or unit cost for a defined level of service), the Implementation Forum should develop baseline information on the unit cost of services, set realizable targets for improvements in the unit cost of services, develop plans for how these improvements will be achieved, and produce reports on the degree to which these targets are being achieved.

Access

With regard to access, the Implementation Forum to should develop targets for the maximum distance to be travelled by citizens to obtain access to key government services, develop plans for the progressive realization of these targets, and produce reports on progress with the achievement of these targets.

Output 2: HR management and development

Performance development, performance agreements and assessment

Measuring the performance of public service managers, including health and education institution manager, who have the ultimate responsibility for delivery, is crucial. Here it is

necessary to identify indicators for measuring the effectiveness of the performance management system, to produce reports against these indicators, and to use such reports to revise and improve the performance management system. For example, there should be a correlation between levels of performance and levels of service-user satisfaction and other objective measures of performance such as Auditor General reports.

The percentage of senior managers who sign performance agreements should be measured with a target of increasing this to 100% as soon as possible, and there should be a qualitative measure to assess the quality of the performance agreements.

A strategy for improving the management of poor performance of DG, DDG and Municipal Manager level management needs to be developed. Suitable indicators must be developed, and targets set and reported on, in this regard.

Recruitment, retention, and career pathing

- Measure the ability of the public service to attract top-ranking skills, set targets in this regard for various professional categories, and report on progress against them.
- Measure the duration of employment per grade of employment for the SMS levels, with a target to increase the duration, and develop a strategy to achieve the target. In addition, the strategy should ensure that SMS managers achieve minimum competency levels before moving to a higher grade.
- Measure and improve the period it takes to fill a vacancy. Target to reduce from the current 16 months to 3 months. Reduce the “real” vacancy rate. Develop a methodology to measure funded posts which are vacant and target a reduction in the vacancy rate from the estimated 11% to 5%.

Discipline

With regard to the management of discipline, it will be necessary to measure the number of SMS managers who are disciplined and/or discharged, with the aim of ensuring consistent application of discipline and appropriate sanctions for misdemeanours. The period for completing disciplinary processes must be reduced, especially where personnel are suspended on full pay. In this regard, benchmarks must be established and targets not exceeding 3 months must be set.

Human resource planning, skills development and cadre development

With regard to HR planning, skills development and cadre development, a way should be found to measure real growth in skills (both the extent and the depth of skill) within the public service with a view to establishing a baseline and target an improvement.

Output 3: Business processes, systems, decision rights and accountability management

PERSAL functionality

PERSAL functionality and accuracy must be improved. A suitable indicator of this need to be identified and measured, and reports on PERSAL functionality and accuracy must be produced.

SITA effectiveness

Similarly, SITA efficiency and effectiveness must be improved. A key tool in this regard must be an end-user survey to be conducted within 2010.

Supply chain management, including procurement

Supply chain management (SCM, including procurement) must be improved across government. Key indicators in this regard include probity, alacrity and value for money. Appropriate SCM indicators must be agreed upon and measured to establish a baseline and to enable comparisons to be made with other economic sectors. Targets must be set for improvements in the indicators by 2014. A plan must be put in place to develop capacity across government to meet these targets.

Delegations and decision rights

A review of financial, human resource, and administrative delegations in departments must be carried out. A report in this regard and recommendations for appropriate levels of delegations must be developed and submitted to Cabinet.

Implementation of PAIA and PAJA

Indicators must be identified for measuring the implementation of the Promotion of Access to Information Act and the Promotion of Administrative Justice Act. These indicators must be measured and targets set for improvements. Plans for how to achieve these targets must be developed and implemented.

Financial management

With regard to improving financial management in departments, targets must be set for increasing unqualified audit reports. A plan for meeting these targets must be developed and implemented and there must be progress reports against the targets.

Organisation design

A review of the current status of organization design of departments must be carried out during 2010 and a report submitted to Cabinet, with recommendations for improving organization design.

Business processes

Indicators must be identified for measuring the efficiency and effectiveness of business processes in departments. Targets for improvements in this regard must be set, the indicators must be measured, and plans for improving business processes must be developed and implemented.

Output 4: Reducing corruption in the Public Service

There must be an improvement in the corruption perception index from position 55 of 180 to 40 of 180.

A target must be set for the number of payroll and tendering corruption related disciplinary cases and convictions that are successfully completed, and a plan developed and implemented for achieving this target.

The number of South Africans approached for a bribe must be reduced - a target must be set in this regard and plans put in place to meet the target.