



ROUNDTABLE DISCUSSION
2010 STATE OF THE PUBLIC SERVICE
REPORT

THEME: INTEGRATION, COORDINATION
AND EFFECTIVE PUBLIC SERVICE DELIVERY

NOVEMBER 2010

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1. ACKNOWLEDGEMENTS

The Public Service Commission wishes to place on record its thanks and appreciation to the following for supporting the event:

- The German International Cooperation (GIZ) for providing the support and for securing the facilitators for the event
- Professor J O Kuye, Director of the School for Public Management and Administration, from the University of Pretoria, who kindly agreed to serve as the discussion respondent
- Ms Faith Bikani, Member of parliament and representative of the Portfolio Committee on Public Service and administration, who provided critical insights to the discussion
- All participants, many of whom travelled from afar, to share their expertise at the event

We look forward to continued engagement with our various partners and stakeholders, as we seek to advance good governance through interactive events such as this.

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2. INTRODUCTION

2.1 The State of the Public Service Report 2010 The Public Service Commission (PSC), as a custodian of good governance, is mandated in terms of Section 196 of the Constitution to monitor and evaluate, and report on, the performance of the Public Service.

In discharging its mandate and to enhance public accountability, the PSC has since 2001 published an annual State of the Public Service (SOPS) Report. The Report assesses the overall performance of the Public Service through a pertinent theme, which is cross-cutting and enables a more focused discussion on the progress made and the challenges that remain in ensuring that the performance of the Public Service is consistent with the values of the Constitution.

The 2010 State of the Public Service Report is the ninth edition of the report. The themes for the last three years were:

- 2007: Promoting Growth and Development through an Effective Public Service
- 2008: A Mid-Term Review of Public Service Transformation
- 2009: The State of Readiness of the Public Service for 2010 and Beyond

The SOPS report enables the PSC to consolidate the findings from a wide range of studies and investigations of the PSC in a particular year and, in addition, also make use of credible secondary sources to complement its own findings.

The theme chosen for the 2010 SOPS Report was ***Integration, Coordination and Effective Service Delivery.***

2.2 Purpose of the Roundtable Discussion The PSC believes that it must engage stakeholders in a flagship report such as the SOPS report, and has to date held four roundtable discussions on these reports. This roundtable discussion, which is the fifth to be held, provided the opportunity to subject the 2010 SOPS Report to critical scrutiny by stakeholders in terms of its findings, methodology and recommendations. This was important both in terms of promoting discussion and dialogue on the key challenges that face the Public Service, as well as in terms of enabling the PSC to reflect on its work, identify gaps and alternative approaches and

opportunities that would enable the PSC to contribute to the strengthening of the Public Service.

- 2.3 Attendance** The roundtable was held on 4 November 2010 in Pretoria at the Council for Scientific and Industrial Research (CSIR) Conference Centre. It was attended by 37 participants from various institutions and organisations, including academics, officials from national and provincial departments, representatives of professional associations, and members of the PSC and its Office. A list of participants is attached as **Annexure A**.
- 2.4 Outline of the Roundtable Discussion** This report provides a summary of the proceedings based on the format of the Roundtable programme, which included the following:
- Opening remarks by Dr RR Mgijima, Chairperson of the PSC
 - A presentation on the findings of the 2010 SOPS report by the Deputy Director-General: Monitoring and Evaluation in the Office of the PSC, Mr Indran Naidoo
 - A critical review of the report by a respondent, Prof. J O Kuye, Director of the School of Public Management and Administration, University of Pretoria
 - The roundtable discussion
 - Closing remarks by Mr MJ Diphofa, Director-General of the PSC
- 2.5 Opening Remarks** Dr RR Mgijima, Chairperson of the PSC, welcomed the participants. He remarked that the SOPS Roundtable event sought to bring various government departments together to discuss the report as well as create a platform of engagement between academia, civil society and other stakeholders of the PSC. The purpose of the SOPS Roundtable, noted Dr Mgijima, was to reflect on and debate the findings of the 9th edition of the SOPS. Dr Mgijima noted that the theme for the 2010 SOPS Report was *Integration, Coordination and Effective Service Delivery* and that such a theme was pertinent given that South Africa was moving towards an outcomes approach that places citizens at the centre of government. Dr Mgijima emphasised that participants' presence at the SOPS Roundtable would ensure that all present sharpened their understanding of these and other issues. He remarked that stakeholder events of this nature had allowed the PSC to improve the quality of its work based on the contributions of participants.



Dr Mgijima reiterated that the SOPS 2010 Report looked at a theme and discussed it according to the nine constitutional values of public administration. These nine constitutional values define 'good governance'. Dr Mgijima said that using its own and other credible evaluations, the PSC was able to provide a useful evaluation of how the public service has performed both nationally and provincially. Dr Mgijima encouraged participants to peruse other PSC documents to gain a better grasp of the public service and the work of the PSC.

Dr Mgijima noted that the theme for the 2010 Report was especially pertinent because government had expressed its overall aims in terms of twelve outcomes. He indicated that the big societal problems that beset South Africa could not be solved by a single department or by any one institution's efforts. Big societal problems required that the work of all departments and other institutions that could make a contribution to an outcome be coordinated to achieve common goals. However, he reminded participants that coordination was difficult to obtain.



He expressed the hope that the discussions at the roundtable would assist participants in reflecting on coordination challenges and what was being achieved in their own organisations.

Dr Mgijima ended his opening remarks by stating that the SOPS Roundtable discussion would be a success if each participant gained inspiration to develop unique proposals.

3. DISCUSSION OF THE 2010 SOPS REPORT

3.1 Overview of the 2010 SOPS Report by DDG: M & E Mr Naidoo presented an overview of the report. The main findings of the report are presented below for each of the nine values and principles.

Principle 1: A high standard of professional ethics must be maintained

Corruption is a challenge that knows no boundaries and should be addressed in a coordinated manner by all sectors of society. Structures, like the NACF, Anti-Corruption Coordinating Committee, Anti-Corruption Inter-Ministerial Committee and anti-corruption *fora* at provincial level have been established to promote the coordination of anti-corruption efforts among government departments, and between government, business and civil society. Though important work has been done under the auspices of these structures, the effectiveness of these structures has not been optimal. The National Anti-Corruption Forum need to be invigorated.

Important elements of a National Integrity System are in place, but there is poor synergy between them. For example the NACH refers cases to departments but minimum anti-corruption capacity is not in place in those departments. Feedback from departments on referred cases from the NACF is, consequently, only 36%. The report recommends that centralised capacity be created.



Principle 2: Efficient, economic and effective use of resources must be promoted

A central issue addressed under this principle was how to coordinate the efforts of departments, spheres of government and other institutions to achieve outcomes that all are contributing to. Planning is still largely restricted to the mandates of functionally organised departments and is not done holistically around outcomes. DG clusters were not effective coordination mechanisms: The participation rate of Directors-General in cluster meetings was only 32%. DGs did not see attending cluster meetings as good use of their time; and Clusters did not fulfill their oversight mandate because DGs are not accountable to the clusters but are accountable through the formal, departmentalized, accountability structures. The report recommended that the clusters should become *fora* for joint planning, and agreement on courses of action, including budget re-alignment, rather than *fora* where presentations on cross cutting issues are heard but no planning decisions are taken.

Using Housing as an example: The housing process is divided between all spheres of government and this creates excessive demands for coordination. Coordination is further hampered by complicated old-order regulations for land use planning, township establishment and environmental impact assessment. The latter is the responsibility of provincial departments and the former of municipalities. Projects may meet the developmental objectives of one department but does not get regulatory approval from another. Also, different parts of the process are financed through different grant mechanisms, namely, provision of infrastructure by the Municipal Infrastructure Grant (MIG) and the building of houses by the Integrated Housing and Human Settlement Development Grant.

Principle 3: Public administration must be development oriented

Development interventions need to be implemented as an integrated package. Some interventions have worked well but others not. Recipients of social grants has increased from 4 million people in 2001/02 to 13 million in 2008/09, and will increase to 16 million in 2013; Access to water has increased from 62% in 1996 to 88% in 2007. However, there is persistent joblessness. The year on year loss of jobs from the first quarter in 2009 to the first quarter in 2010 was 833 000 jobs; 40% of people still live below the poverty line. To achieve development outcomes, therefore, requires a coordinated approach.

In the case of Education: Quality education would require an integrated approach involving safety and security (safer schools), health (nutrition, immunization), and parental involvement, amongst others. Discipline in schools cannot be instilled by the school alone, because it is dependent on the culture of discipline that is inculcated at home as well.

In the case of Health: With TB-HIV co-infection becoming a growing threat, an integrated approach pulls together TB and HIV/AIDS programmes. Anti-Retroviral Therapy (ART) coverage could not be increased with the current delivery model in South Africa where the treatment is only provided at 362 accredited sites only by doctors, professional nurses and pharmacists. Consequently, the Minister of Health announced the adoption of a new policy on HIV, AIDS and TB, whereby the two conditions are regarded as one disease and HIV and AIDS and TB treatment facilities are integrated.

Principle 4: Services must be provided impartially, fairly, equitably and without bias

Fairness requires that policies like eligibility for services should be applied evenly (in a coordinated manner) across the country.

In the allocation of houses, given the capacity challenges of municipalities, allocation criteria are often not applied evenly, fairly and transparently.

In the case of Roads maintenance: Norms and standards ensure equity across the country but are not uniformly applied. E.g. roads maintenance expenditure ranges between 9% and 32% of total roads expenditure. The Department of Transport proposed

coordination of activities between various road authorities. The coordinating body should be responsible for: Developing roads norms and standards; Implementing a needs assessment framework to assist National Treasury in its allocations of road funding; Developing an integrated management information system; Developing a standardised monitoring and evaluation framework for road infrastructure; and Formalising arrangements for technical and professional collaboration between the SA National Roads Agency and sub-national entities.

Principle 5: People’s needs must be responded to and the public must be encouraged to participate in policy making

Since households or communities see their needs holistically, the more coordinated government is, the more responsive to those needs it will be. The effectiveness of public participation mechanisms is, however, at best, mixed. Local government is the nearest sphere to citizens, but does not necessarily play an integrating role between citizens and other spheres of government. For example, provincial and national departments are said to “hardly ever” consult/ involve ward councilors in plans/ projects. Within Thusong Centres departments have largely continued to operate in silos. They just operate in a common space. If measured against the idea of a “single window”, which means the rationalisation and integration of service delivery channels, processes and systems, integration has not occurred. CDWs are important integrating agents. However, without an appropriate institutional environment, their performance will depend too much on the enthusiasm and capabilities of individual CDWs.

In the case of the Comprehensive Rural Development Programme, household and community profiling methods will be used to collect baseline information about the community’s development needs and participatory planning approaches will then be used to develop interventions and projects. This implies a change from a “push model” where government supplies services and development programmes and the solutions are predetermined by government, to a “pull model”, where communities are encouraged to take control of their own development, with government playing a facilitatory role.

Principle 6: Public administration must be accountable

The outcomes approach requires a coordinated system of accountability between all ministers/ departments/ implementing agencies responsible for an outcome.

Accountability at the level of individual departments will need to be even stronger to support accountability for outcomes. Performance agreements with ministers and delivery agreements between all role players in a sector is a step in the right direction. Experience shows that accountability at the level of individual departments is still a challenge. In 2009/10, only 65% of HoDs filed their PAs with the PSC. By 31 March 2010 only 51% of qualifying HoDs had been evaluated for their performance in the 2007/08 financial year. Forty three departments (12 national and 31 provincial) received qualified audit opinions in 2008/09. In 2008/09 only 111 out of 283 municipalities received an unqualified audit opinion.

Principle 7: Transparency must be fostered by providing the public with timely, accessible and accurate information

Unless there is coordination of how information is captured, analysed and reported, one cannot rule out the possibility of different departments reporting potentially contradictory things about the same outcomes. The quality of performance information has slowly improved. As assessed by the PSC, though departments' scores have improved from 30% in 2005/06 to 56% in 2008/09, the score is still low. Recent audits of performance information still reveal serious deficiencies. Records management is still highly inadequate. There is a need for improved coordination between information officers (who deal with requests for access to information) and records managers. Progress is being made with the integration of information systems in the form of the Integrated Financial Management System (IFMS), which will integrate the current disparate Human Resource Management, payroll, accounting, logistical and business intelligence systems.

Principle 8: Good human resource management and career development practices, to maximise human potential, must be cultivated

Coordinated and integrated service delivery requires particular sets of skills among public servants, including the ability to think and see outside functional silos and an ability to collaborate across teams. HR practices should be geared to create such a Public Service. However, HR Planning is not responsive to strategic needs and there is a misalignment of departments' workforces and government priorities, strategic plans and budgets. DPSA developed and published an HR Planning Strategic Framework for the Public Service. In assessing compliance with the Framework the DPSA found poor quality of HR plans and that

departments do not have the capacity to perform modeling, forecasting and scenario planning. According to the PSC's own assessment, skills development practices have improved from a score of 35% in 2005/06 to 51% in 2008/09. Departments have skills development plans in place, but only 48% of those sampled by the PSC were based on a thorough skills needs analysis, and in only 12% of the cases was the service delivery impact of the skills development activities assessed. One, therefore, doubts the credibility of these plans. The Public Service should apply a uniform skills audit process. The DPSA, therefore, launched the HR Connect project, which purpose is to build skills audit and HR Information Management capacity in departments.

Principle 9: Public administration must be broadly representative of South African people

If broader concerns than employment equity targets are not addressed in a coordinated fashion, the private and public sectors will just poach staff from each other. Whilst black people are 79% of the SMS of the Public Service in 2009, the percentage for the private sector is only 28.5%. Competition for highly skilled black candidates will become more intense. In this regard, the Public Service's *Policy and Procedure on Revolving Door Enablers* should facilitate sound partnerships with the private sector to ensure better utilization of senior managers. An assessment by the HSRC argued that the slow progress with representivity is often due to real constraints, such as the absence of skills in some areas and the uneven quality of school leavers and graduates. Human Resource Planning, Human Resource Development, Employment Equity Planning are not aligned.

3.2 Respondent's Review of the 2010 SOPS Report

In his response, Prof. J O Kuye began by remarking that public services are growing in the midst of controversies and that there was no country in the world that had been able to address the needs of all its citizens. He said that it was necessary to accept that as nation-states grew, there were bound to be mistakes and illusions. However, it was important to recognise the values, principles and intent behind public services.

Prof. Kuye commended the PSC for a robust approach to the preparation, compilation and presentation of the SOPS report. He observed that the PSC was secure and people-centred, which is why it was able to speak without fear. Prof. Kuye remarked that the public service needed to move away from working in 'silos' and that the essence of good governance must be redefined because the predominant issues have changed since 1994.



Prof. Kuye noted that the South African public service was a part of the global environment and that the process of globalisation would continue to play a crucial role in shaping the country. He asked the question whether the public service was working in tandem with the processes of globalisation.

Prof. Kuye asserted that South Africa had declared itself to be a developmental state. This meant that the state could intervene through policy development and was expected to play its role in policy implementation. There was a need for government to have clear priorities and to make good choices on what programmes to provide and what not to. However, political manifestoes were often confused with policies and policy ensembles.

He speculated on whether our computers ‘talked’ to each other in all three spheres of government. In reply, he said that unfortunately this was not the case and that there was a need to seriously rethink the architecture of the public service in South Africa. Inevitably, remarked Prof. Kuye, the deepening information technology revolution would reshape and alter the public service but planners and policymakers within the public service needed to take control of this process and allow the ICT revolution to be a beneficial catalyst for change.

Prof. Kuye suggested that there be a ‘revolving door’ policy whereby academic staff could be seconded to public service positions in order to understand the daily trials and tribulations in the public service. Likewise, public service officials could be sent to academic institutions to develop their skills and capacities that would generate greater productivity in the public service workplace.

Prof. Kuye emphasised several points in summary:

1. Public sector reform must be a continuous exercise;
2. Integration is essential (including budgeting, prioritising and checking capacity to implement);
3. The strategic policy of the PSC must be strengthened by being more robust and prescriptive;
4. Client needs and public service delivery is 'everybody's business';
5. The concept of doing more with less should be replaced by properly prioritising programmes and projects;
6. The values of the PSC must be preserved and its robustness enhanced;
7. The PSC should be given a superordinate autonomy and maintain its value-driven non-partisanship.



Prof. Kuye regarded the SOPS 2010 as an organised report and very detailed in statistical reference. He found it impressive, robust and challenging. Prof. Kuyesaid he hoped that South Africa's political principals would take the report seriously. He concluded by awarding the report a score of 9 out of 10.

3.3 Discussion points raised by participants

The comments made by the respondent set the scene for the discussion of the report. The following points were made by participants:

General note of appreciation of the report

The participants commended the PSC for producing a well-written and informative report, which identified and highlighted the progress made and key challenges that needed to be addressed to ensure a coordinated and integrated Public Service. Some descriptors used in relation to the report were: excellent, candid, robust, objective compelling and bold.

Potential impact of the report

Like in previous years many participants asked how the issues raised by the PSC in many reports could be taken forward and influence decisions that shape the nature and performance of the Public Service.



One participant recommended that every HoD and every DG should know about the PSC's SOPS report. There needed to be more discussion on how all interested parties and stakeholders were going to implement what the PSC has presented. The participant remarked that he was concerned about the non-attendance of many DGs at the present SOPS Roundtable Discussion. The SOPS report was an important document and most if not all DGs should have set some time aside to "get the full story".

In this connection another participant lamented that there was reluctance on the part of public servants to read comprehensively. Public servants simply browsed through documents.

Another participant remarked that the PSC often presented its reports in parliament but while there was much talk about the reports, there was little by way of 'walking the talk'. Reports would be tabled and of course there would be listening to and dialogue on the reports, but there was failure in following through with the reports' content and recommendations. She argued that there needed to be a greater level of advocacy and implementation. She further remarked that new civil servants needed to understand what the PSC was about to ensure that future generations understand why it is necessary to have the Commission at all.



The PSC as custodian of values

A participant remarked that what was important in the report was how the PSC was attempting to draw the public's and the public service's attention to Chapter 10 of the Constitution, which contains the values and principles of public administration.

Another participant suggested that the 9 Constitutional principles should be integrated with the Batho Pele principles. The resultant comprehensive principles could then be converted into a practice module, ensuring that everyone, especially all new civil servants, have this "bible". The SOPS report could also serve as a good induction to public servants.

The model public servant

Related to the issue of values are the values that the typical public servant should adhere to. Questions such as who is a model civil servant, what should the civil service look like and what can be done to achieve these ideals must be dealt with. In suggesting how passion and commitment should be brought back to the public service, the participant recommended targeting high school learners who should be groomed to understand what "service" means.



Deployment politics

Questions about the model public servant led to a discussion on 'deployment politics'. It was argued that deployment politics went against the grain of the theory of state and citizen. In conventional theories of state and citizen, the executive is responsible for policymaking and the public service implements policy for the benefit of the citizenry. However, in deployment politics, the dominant party intervenes in the functioning of the public service and this may compromise the integrity of the public service. In this way, the public service may lose its accountability to the citizenry.

Recruitment and selection

Participants expressed a strong view that the PSC should assist with the selection and recruitment process in the public service. Currently, candidates are not tested for 'practice skills'. It was argued that although psychometric skills tests were sometimes done, these did not necessarily focus on such 'practice skills' related to the specific job. It was urged that the PSC should have more power to intervene at these stages and influence the appointment of appropriate candidates.

Community Development Workers

A participant welcomed the attention given in the report to the role of Community Development Workers (CDWs) and the problems encountered in managing CDWs. It was however argued that the report should also have dealt with the role that community health workers play and the possibility of integration of the roles of CDWs and community health workers.

Corruption

Inevitably, the issue of corruption was also raised. A participant asked about current comparisons between levels of corruption in South Africa and other countries. He also recommended that there be explicit collaboration between the PSC and the UN on anti-corruption.



It was further noted that most of the corruption mentioned in the SOPS Report was of a financial nature. However, this was just one type of corruption and there were many other facets of corruption which the PSC needed to consider. For example, it was argued that corruption started with unqualified civil servants who got into the system and then became susceptible to corruption.

It was further indicated that the report could be strengthened by dealing with the perception that where corruption is involved, “the big fry escapes but the small fry gets caught”. That is a big issue in the public mind, whether the perception is right or wrong.

Accountability

An initial question that was raised was: ‘Where does the individual public servant’s and the collective public service’s accountability start and end? Where budgets are concerned, it is easier to define accountability. But in the achievement of results or outcomes accountability becomes blurred. Where the intended impact is not achieved, who is to be held accountable? Does the public service’s accountability end with budgetary accountability or does it go beyond this? These are matters the PSC should explore.

Transversal learning between the public service and universities

A participant felt strongly that the Public Service should have a system of sabbaticals where there would be transversal learning between the public service and universities. Personnel from universities could begin to understand the issues the Public Service dealt with. Public servants, likewise, could begin to learn and understand more from what academic disciplines offer. The country also needed a rotation system between departments. Public servants should not see themselves as belonging to one department but to the whole public service instead.

Appreciative Inquiry

A participant from the academic sector noted that, usually, evaluations get caught up in what has failed. Presently, discussion in the international evaluation community is about judging impact. But dialogue with these professionals internationally reveals that there is only a focus on failures. It would be interesting in a report of this nature to also report on the good. We need to celebrate the positive. There is a brand of evaluation that deals with this, exemplified by H. Preskill, called Appreciative Inquiry (AI).

3.4 Responses by Chairperson of the PSC, Dr RR Mgijima the PSC to Plenary Discussions

Dr Mgijima emphasised the need for coordination and integration between the PSC, Parliament, the Auditor-General and other similar institutions. He remarked that 10 years ago, the relationship between the PSC, parliament and legislatures, for example, was highly inadequate but this relationship had developed in leaps and bounds since.

Dr Mgijima noted that he was encouraged by those participants who reiterated that the road to accountability did not end with money being spent but that it was a long road that ended with South African citizens. It is citizens who say “yes you have achieved your objectives”, thus holding the public service accountable. He said that this was, however, not an easy road to travel because we needed to continuously increase our capacity. In this regard, he agreed that accountability mechanisms for budgets were fairly established but that there was still much more to be done on the issue of accountability for outcomes.

Dr Mgijima thanked the participants for their inputs. He noted that most of the comments were pointing out areas that the SOPS report should deal with. He agreed that it would be useful to tease out the relationship between CDWs and community health workers.

Dr Mgijima remarked that with regard to corruption, the challenges facing the National Anti-corruption Forum had been discussed in the report. One of these challenges was the low attendance of stakeholders at meetings. However, these issues were being looked into and there were initiatives to revitalise the NACF.

The other question, noted Dr Mgijima was whether there was a link between the PSC and the UN in anti-corruption work. He

indicated that through the National Anti-Corruption Forum and regular anti-corruption summits, the PSC would continue to build partnerships with all sectors involved in the fight against corruption.

Deputy Director General: Monitoring and Evaluation, Mr I. Naidoo

Mr Naidoo began by thanking participants for their submissions and indicated that the event was the 5th SOPS report roundtable held. Comments taken from participants would be integrated in subsequent editions. Mr Naidoo remarked that there would be a Roundtable report of these discussions that will be circulated to each participant present.

He indicated that the work of the PSC covered the whole public service, including the public services at local government level. It was thus important for the PSC to straddle all three tiers in its work. However, when dealing with local government, additional resources would be needed. Mr Naidoo also emphasised that partnerships with a variety of bodies that had an interest in the performance of the Public Service, some of whom were represented at the roundtable, was sorely needed to make the PSC more effective.

Mr Naidoo also raised the question: “who corrupts?” and indicated that the corruptor was not exclusively a public servant. This requires that we look outside the public service and to the private sector as well when addressing the problem of corruption.

He agreed that there was a need to affirm successes and gains. He cautioned that there was the risk of taking the “dentist” approach which simply looked for cavities in order to tell the patient what was wrong. However, the theme for the next SOPS report is *Innovation* and there would be the opportunity to comment on many examples of excellence in public service administration.

4. Conclusion

4.1 Summary overview

In bringing the SOPS Roundtable discussion to a close, the facilitator thanked the PSC for convening the roundtable. Prof. Kuye was equally thanked for a critical and balanced response.

And finally, all participants were thanked for their inputs. The facilitator reiterated that the record of discussions would be compiled into a report that would be distributed to all participants.

4.2 Closing remarks

PSC Director-General, Mr M. Diphofa

Mr Diphofa began by remarking on the very useful and overwhelming experience it had been listening to all stakeholders represented at the SOPS Roundtable Discussion. He noted the value in having a wide spectrum of bodies interested in the improvement of the Public Service represented at the roundtable, including provincial administrations, the UNDP, SAMEA, HSRC, Parliament and so on. Mr Diphofa indicated that the PSC had gone through leadership changes and that this SOPS report was the first produced under the current leadership. He said that to have the report receive a score of 9 out of 10 was well appreciated.



Mr Diphofa continued with reference to the saying: “It is more beneficial to have a conversation over the table with wise people than to read a thousand books”. He agreed that this is what the SOPS Roundtable had achieved.

Mr Diphofa noted that SOPS roundtables had been held for a few years and he gave the assurance that participants’ comments and remarks were followed up on. A past recommendation that the SOPS report should be thematic, for example, had been taken up and each year the state of the public service is evaluated in relation to a specific theme. This makes the report topical and relevant in relation to the issues of the day. Similarly, it was previously proposed that the state of the public service should be assessed against an agreed set of indicators so that

performance trends over time can be established. The PSC has since been revisiting departments that have been evaluated in the past to compare a current evaluation with previous performance. Thus, the PSC asks: "Have things gotten better or worse?"

Mr Diphofa noted the calls for strengthening the powers of the PSC so that it could act with greater authority. But he argued that this would still require that the PSC continues to produce credible products that have an impact.

He added that a critical issue was about getting the basics of administration right. For example, should recruitment and selection be strengthened by introducing selection tests, and should the PSC oversee recruitment and selection processes? In South Africa we have stepped away from the model where the Public Service Commission plays a direct role in recruitment and selection but the idea has been mooted by some that we should perhaps consider going back to that model.

Mr Diphofa added that the PSC would release a *Consultative report on the appointment and management of HoDs*. The report discusses the recruitment and selection of HoDs, employment contracting and security of tenure, and the performance management of HoDs, amongst others. The PSC looks forward to further debates on the matters raised in this forthcoming report.

With regards to the revolving door policy that allows public service officials to go on secondment to universities and have university personnel take sabbaticals in the public service, Mr Diphofa asked the question if this was a policy problem or an implementation problem. In 2008, the DPSA released a circular that encouraged the revolving door policy. The policy environment thus allows for those inside academia to go into the public service and vice versa but it was not being used optimally.

Mr Diphofa thanked all present for their views and participation at the SOPS 2010 report Roundtable Discussion.

ANNEXURE A

LIST OF PARTICIPANTS / ATTENDANCE REGISTER

NAME	DESIGNATION	DEPARTMENT / ORGANISATION
1. Dr R. Basson		SAMEA
2. Mr J. Bekebeke	Director-General	Northern Cape Office of the Premier
3. Ms F. Bikani, MP	Member of the Portfolio Committee on Public Service and Administration	Parliament
4. Mr D. Carstens	President	FEDUSA
5. Adv. O. Dibetso-Bodibe	Acting DDG	North West Office of the Premier
6. Mr M. Diphofa	DG	OPSC
7. Mr C. Greve	CD:HR Services	Gauteng Office of the Premier
8. Ms K. George	The Private Office of the President	The Presidency
9. Dr H. Krebs	Programme Manager: Public Service Reform	GTZ
10. Prof. H. Kanyane		HSRC
11. Ms Z. Khan		GTZ
12. Mrs. P. D. Khumalo	Acting DDG	Public Service Transformation: KZN Office of the Premier
13. Prof. J. O. Kuye	Director	University of Pretoria
14. Ms M. Kruger	CEO	SAAPAM
15. Adv. M. Malahlela	Commissioner	PSC
16. Ms M. Manjezi	Acting DG Corporate Strategic Services	PALAMA
17. Mr J. Mathe	Director	OPSC
18. Mr D. Mkhwanazi	Commissioner	PSC
19. Ms J. Mojabelo	CD	Limpopo Office of the Director
20. Dr A. Moore	Director: Provincial Performance Management	National Treasury
21. Ms M. Marais-Martin	Commissioner	PSC
22. Mr B. Mthembu	Commissioner	PSC
23. Ms E. Mudzingwa		CASE

24. MS P. Nkosi	Senior Manager: Policy and Planning	Mpumalanga Office of the Premier
25. Mr I. Naidoo	DDG	OPSC
26. MrSTRRamarakane	Head: Planning	Free State Provincial Government
27. Ms G. Sebati	CD: Human Resource Operations	National Treasury
28. Mr P. Schoonraad	Head: Research and Development	Centre for Public Service Innovation
29. Mr B. Sibanda	Regional Evaluation Adviser	UNDP
30. Mr M. Tshiguvho		DPSA
31. Mr C. Wessels	Senior Manager	AGSA
32. Mr L. Grootboom	DDG	Western Cape Provincial Government
33. Mr D. Molepo	SAMEA Board	SAMEA
34. Mr J. Ogunda	Policy Adviser	UNDP
35. Mr R. Sizani		National Department of Transport
36. Mr R. Maphuter		Ledwaba Inc.
37. Dr RR Mgijima	Chairperson	PSC