# 2020 Strategic Planning Session
Internal Problem and Solution Tree

The PSC made use of Problem and Solution tree diagnosis to inform its Strategic Planning during 14-16 October 2020. This intervention enabled the PSC to consolidate the challenges within the PSC and to use the analysis to develop alternative approaches within the PSC. The problem analysis process was the first step to create ownership, understanding and commitment from all parties towards the achievement of the identified impact/s, and the 6th Administration Government Priorities.

Two main problems were identified, that of an "*Inadequately Resourced and Responsive PSC*" and regarding the professionalisation of the Public Service "*Lack of Commitment to Serve the People of the Republic".* The causes and effects of these two core problems were deliberated, interventions identified and solutions considered.

Figure 1:   A Capable and Responsive PSC: Problem Tree

	A CAPABLE AND RESPONSIVE PUBLIC SERVICE COMMISSION: PROBLEM TREE	
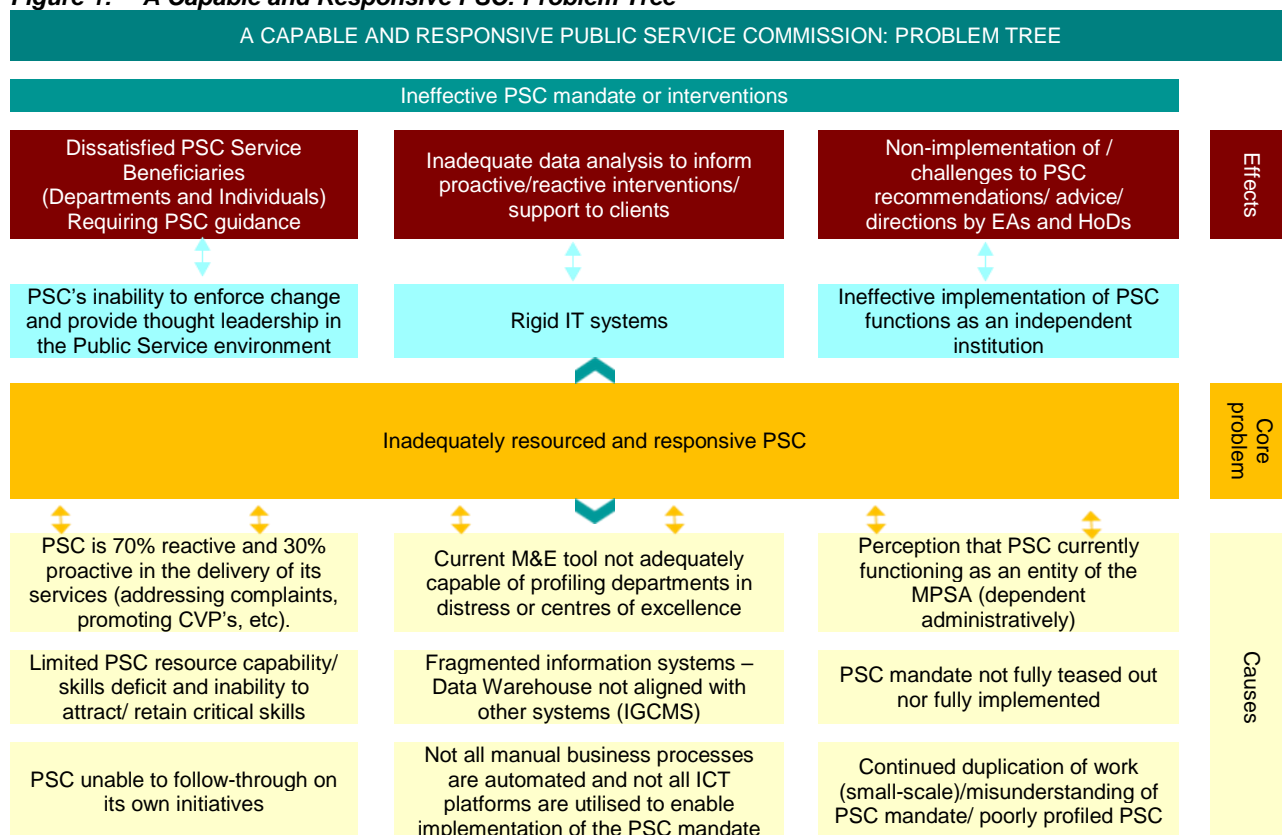
The causes and effects for the core problem "*Inadequately Resourced and Responsive PSC*" are described as follows:

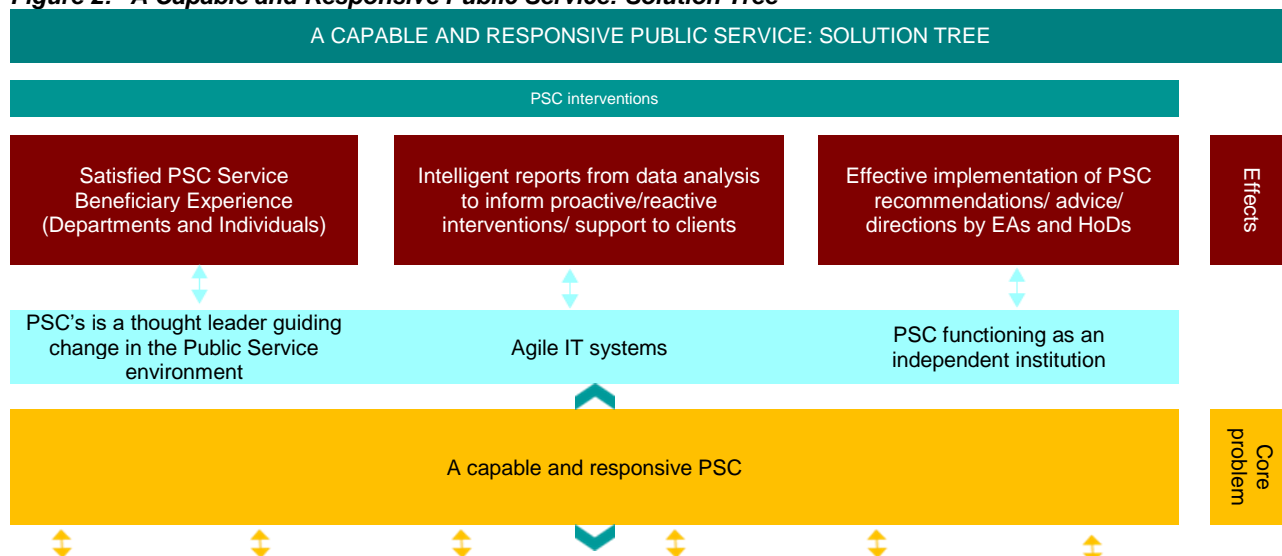| CAUSES	
Resource Limitations	The PSC is currently more reactive instead of being proactive in assisting the Public Service to realise a capable and ethical developmental state. This can be ascribed to the rigid planning framework, as well as limited human resource capacity and competencies in key areas of performance across the core programmes.
Systems and Technology	The current IT environment is more inward-looking, where automation of manual business processes has not been completed. Furthermore, there are fragmented information systems (IGCMS, Data Warehouse) not talking to other systems and the current M&E Tool is not capable of profiling departments in distress or centres of excellence and does not generate intelligence reports for

	ease of consumption by the intended recipients.
Implementing the Mandate	The PSC mandate as it stands has not been fully teased out nor fully implemented by the organisation. Despite the existence of MoUs, there is some duplication of work between PSC and some Organs of State/ Institutions Supporting Democracy. There is insufficient understanding of the role of PSC by its clients (Parliament, Departments, Government employees) and the public at large.
EFFECTS	
PSC's inability to enforce change and provide thought leadership in the Public Service environment	The resultant consequence of limited resources is that the PSC's clients will function without guidance from the PSC.
Rigid information technology and information systems	Inadequate information systems and technology (as an enabler) make the PSC inflexible in responding to the needs of the clients which should be based on intelligence-driven interventions or responses.

The interventions to change the core problem "*Inadequately Resourced and Responsive PSC*" into a solution, were identified as follows:

INTERVENTION NAME	INTERVENTION DESCRIPTION
Evaluate the impact of PSC services	Evaluation of the PSC services in line with its mandate to understand the impact the PSC services has on the Public Service
Service Standards Development	Service Standards for all critical areas of PSC performance areas be developed
Induction Programme Review	To review the Induction Programme (to new Administrations) to include continuous (follow-through) induction interventions as to avoid relapse of inductees over the years.
Constitutional Values and Principles Evaluation Tool	Refinement of the Constitutional Values and Principles Evaluation Tool
Grievances Review	Review current SOP's on grievances and disciplinary matters to improve performance (e.g. calculation of timeframes)
PSC Skills Audit	Conduct PSC Skills Audit vs minimum proficiency & competencies against Job Descriptions and develop relevant development program with the National School of Governance (NSG)
MoUs Review	Review and further implement existing MoUs and invest in stakeholder partnerships (as a resource multiplier)

If the proposed interventions are implemented, the solutions depicted in **Figure 2** will occur resulting in the core problem of "*Inadequately Resourced and Responsive PSC"* to be turned into the core solution of a "*Resourced, Capable and Responsive Public Service Commission*".
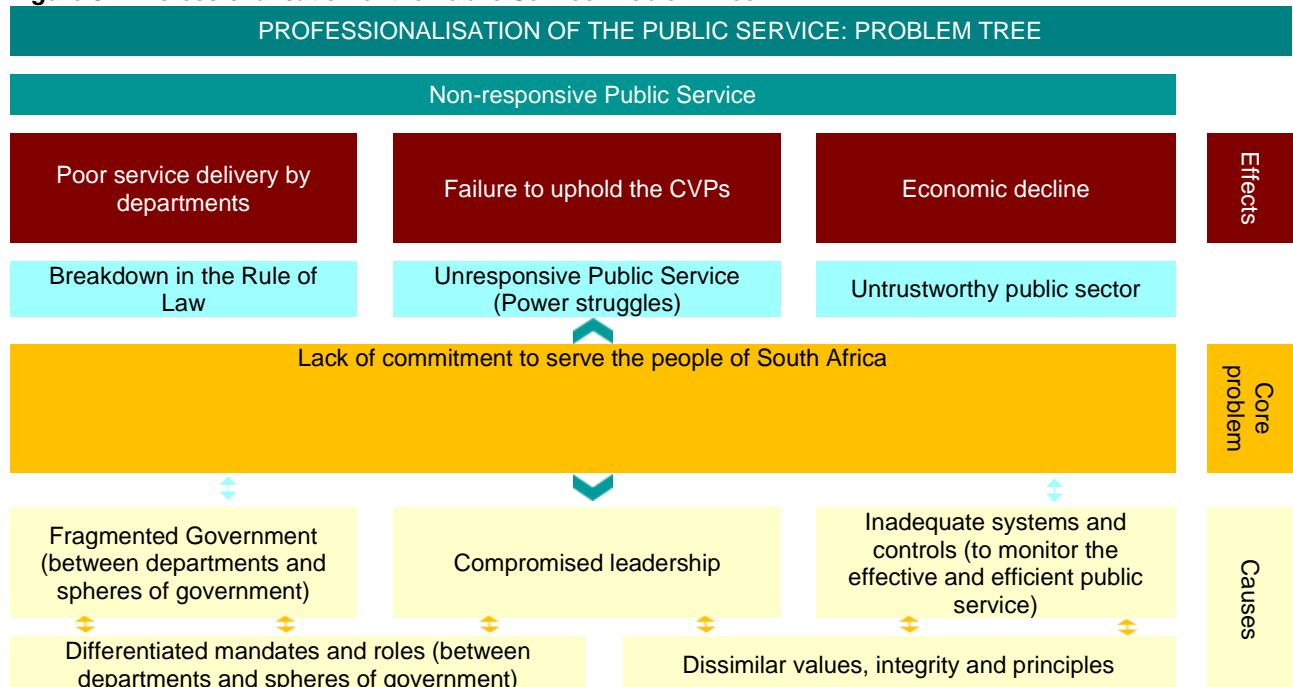
Figure 2:   A Capable and Responsive Public Service: Solution Tree

PSC is 30% reactive and 70% proactive in the delivery of its services (addressing complaints, promoting CVP's, etc).	Current M&E tool used as a source for profiling departments and to generate and disseminate intelligence reports	PSC functioning independent of MPSA and fully reporting to the National Assembly	
A competent centre of excellence that attracts and retains critical skills & an employer of choice	Integrated information technology and information systems	PSC adequately resourced and mandate fully implemented	Causes
A PSC with a capability to innovate and follow-through on its own initiatives (e.g. Induction of EAs)	A digitized PSC with all manual business processes automated and all ICT platforms utilised to enable implementation of the PSC mandate	A properly profiled PSC with its mandate comprehensible to all stakeholders	

The problem tree for the second core problem of "*Lack of Commitment to Serve the People of the Republic*" are as follows:

Figure 3: Professionalisation of the Public Service Problem Tree

PROFESSIONALISATION OF THE PUBLIC SERVICE: PROBLEM TREE			
Non-responsive Public Service			
Poor service delivery by departments	Failure to uphold the CVPs	Economic decline	Effects
Breakdown in the Rule of Law	Unresponsive Public Service (Power struggles)	Untrustworthy public sector	
Lack of commitment to serve the people of South Africa			Core problem
Fragmented Government (between departments and spheres of government)	Compromised leadership	Inadequate systems and controls (to monitor the effective and efficient public service)	Causes
Differentiated mandates and roles (between departments and spheres of government)		Dissimilar values, integrity and principles	

The causes and effects for of the core problem is are described as follows:

CAUSES	
Fragmented government	Different spheres of government are fragmented in service delivery. That is caused by the poor coordination of different mandates and roles through IGR forums and other informal coordination mechanisms. The constitutional imperatives for co-operative government and IGR are not functioning as envisaged.
Compromised leadership	Alleged and or actual perceptions of corruption in serving self instead of the people compromises the integrity of leadership.
Inadequate monitoring systems and controls	Monitoring systems and controls in government have become excessive and focusses on compliance rather than addressing service delivery.
EFFECTS	
Breakdown in the rule of law	Fragmented government, inclusive in almost non-functional forums, systems and processes lead to the weakness that the rule of law is not implemented. The freedom in a democracy leads to an overhaul on rights, unaccountable behaviour and weak service delivery.
Unresponsive public service	The effect of leadership not upholding the CVP's leads to power struggles and group factions in the public service that should not be. The public service is compromised through non-responsiveness. However, it is not the case when the government is in crisis management but happens when complex systems need to be managed and implemented.
Untrustworthy public sector	Economic decline is directly a result of weak monitoring systems and processes

	that is unable to produce analytic reports for decision-making.

The interventions to change the core problem into a solution, were identified as follows:

INTERVENTION NAME	INTERVENTION DESCRIPTION
Ethical and responsive leadership	• Thought leadership provided on the promotion of professional ethics in the Public Service • Conduct an assessment of leadership commitment to the promotion of ethics in the Public Service
Improved service standards	Assess the standard of service at selected facilities
Improved monitoring systems and controls	• Produce a report on the State of the Public Service • Strengthen the oversight capacity of Parliament through analytical presentations on the Budget and MTBPS • Conduct a trend analysis of Financial Misconduct in the Public Service

If the proper interventions are implemented, the solutions depicted in **Figure 4** will occur resulting in the core problem of "*Non-responsive Public Service*" to be turned into the core solution of a "*Capable and Responsive Public Service*".

Figure 4:   Professionalisation of the Public Service Solution Tree