Western Cape Government

Department of the Premier

BETTER TOGETHER.

CSC IMPROVEMENT PLAN

PTM: 24 May 2016

A. Joemat   28 February 2019

Context and Purpose

Following the Implementation Evaluation conducted by PDG, the CSC is obliged to develop an "Improvement Plan" in response to the findings and recommendations contained in the final Evaluation Report.

This presentation summarises the six key interventions that constitute the Improvement Plan and is presented to PTM for comment and advise.

Core Recommendations

- The CSC should initiate a series of **consultative engagements** with departments, across staffing levels, to **acknowledge** the **disjuncture** between **understanding** of the CSC's responsibilities and departments' expectations of it. For certain enduring challenges, **task teams** are proposed to take forward the recommendations and problem-solve.

- Arising from the consultative engagements and task team recommendations, CSC stakeholders should **revise** and **clarify** the distribution of **roles and responsibilities** between the CSC and client departments and update documentation accordingly.

- The CSC and its stakeholders should develop a **CSC communication and change management strategy** providing for effective communication and change navigation between the CSC and its stakeholders at various levels (e.g. senior managers, general WCG staff).

Evaluation Recommendations

Establishment

- The CSC is **well-placed** within **DotP** and should **remain there**

- The **overall functional composition** of the CSC is **appropriate** at this time. In the future, where a case may be made for the addition or removal of a function within a department, before any decision related to a substantial design change is undertaken, a **detailed and costed feasibility study** should be undertaken to determine the full implications of such

- The **current scope** of the CSC should be **maintained** for the time being. For Health and Education are to be included, **demonstrable benefits** have to have been monitored from end-to-end for the current CSC functions and show that there is both a **comparative performance basis** against which to motivate for Health and Education's inclusion, along with a **costed feasibility study** identifying measurable expected benefits in terms of the CSC's strategic intentions, the current scope of the CSC's macro-functional areas should be maintained.

- Although some evidence suggests that **certain functions** were adversely **affected** by a significant **reduction in staff** during corporatisation, **additional staff** are only **recommended** for the CSC where a quantified workload appraisal (**volumetric study**) has identified a need to support the efficient and professional handling of the work responsibilities.

With regards to a recommendation requiring action for consideration in the improvement plan:

- In consultation with departments, the CSC should **define and formalise a hybrid funding model**, applying a range of funding mechanisms on a differentiated basis based on appraisals of the various services rendered within a given line function. There is an opportunity to learn from some of the more advanced funding approaches already in place in certain units of the CSC.

Evaluation Recommendations

Roles & Responsibilities

- **The CSC Policy should be updated with minor revisions to bring greater clarity to**:
  - the strategic intentions of the CSC;

  - to provide for formalisation of differentiated funding arrangements of the CSC;

  - to better clarify monitoring arrangements and set out timeframes for periodic review and evaluation (including at branch level);

  - formalise communication mechanisms and the role of change management; and to more clearly and uniformly demarcate the roles and responsibilities of both the CSC and the WCG departments. Communication around this process should be open and consultative.

- **A revised set of SLAs should be signed with each of the departments as aligned to changes in the policy:**
  - Should be an interactive process between the CSC and departments

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Evaluation Recommendations

Roles & Responsibilities

- **Expanded service schedule project:**
  - should be expedited;
  - should be developed concurrent to the revisions to the CSC Policy and SLA;
  - Should further clarify the respective obligations of the CSC and the client departments and distinguish between service measures of the CSC, and overall measures of corporate service performance (performance indicators that are a measure of end-to-end process rather than just the CSC's component)

- **Joint task teams should be institutionalised which:**
  - Will undertake a careful revisiting of the roles and responsibilities of both client departments and the CSC;
  - Should investigate the sharing and differentiation of obligations and roles with due regard to the practical and logistical arrangements of decentralised departments and how this affects shared responsibilities practically.
  - Should specifically propose how to manage disputes at operational level, identify opportunities for more efficient processing and propose possible recourse mechanisms where standards are not met.
  - The Complaint Resolution Mechanism that is being piloted in Agriculture may also assist with this recommendation.

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Evaluation Recommendations

Roles & Responsibilities

The most substantial changes required in relation to roles and responsibilities are:

- The CRUs
- Broader communication and change management to WCG staff.

With regards to a recommendation requiring action for consideration in the improvement plan:

- Broad, open engagements, across multiple staff levels, between the CSC and departments to discuss the disjuncture between the CSC and department's expectations of it.
- The objective of these sessions are to initiate a process that rectifies the disjuncture of expectations and indicates how supporting documentation, particularly the service schedules, SOPs and performance dashboard, can be better utilised to ensure a common and mutual understanding of responsibilities and obligations for the respective functions..

Evaluation Recommendations

Implementation Mechanisms

● **The implementation and governance instruments:**
  - Should be more clearly defined and their roles described within and across the respective branches to provide greater clarity on their purpose, frequency of application, composition, functional scope and responsibility for administration
  - The Combined Assurance Framework and People Management Strategy are identified as important starting points in this regard.
  - In this process, CSC communications should be adequately provided for, both in terms of a strategy and mechanisms for communications.

● **Tabling of Draft Policies and Matters at PTM**:
  - Ample time and opportunity should be provided for departments to review and comment prior to tabling
  - This may or may not involve clearing the matter via a department branch related structure, depending on what is appropriate, but allowing more time and opportunity for consultation with staff who have expertise related to the matter and/or will be affected by it prior to tabling is needed.

Evaluation Recommendations

Implementation Mechanisms

- **Review of Job descriptions and functional responsibilities of CRUs**:
  - Critical recommendation

  - Should be jointly reviewed by a dedicated task team.

  - Review should include:
    - the scope of the work they currently perform,
    - a volumetric appraisal of their workload,
    - and a workflow appraisal

  - Following the review, CSC and client departments must jointly decide how to proceed so that by the end of the process CRUs' roles are clear and there is alignment between post levels, job descriptions, skill levels / skills development plans and performance areas.

  - Should take into account the variety of departments and allow for some customisation within an agreed framework, particularly in light of the different structural realities of departments and the enduring implementation challenges.

  - It is possible that achieving this will necessitate a complete redesign of the CRUs. It is critical that the process of reviewing the CRUs be transparent and based on clear parameters for transfer so as to avoid perceptions that certain staff are withheld or maintained unfairly.

Evaluation Recommendations

Implementation Mechanisms

- **A CSC Account manager-client model:**
  - CSC staff are allocated to service specific departments as this will facilitate better client relationships and a deeper understanding of client business activities by CSC staff.

  - There are ample examples of such models already functioning in the CSC, including the PTI Skills Development Facilitators and Ce-I's Service Managers.

  - In all remaining CSC functions with similar services needs that are not being managed through a manager-client model, this should be introduced – with People Management Practices being the highest priority.

- **Province-wide monitoring framework for the CSC's functions:,**
  - which includes end-to-end key performance indicators and not just those of the CSC's internal obligations.

  - Province-wide indicators addressing the strategic intent of the CSC,

  - end-to-end key performance indicators, as well as operational indicators at service level, should form part of this framework.

Evaluation Recommendations

Behavioural and operational management

- An update and revisions to the CSC Policy, SLAs, and expanded service schedules: Should be viewed as a broader communication and change management campaign

- In all change management processes going forward, the following should be included:
  - Roles and responsibilities as per the SLA and service schedules should be updated, confirming end-to-end obligations of both client departments and the CSC.
  - If there is restructuring or movement of staff – HR Risk Management issues should be identified; a comprehensive match and place procedure should be implemented for all staff.
  - Communication should include simplified communication across multiple modes i.e. SMSes, email, weekly newsflashes etc.

- HODs and senior managers should ensure relevant CSC communications and notices are disseminated and accessible to all staff within departments as appropriate. Similarly, CSC staff should continue to prepare and prioritise concise mass communications for key developments related to the CSC's functional areas that affect all WCG staff.

- Any possible future functional additions or changes to the CSC should generally be preceded by a costed feasibility study associated with the change, followed by a transition change management plan and timeframes that provide for resource, structural, people, process and technological transfer in a consulted and incremental fashion.

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CSC Response …

- **Development of a CSC Improvement Plan in response to the Implementation Evaluation Report.**

Over-arching CSC Strategic Intent – 2015/2020

- Developing the CSC to be a **strategic partner** for WCG departments in which its **value-add and impact** is evident in its business execution, attainment of service standards, maintenance of good governance and through innovative initiatives. In doing so, be **responsive** and **solution oriented.**

Improvement Plan: Impact Statement

- To achieve the end-to-end improvement of CSC services as measured by WCG Corporate Service Standards by building on the achievements strengths of the CSC and through specific interventions to address identified areas for improvement.

Improvement Plan
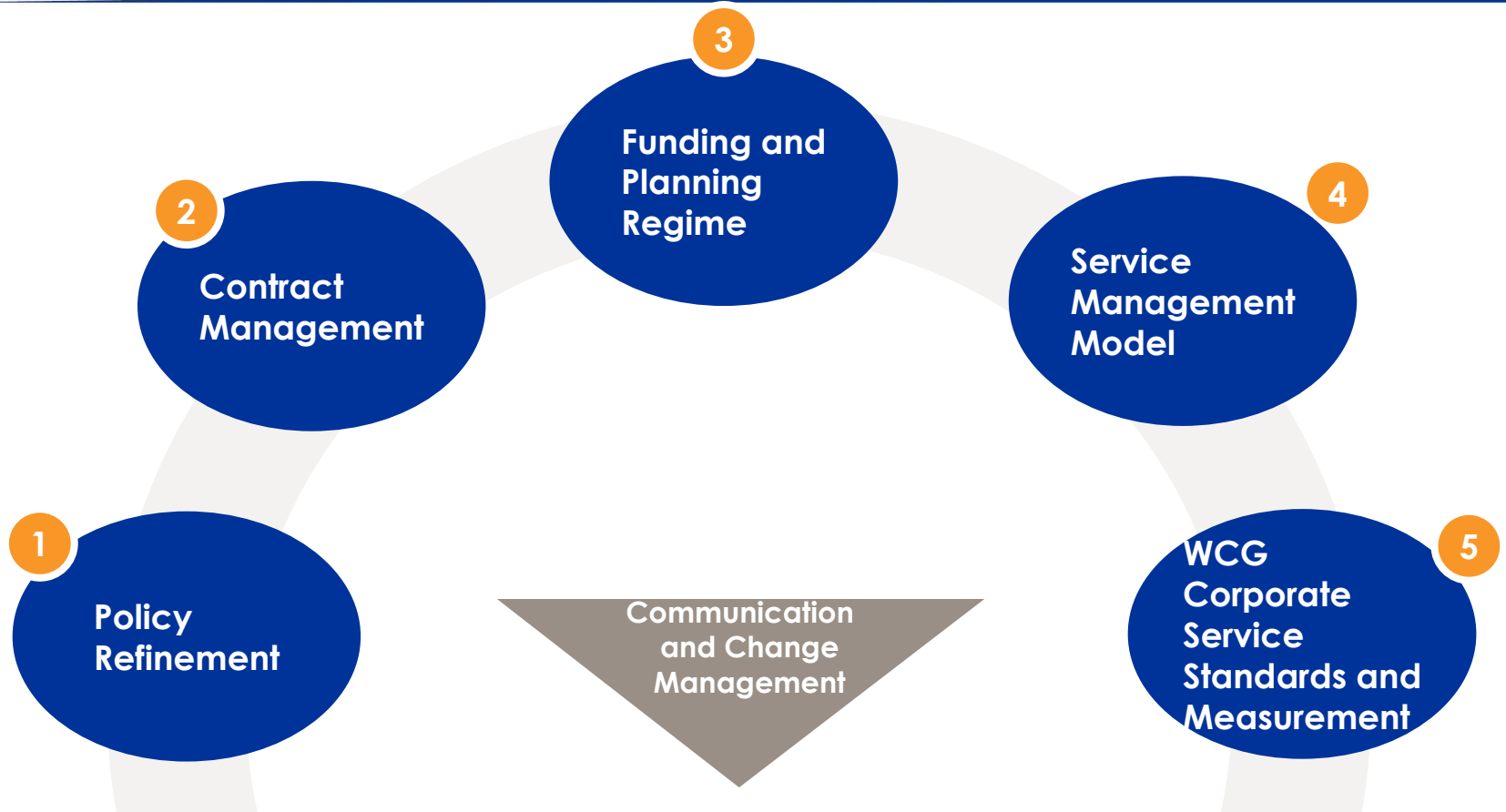
① Policy Refinement

② Contract Management

③ Funding and Planning Regime

④ Service Management Model

⑤ WCG Corporate Service Standards and Measurement

Communication and Change Management

End-to-end improvement of CSC services as measured by WCG Corporate Service Standards

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Improvement Plan: Intervention Areas

1. Policy Refinement.

2. Contract Management.

3. CSC Funding and Planning Regime.

4. Service Management Model.

5. WCG Corporate Service Standards and Measurement.

6. Communication and Change Management.

1. Policy Refinement

- **Objective:**

  - To effect minor revisions to the 2010 CSC Policy to enable the achievement of proposed Improvement Plan objectives and outputs.

- **Key Outputs (Deliverables):**

Output	Status
Specific amendments and provisions for Improvement Plan;	To commence
Refined CSC Policy for consideration by Cabinet;	Finalised by March 2017

2. Contract Management

- **Objective:**

  - To improve the CSC/Client relationship through institutionalised structures and processes to manage, realise and monitor the provisions of the SLA and related service schedules.

- **Key Outputs (deliverables):**

Output	Status
Operational contract management measures retained and supplemented through an agreed service management model;	Immediate initiation with implementation by 31 August 2016.
Establishment of Corporate Services Steering Committee;	
PTM meeting dedicated to corporate services policy related matters once a year;	
Institutionalisation through amendments to CSC SLAs.	

3. CSC Funding and Planning Regime

- **Objective:**
  - To improve the WCG's budgeting and planning capability in the corporate and administrative environment to ensure that the appropriate funding and resource allocations are availed for optimal corporate and administrative services and to further strengthen the WCG's Integrated Planning capability.

- **Key Outputs (deliverables):**

Output	Status
Include as PSG 5 Workgroup 4 output	Present concept to PT and Workgroup leader.
Develop CSC planning instruments and cost drivers	2016/17
WCG departments' do demand planning for CSC services	2017/18
Locate the regime within the WCG budgeting schedule and processes.	2017/18
Institute CSC MTEC	2017/18

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4. Service Management Model

- **Objective:**

  - To improve the understanding of all roles and responsibilities related to CSC services and attain optimised effectiveness in the delivery of these services.

- **Key outputs (deliverables):**

Output	Status
Integrate all current CSC-Department engagement practices into CSC Service Management Model	Model to be presented at July PTM
Develop HoD support model	Model to be presented at next PTM Retreat
Develop Tool-kits to enable line managers	In progress
Implement Complaints tracking system.	Being piloted in DOA and DTPW

5. WCG Corporate Service Standards and Measurement

- **Objective:**

  - To ensure end-to-end execution of obligations related to CSC services to ensure attainment of all WCG corporate service standards and to further measure and report on such attainment.

- **Key Outputs (deliverables):**

Output	Status
Implement Expanded Service Schedules	Being Piloted in DOA and DTPW. Implement in 2017/18
Departmental standards and measures	Part of above process.
WCG corporate service standard dashboard	Pilot in 2017/18 and implement in 2018/19
Transversal measurement and assessment of service standards	2018/19
Complaints tracking system.	Pilots in DOA and TPW

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6. Communication and Change Management

- **Objective:**

  - To improve communication between the CSC and client departments and to ensure that all new innovations are understood and accepted in the system.

- **Key Outputs (deliverables):**

Output	Status
Develop CSC Communication Strategy	Present at July PTM
Develop CSC Change Navigation Strategy	Present at July PTM
Extensive utilisation of Intranet and Bluepages	Initiate immediately
Develop CSC portal.	Completed by March 2017

Key Statements (in response to PDG Report)

Establishment: Additional staff subject to volumetric study

*"Although some evidence suggests that **certain functions** were adversely **affected** by a significant **reduction in staff** during corporatisation, **additional staff** are only **recommended** for the CSC where a quantified workload appraisal (**volumetric study**) has identified a need to support the efficient and professional handling of the work responsibilities."*

Before the determination of the adequacy of the number of staff within the CSC to perform its respective functions can commence, there must be a delink of headcount reduction as the only (albeit critical) indicator of efficiency cost saving.

Within the current environment with the twin exigencies of a reduced budget and increased service requests, an objective review of the workload of staff in the respective Branches of the CSC will:

- **commence with where evidence suggests the most urgent need lies;**
- **entail a twofold enquiry into: a) quantified workload appraisals (volumetric study) and b) competencies for such workloads;**
- **Identify appropriate responses in terms of *inter alia* business processes; training and capacitation; and staff establishments.**

Key Statements (in response to PDG Report)

Establishment: Current scope and future considerations regarding Health and Education.

*"The **current scope** of the CSC should be **maintained** for the time being. For Health and Education are to be included, **demonstrable benefits** have to have been monitored from end-to-end for the current CSC functions and show that there is both a **comparative performance basis** against which to motivate for Health and Education's inclusion, along with a **costed feasibility study** identifying measurable expected benefits in terms of the CSC's strategic intentions, the current scope of the CSC's macro-functional areas should be maintained."*

We agree with the section of the recommendation that the current scope of the CSC be maintained. However the assertion that considerations for the inclusion of PMP for Health and Education should be made in the medium term is rejected. No compelling argument can be made for any changes to the current scope of the CSC.

The CSC will continue its close working relationship with People Management in Health and Education and maintain the transversal People Management Forum.

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Thank you

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