the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

REPORTING TEMPLATE FOR ORGANISATIONAL FUNCTIONALITY ASSESSMENT: FINDINGS AND RECOMMENDATIONS

Branch: Government Service Access and Improvement

Department of Public Service Administration

REPUBLIC OF SOUTH AFRICA

SECTION A: GENERAL INFORMATION TO DEVELOP OFA REPORT

1. PURPOSE OF THIS DOCUMENT

Conducting an Organisational Functionality Assessment (OFA) should culminate in a report that will be submitted to the relevant political office bearer for approval (EA should approve the OFA Report) and for notification to the Minister for Public Service and Administration (MPSA) in terms of Regulation 35 of the 2016 Public Service Regulations. The aim of the report format is to improve standardisation that would enable the DPSA to conduct analysis across departments, provinces and sectors.

2. GUIDELINES FOR COMPILING AN OFA REPORT

This guideline serves as the approved OFA Report format. The OFA is a diagnostic exercise that focuses on the enablers of departments to deliver services. The OFA considers a range of factors that create an enabling environment and the constraints in organisational activities that might affect the operations of departments. When conducting the OFA there is a need that the diagnosis must be objective, fair, transparent, based on measurable data sources, and not only on the perception of an assessor and assesse.

The envisaged data sources and that it should generally conform to the **SMART** criteria:

- **Specific:** Indicators must be precise and unambiguous
- **Measurable:** Indicators must be measurable year on year to ensure proper comparison
- **Achievable:** The measuring of the indicators must be cost effective and must be able to be measured
- **Relevant:** The identified indicators must be relevant or add value to the analysis or assessment being done
- **Time Bound:** The data provided by the indicators must reflect a specific period under review to ensure comparative analysis.

The analysis will draw on information from primary sources such as PERSAL, BAS, LOGIS, In-Year-Monitoring (IYM) of Treasury, Audit outcomes. An analysis of the approved Organisational Structure, approved delegations and Departmental Planning documents (Annual Performance Plans, Budget Plans, Procurement Plans, HR Plans, Information and Communication Technology Plans, Business Continuity Plans, Spatial Plans, Infrastructure Plans, Service Delivery Improvement Plans (SDIPs) and Equal Opportunity Plans (EE Plans)) can be analysed for further information. The OFA Tool also provides guidance on possible other information sources and managers that may be of assistance during the analysis phase of the OFA.

The structure of the OFA Report should as a minimum contain the headings set out in **Section B** of this template.

SECTION B: THE REPORT

1. Cover Page:

The Department can create customised cover with departmental branding, but the cover should contain the following minimum information:

- ➤ Title of Report
- ➤ Departments Name
- ➤ Province if applicable
- ➤ Date

2. Table of Content

The table of contents must have the listing of the various headings/sections and page numbers. It should also contain a list of all graphs and tables used in the report.

3. TABLE OF ACRONYMS USED IN THE OFA REPORT

Please note that not all readers of this report will have knowledge fn departmental acronyms and it is therefore important that all acronyms used in the OFA Report must be clarified in the table of acronyms

E.G AO	Accounting Officer
HRM	Human Resource Management

4. INTRODUCTION

4.1 Background

Provide brief description of assessment history, if any.

4.2 Functionality Assessment Mandate

PSR 35 and Directive

4.3 Objectives of the Assessment

The main objective of this assessment is to assess the functionality, capacity, and capability of the department and to make findings and recommendations that will enable the Department to meet future objectives and challenges. An improvement plan with findings and recommendations is attached at annexure.......

4.4 Methodology

An Organizational Functionality Assessment (OFA) is based on the generic methodology that is being applied as a self-assessment. It highlights a department's functionality and capacity challenges, strengths, and improvement opportunities. The OFA methodology includes, but is not limited to:

➢ Analysis of existing documents
➢ Scheduled interviews
➢ Planned site visits and observations
➢ Analysis of existing data such as PERSAL, LOGIS, BAS

For purposes of sound project management, information should be gathered and analyzed by assessors who work in work streams aligned to the abovementioned elements, working simultaneously so that the process can be completed in a relatively short period, making use of the specialist knowledge of assessors operating within the work streams.

4.5 Scope of the Assessment

This assessment is a self-assessment and focused on the National/Provincial Department of .... The assessment is based on data and information gathered and analysed (future assessments may also include trends analysis of past departmental functionality and capacity self-assessments) by the Departmental OFA assessment team.

4.6 Limitations of the Assessment

Please provide a short description of factors that may have had a limiting impact on the assessment, e.g.

➢ Interviews only conducted with a selected number of employees of the department.
➢ No interviews were conducted with external stakeholders such as service providers, service beneficiaries, and general population.
➢ Certain datasets could not be validated.
➢ Only a representative sample of district offices and service points visited (e.g. best and worst performing, rural and urban, etc.)

5 EXECUTIVE SUMMARY

The executive summary should contain the rationale behind conducting the OFA as well as the most important findings and recommendations. It is also important to reflect on the most important lessons learned during the process. The executive summary should also refer to the approved implementation plan that is attached as an annexure.

6   DETAILED FINDINGS AND RECOMENDATIONS

The notes below aim to provide guidance in compiling the OFA Report.

➤ *Observations: Describe the purpose / mandate of the unit/function under review, so that any adverse finding and resulting recommendation can be more clearly understood.* Start your analysis of the Unit/assessment area by conducting an analysis to reflect on the unit's strengths and weaknesses/ ability and capability to deliver on its mandate. **As far as possible, present data through usage of a graphs or tables to generate a visual picture of a situation.** Graphs and tables should be accompanied with a short narrative to explain the issue at hand and to guide the reader.

➤ Findings can be positive (good practice), neutral or negative. **Please group related findings together and start with the most important findings.**

➤ **Develop recommendations for each adverse finding.** Remember that your recommendation should provide a solution to the identified challenge and should not revolve around the creation of positions, but also consider improved modes of delivery, processes and systems where appropriate.

➤ Each recommendation should be **assigned to a specific unit/manager for corrective action.** The implementation plan should unpack the detailed process to resolve the issue raised and assign further responsibility, time and cost implications.

7.   THE DEPARTMENT OVERVIEW

A careful analysis of the indicators in the OFA Tool will assist with the development of findings and recommendations for each topic below. Recommendations **must** be linked to a specific responsibility. If there is any departmental specific information that may have an impact on a department's functionality please add.

7.1   Mandate/Legislation

Provide a brief description of the Department's mandate and strategy to implement its mandate. Please reference the primary legislation from which the mandate is derived.

7.2   Nature of the function

National/provincial/local

Exclusive concurrent

7.3   Service Sector

Service delivery, policy, regulatory. Research, combination, etc.

7.4   **Political Oversight**

Direct/Indirect

7.5   **Decision Making Powers**

Original/ delegated

7.6   **Budget Management**

Focus on over- and underspending of budget in relation to achievement of APP targets and any other sources of income that the Department may have access to. Briefly discuss how budget fluctuations are managed and make recommendations to overcome challenges experienced.

7.7   **Operating Structures**

Provide description of Programme vs Budget structure and relate any challenges such as non-alignment, if any. Where applicable, provide overview of regional offices (National Departments) districts, sub districts (Provincial Departments), type of service points, and relate any challenges that may arise from specific geographical dispersion. Highlight challenges and make recommendations

7.8   **External Relations**

Provide background to IGR arrangements that may be applicable and any international arrangements/ conventions that may impact on Department's service delivery. Highlight challenges and make recommendations

8   Planning, Governance and Oversight

A careful analysis of the indicators in the OFA Tool will assist with the development of findings and recommendations for each topic below. Recommendations to address challenges **must** be linked to a specific responsible unit or manager. If there is any departmental specific information that may have an impact on a department's functionality please add.

8.1   **Strategic Plan**

Provide overview of challenges to implement strategic plan and the level of alignment/integration with other departmental plans.

8.2   **Annual Performance Plan**

Provide overview of challenges to implement APP and the alignment between APP and SMS performance agreements.

8.3   **Governance   Structures   (Departmental   Executive   Committee, Department Management Committee, Budget Committee)**

Departments have various governance structures that provide direction for and oversight of operations. The nomenclature may differ between

departments. Establish if there are any overlap between the TORs for various structures and how implementation of decisions are tracked.

8.4 Management of Risk

Reflect on the process to identify, manage and mitigate risks. Highlight challenges and make recommendations

8.5 Internal Audit

Reflect on the degree how the Internal Audit process contributes to improvement in organisational performance. Highlight shortcomings and make recommendations to improve.

8.6 Legal Services

Reflect on how the Department manages its legal obligations and challenges

8.7 Ethics and Integrity Management

Reflect on the efficacy and effectiveness of policies, systems and processes that are in place to manage the function

8.8 Monitoring, Evaluation and Performance Monitoring

Reflect on the efficacy and effectiveness of policies, systems and processes that are in place to manage the function

8.9 Delegations

Reflect on the efficacy and effectiveness of policies, systems and processes that are in place to manage delegated decision making.

8.10 Entity Oversight

Reflect on the number of entities, the oversight arrangements to make findings and recommendations on the efficacy and effectiveness of systems and processes that are in place to ensure the achievement of the Portfolio's outcomes.

9 Human Resource Management

A careful analysis of the indicators in the OFA Tool will assist with the development of findings and recommendations for each topic below. Recommendations **must** be linked to a specific responsible Unit or manager. If there is any departmental specific information that may have an impact on a department's functionality please add.

9.1 Human Resource Planning

Reflect on the efficacy and effectiveness of the HR Plan to plan for the Department's HR needs to manage its service delivery obligations. Also reflect on the extent the HR Plan is aligned with other management plans.

9.2 **Human Resource Provisioning**

Reflect on the utilisation (recruitment and retention) of the Department's human resources to achieve its service delivery objectives.

9.3 **Establishment Control**

Reflect on the Department's post establishment and the degree to which employees are utilised in the correct capacity, within budget.

9.4 **Human Resource Development**

Reflect on the planning and processes to develop employees.

9.5 **Skills Development Plan**

Reflect on the process to identify the skills the Department requires to meets its obligations.

9.6 **Employment Equity Plan**

Reflect on the Department's EE Profile and strategies to transform the Department.

9.7 **Employee Performance Management and Development**

Reflect on the performance profile of Department's employees and the policies, processes and structures to manage their performance.

9.8 **Managing Overtime**

The Analysis of overtime trends provides useful insights into how a department uses its employees. Reflect on formal and informal overtime worked

9.9 **Leave Management**

The analysis of leave trends provides useful information to plan for the availability and utilisation of employees. Reflect on the efficacy and effectiveness of different leave types

9.10 **Occupational Health and Safety**

Reflect on the processes for establishing and maintaining a safe and healthy working environment for employees in support of a healthy and productive workforce.

9.11 **Employee Relations Management**

Provide an analysis of how well, grievances, disciplinary cases and, where appropriate, other aspects of employee/employer relationships.

10 Operations Management

A careful analysis of the indicators in the OFA Tool will assist with the development of findings and recommendations for each topic below. Recommendations **must** be linked to a specific responsible Unit or manager. If there is any departmental specific information that may have an impact on a department's functionality please add.

10.1 Operations Strategy

10.1.1 Service Delivery Model

Analyse the SDM and reflect on the SDM's effectiveness, efficacy, and alignment to departmental strategies, processes, organizational structure and practices.

10.2 Operations Design

10.2.1 Business Process Management

Reflect on all current BPM and how they can be improved to contribute to service delivery.

10.2.2 Standard Operating Procedures

Reflect on all current SOP and how they can be improved to contribute to service delivery.

10.2.3 Service Standards

Reflect on all current service standards and how they can be improved to contribute to service delivery.

10.2.4 Service Delivery Charter

Reflect on the efficacy and effectiveness of the implementation of the Service Delivery Charter.

10.2.3.1 Organisational Development

10.2.3.1.1 Organisational Design

Reflect on the alignment of the Organisational structure to the SDM and Strategy, Directive on Organizational structures

10.2.3.1.2 Job Descriptions and Work Organisation

Reflect on the extent to which job descriptions are alignment to the strategic outcomes of the department.

10.2.3.1.3 Change Management

Reflect on the types of major change the department has undergone and how well such changes were managed.

10.2.3.1.4. Organisational Culture

Reflect on the departmental organizational culture and how it affects change initiatives.

10.3 Operations Planning and Control

10.3.1 Operational Forecasting

Reflect on how operational forecasting or lack thereof influences achievement of operations objectives.

10.3.2 Operational Planning

Reflect on the effectiveness and efficacy of operational planning contribute to achievement of operations objectives.

10.3.3 Operational Control and Adjustment

Reflect on the efficacy of processes to monitor and adjust operations processes and activities.

10.4 Organisational Analysis and Improvement

10.4.1 Organisational Functionality Assessment

Reflect on the level of implementation of recommendations made in previous assessments.

10.4.2 Productivity Management

Reflect on the level of implementation of recommendations made in previous assessments.

10.4.3 Service Delivery Improvement Plan

Reflect on quality of SDIP and areas for improvement

10.4.3.1 Learning and Knowledge Management

10.4.3.1.1 Records Management

Reflect on the maintenance of record management systems, record keeping and infrastructure for records management.

10.4.3.1.2 Research

Reflect on how the department integrates research initiatives to achieve its objectives and to remain current with developments in the functional field.

11 Organisational Performance

A careful analysis of the indicators in the OFA Tool will assist with the development of findings and recommendations for each topic below. Recommendations **must** be linked

to a specific responsibility. If there is any departmental specific information that may have an impact on a department's functionality please add.

11.1 Organisational Effectiveness

Reflect on how a department can improve in its achievement of departmental objectives.

11.2 Organisational Efficiency

Reflect on how a department can improve its processes to achieve objectives in cost effective manner.

11.3 Organisational Relevance

11.3.1 Managing Access to Services Delivery

Reflect on how the department manages and improves access to services.

11.3.2 Utilitarian Value Management

Reflect on the effectiveness and efficacy of how the department engages with its service beneficiaries to ensure that its services and products provide optimum value.

11.3.3 Community Development/Based Workers

Reflect on how CDWs/CBWs are used to support service delivery at grassroots level.

11.4 Organisational Sustainability

11.4.1 Communication Management

Reflect on how the department communicates with its service beneficiaries to remain relevant.

11.4.2 Information Technology Systems Planning and Management

Reflect on how planned ICT systems and processes support service delivery in a rapidly changing environment.

11.4.3 Planning and Management of Infrastructure

Reflect on how spatial and infrastructure planning and management of infrastructure (immovable assets) are used support service delivery. Indicate backlogs and cost.

11.5 Financial Performance

11.5.1 Budget Planning and Management

Reflect on the planning, organising, directing and controlling the financial activities. Indicate overspending, underspending, payment arrangements,

irregular, fruitless expenditure and steps to ensure clean financial management.

11.5.2 Procurement Planning and Management

Reflect on the planning, organising, directing and controlling the supply chain management activities. Indicate efficacy of procurement (procured as planned), procurement governance, contract management.

11.5.3 Asset Management

Reflect on how movable assets is used to support service delivery. Indicate whether Asset Register is up to date, extent of asset losses, etc.

12. CONCLUSION

In the conclusion, it is important to reflect on:

➢ The way forward and how will recommendations be implemented
➢ The lessons learnt.
➢ Obstacles with the management of the assessment project.
➢ How project roll-out could be improved.

13. REFERENCES

Please use approved system of referencing and reference all sources if information, i.e. Strategic Plan, Annual Report, Budget Vote etc.

Recommended by

DETAILS OF THE HEAD OF DEPARTMENT

Date:

Approved by:

DETAILS OF THE EXECUTIVE AUTHORITY

Date:

13.   Back Cover:

Back Cover information can be customised but should include the following:

- ➢   Full name of the department
- ➢   Physical address of Head Office
- ➢   Postal Address of Head Office
- ➢   Contact telephone numbers
- ➢   Email address;
- ➢   Website address

SECTION C: APPENDIX: IMPLEMENTATION PLAN

1.   Implantation Plan

Please attach the approved implementation plan according to which the findings from the OFA Report will be taken forward. The implementation plan is essentially a list of projects linked to specific responsibilities. The implementation plan can be broken down into projects that can be classified with a non-financial or a financial impact

- ➢   Projects that are a non-financial in nature will generally be of a short-term nature/ current financial year.
- ➢   Project that have a financial implication will be reflected on the performance agreement/ work plan of a senior manager and may even be linked to the department's APP

Set out below is a template that can be considered for the OFA Implementation Plan

Outcome	Key Activities	Responsibility Manager	Projected Budget	Time Frame