LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS

BUSINESS PROCESSES OF RISK MANAGEMENT PROGRAM

Compiled by:
T.M Mohlaloga (*Business analyst*)

Table of content

1 PART 1 AS-IS BUSINESS PROCESSES.....2

1.1 Anti-Fraud and Corruption Sub-program.....2
1.2 Governance and Compliance Sub-program.....5
1.3 Security Management Services Sub-program.....6

2. PART 2 REDESIGNED BUSINESS PROCESSES.....8
2.1 Anti-Fraud and Corruption Sub-program.....8
2.2 Governance and Compliance Sub-program.....9
2.3 Security Management Services Sub-program.....9

3 CONCLUSION.....10
4 RECOMMENDATION.....10

1. PART 1 AS-IS BUSINESS PROCESSES

1.1 Anti-Fraud and Corruption Sub-program.

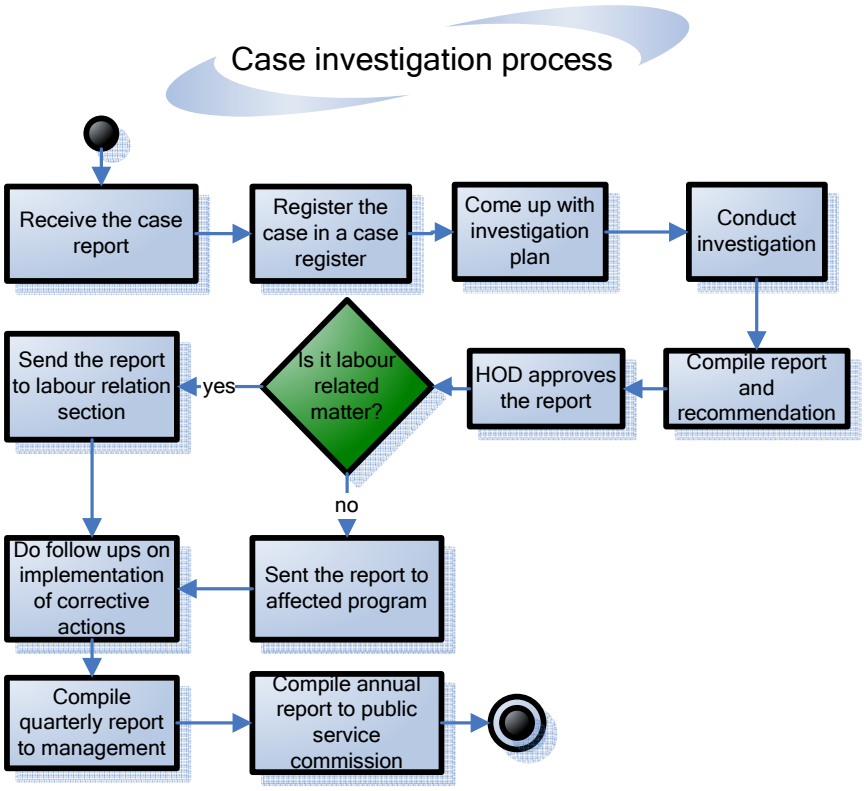
1.1.1 Background and introduction

Anti-fraud and corruption sub-program manages anti-fraud and corruption preventative strategies. Its functions are to investigate fraud and corruption cases, to formulate and ensure the implementation of departmental anti-fraud and corruption preventive policies/strategies, to conduct fraud risk assessment, to handle claims by the state, claims against the department and facilitate personnel suitability checks and vetting.

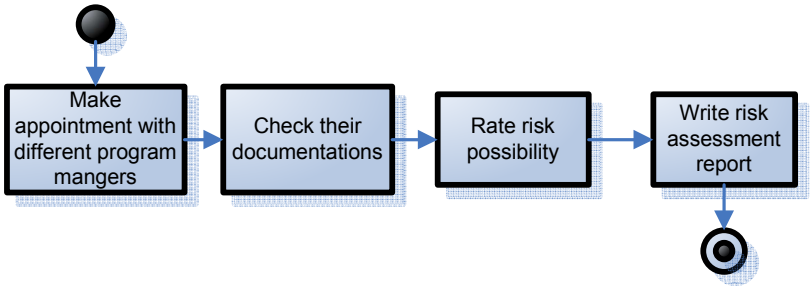
1.1.2 Goal

To implement awareness programmes and training to the department to minimise fraud and corruption.

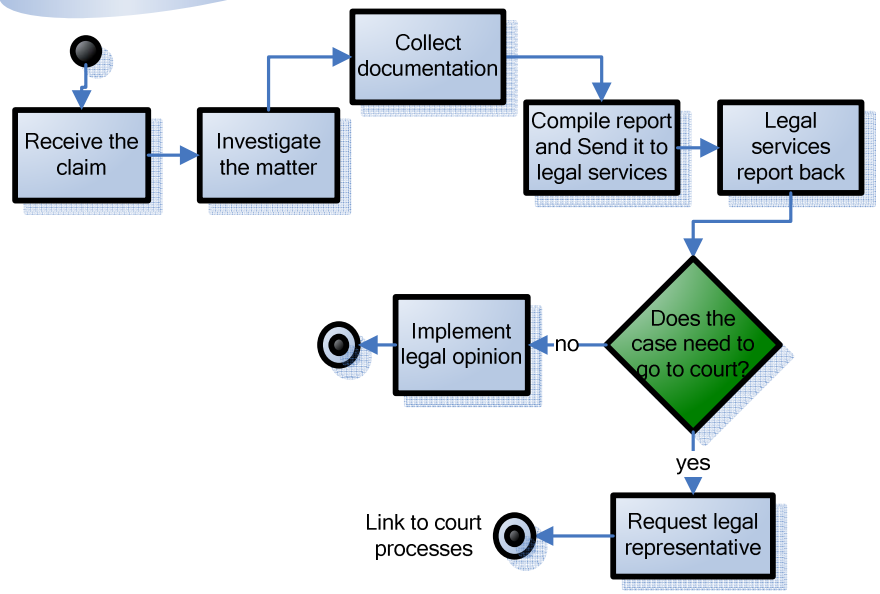
1.1.3 As - Is Business processes

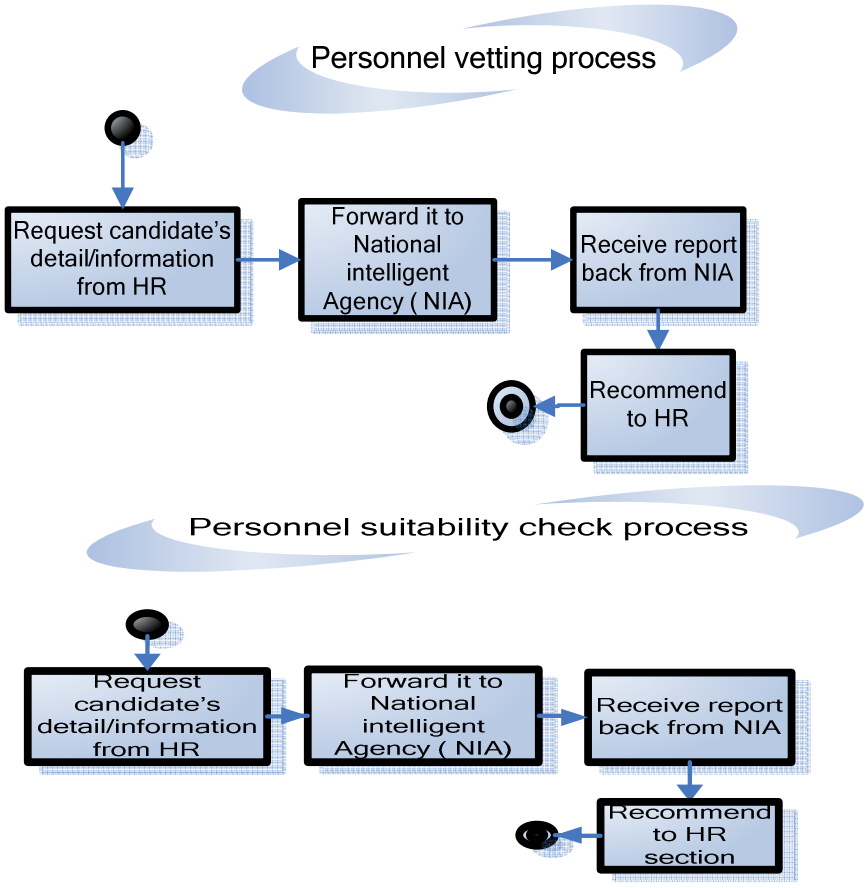


Fraud Risk assessment process



Investigations and coordination of claims against the department





1.1.4 Challenges

- Shortage of staff
- Lack cooperation

1.1.5 Resources used

- Office equipment
- Finance
- Transport
- Human resources
- Stationary

1.1.6 Risks

- Life Threats
- Service delivery threats

1.2 Governance and Compliance Sub-program

1.2.1 Background and introduction

The primary role of the compliance office is to assist management in discharging its responsibility to comply with applicable laws and regulations facilitating the development, establishment and maintenance of an efficient and effective compliance risk management process.

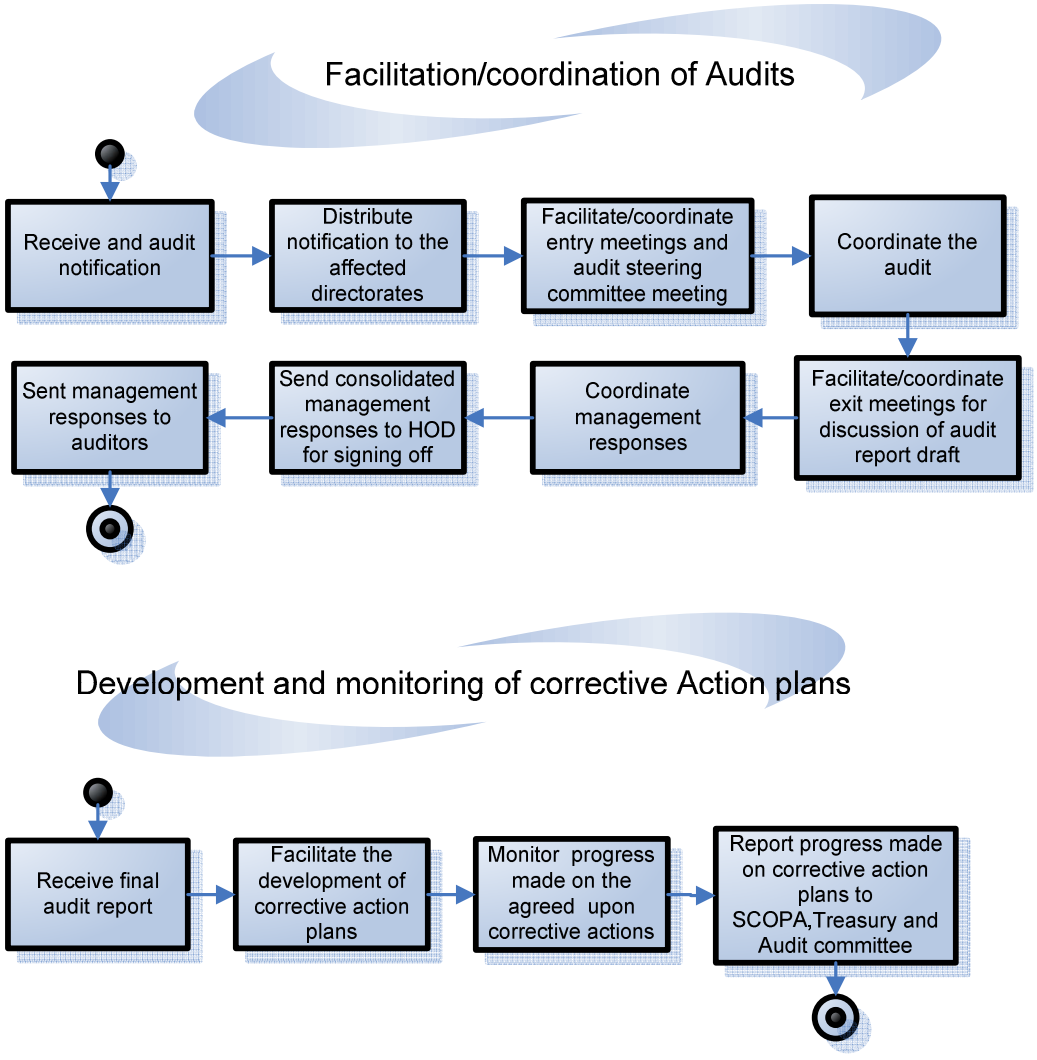
1.2.2 Goal

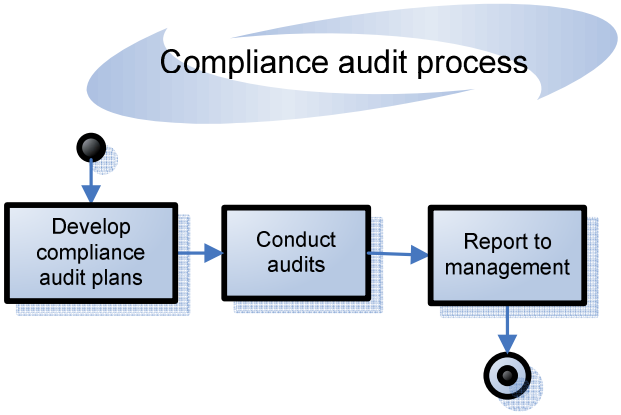
To ensure compliance with laws regulations and controls, safeguarding of assets (including information), reliability of reporting and behaving responsibly towards stakeholders

1.2.3 Process initiation

Applicable laws, regulations, controls and policies trigger business processes of governance and compliance.

1.2.4 As - Is Business process





1.2.5 Resources used

- Office equipment
- Ms office

1.2.6 Challenges

- Lack of experienced staff and understaffing.
- System failure/instability of computer systems.
- Management take long time to respond to audit queries i.e. usually difficult to meet deadlines.

1.3 Security Management Services Sub-program

1.3.1 Background and introduction

Security management services is one of Risk management sub-programs. Its functions are to manage security contract, to manage internal security, to monitor information security policy, conduct security awareness campaign, to assess security and to manage overall security within the department.

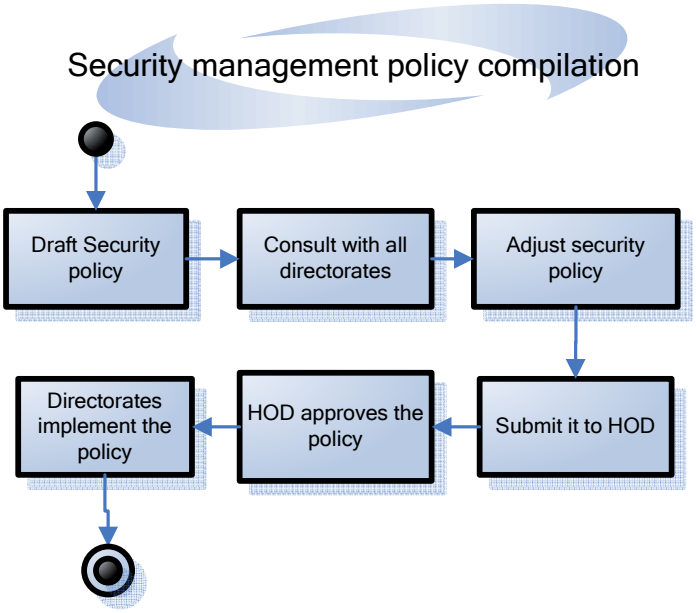
1.3.2 Purpose

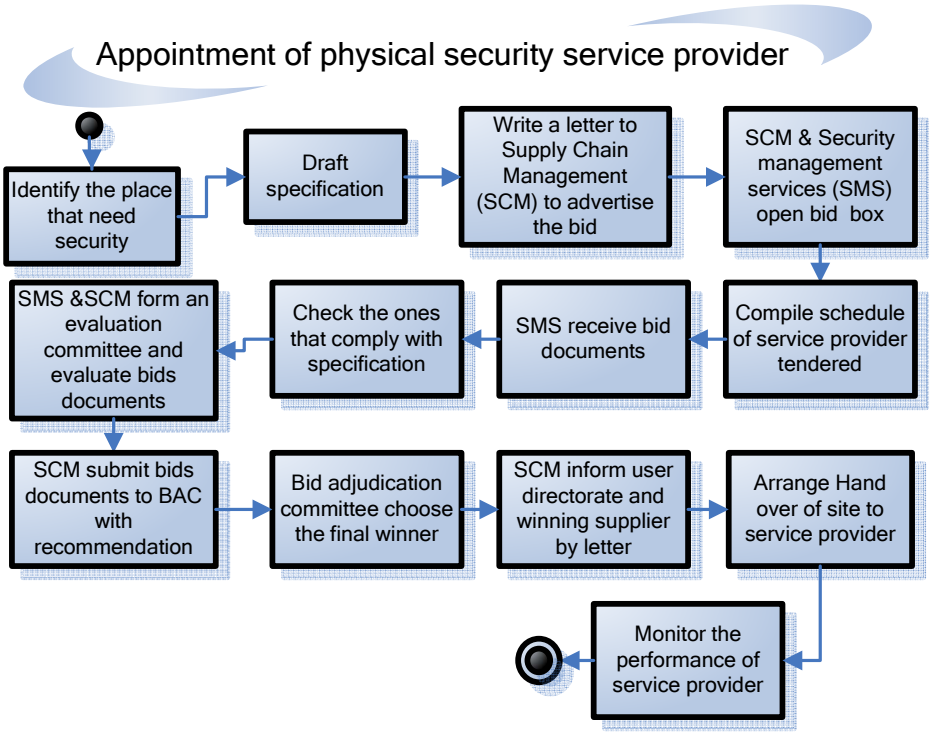
To manage and implement departmental security management strategies and programs.

1.3.3 Process initiation

The security needs of the department trigger business processes of security management services.

1.3.3 As - Is Business processes





1.3.4 Resources used

- Security systems
- Transport
- Ms word and Ms excel

1.3.5 Challenges

- Uncooperative of officials
- Security service provider don't comply with contract

2 PART 2 REDESIGNED BUSINESS PROCESSES

2.1 Anti-Fraud and Corruption Sub-program

2.1.1 Gap Analysis

When Anti-fraud and corruption officials conduct investigation, information/ documents are the source but they struggle to get them from those under investigation. This affects completion time negatively. Ms Word application is currently used to register Case data. At the end of the day the data is used to derive the quarterly report to management and annually report to public service commission. MS word is not designed to store data and it does not have report writing capability, thus the quality of that report will not be the desire one. It will also be difficult to transform data into information. If case is reported, policy requires officials to act before the end of ten working days but if they receive many cases they don't manage that because of insufficient stuff.

Anti-fraud and corruption officials compile a report which is signed by HOD and send it to labour relation office if that case is relate to it. It gives them lot of problems because they don't act on time to an extent that Anti-fraud and corruption end up delivering the report to management and public service commission very late. They also do follow ups on implementation of corrective actions which they find it difficult to complete because management takes long time to respond. It is a challenge for Anti-fraud and corruption officials to compile risk assessment report because of not getting enough documentation from different directorates. At the end of this project DPW intends to have improved business processes whereby cost and cycle time are reduced; and a better service is delivered.

2.1.2 Propose ways to bridge the gap

Data are raw facts, after transformation information is produced. Applications are developed to perform different functions. It is advisable to know which one is appropriate to what function. Anti-fraud and corruption unit currently uses word application to store information of cases. Word-processor program primarily allow users to create and edit professional text not to manage data. Typical use may include writing an essay or report, creating a resume, or writing notes. The appropriate program in this regard is Base which is one of open office programs .It has been developed to manage desktop data. The only solution to the problem of not getting information/ documents on time from those under investigation is to enforce the law; the person who delays the process need to be reported for appropriate steps to be followed. Allocation of enough staff is required in this unit to supplement the existing staff for them to be able to finish activities on time.

2.1.3 To - be Business Process of Advisory services unit

The actual flow of activities needs no change but enforcing the law and implementation of time management are required for processes to end time.

2.1.4 Benefits

- The process will end on time.
- The respond will be within ten working days after receiving cases.
- Quality report to management and public service commission will be generated.

2.2 Governance and Compliance Sub-program

2.2.1 Gap Analysis

Internal auditors perform audit activities within the department to ensure that employees comply with rules and regulations .Their activities require a lot of interaction with employees e.g. they “facilitate the development of corrective action plan” but management take long time to respond and auditors end up completing their work late. Other thing is some of their staff lack the required skill to perform audit activities properly. Supervisor assists and supervises them very closely. They also experience shortage of staff problem.

It will be difficult to reach the stage were we say the processes are efficient and effective because problem like management take long time to respond, is what I can call it disobedient of time which will eventually delay the dependent activities to continue. For every work that needs to be done, there are always skills required otherwise the quality of deliverables and the time to deliver will be affected negatively. This unit currently has one manager, one deputy manager and four admin officers who perform activities of risk management support; and governance and compliance unit where as it is suppose to have two managers, six deputies and five admin officer. Shortage of staff is also very important thing to consider. Ignoring it will overload the work which will then affect the performance and delivery time.

2.2.2. Propose ways to bridge the gap

Intervention of top management is required to enforce every employees to implement time management .This will help them to be able to respond to every request on time .Governance and compliance unit also does not have enough staff and skilled staff therefore allocation of enough skilled staff is required .This will amongst others minimize supervisor’s workload and the load of work on one employee.

2.2.3. To - be Business Process

The actual flow of activities needs no change but enforcing implementation of time management and allocation of enough skilled staff are required for processes to end time.

2.2.4. Benefits

- The process will end on time.
- Deliverables will be of required quality.

2.3 Security Management Services Sub-program

2.3.1 Gap Analysis

Security management services unit is a newly established sub-program therefore it has not yet experienced too much challenges/problems. Officials have already started with the process of drafting security policy where they are currently on second activity which is ‘’consult with all directorates’’, But one thing they may anticipate according to the research up to so far is directorates may take long time to respond, because this challenge is almost experienced by many directorates so the possibility is high.

Security management services depend on outside security servicer provider to service the department's security needs. The process of selecting proper security is done by supply chain management like any other goods/services needs of the department. SCM take long time to complete their activities. They are suppose to take four weeks to complete activities done before opening bid box but they go beyond time frame. Security management services also experience problem when it comes to verification of bid documents activity. They take long time to complete activity because of shortage of staff if there are many bid documents received.

2.3.2 Propose ways to bridge the gap

Security management services unit verify bid documents which they find it very difficult to complete on time if there are many bid documents received because of shortage of staff. This means enough staff is required in this unit. Supply chain management is responsible to choose security service provider but it takes time to complete its processes. SCM need to implement processes redesigned for its section in order to complete their processes on time.

2.3.3 To - be Business Process

The actual flow of activities needs no change but allocation of enough skilled staff is required for processes to end time.

2.3.4 Benefits

- The process will end on time

3. CONCLUSIONS

The effectiveness and efficiency of Risk management program's processes are currently jeopardized by shortage of staff and prolonged consultation. Security management services unit takes time to complete verification of bid documents, Anti-fraud and corruption unit did not manage to act within ten working days if they received many cases and Governance and compliance unit currently has six employees who perform activities of risk management support; and governance and compliance where as there are suppose to be thirteen officials. This means risk management program has insufficient stuff.

Another challenge is user directorates take long time to respond to requests. Anti-fraud and corruption officials compile a report which is signed by HOD and send it to labour relation office if that case is relate to it but labour relation unit respond after a long time and that cause Anti-fraud and corruption to deliver the report to management and public service commission very late. Supply chain management takes time when performing activities of selecting security service provider thus delaying processes of security management services unit as well. Governance and compliance unit facilitate the development of corrective action plan but management take long time to respond.

4. RECOMMENDATIONS

It is very important if the challenge of understaffed is considered very carefully in this program. If that can be managed the processes's cycle time and the overload of work will be reduces. The other thing that needs an attention is the time different programs takes to respond to queries. This require top management to enforce the law and the implementation of time management to every employees, then the dependents activities' cycle time will be reduces.