



# Province of the **EASTERN CAPE** ROADS & TRANSPORT

## 2009 CPSI AWARD!

The Eastern Cape Department of Roads and Transport (DORT), finalist, wins - 2nd Runner-up - of the CPSI 2009 Awards in the Category

"Innovative Enhancement of Internal Systems within Government"

The BALASELA Programme is based on the SPEAR<sup>(i)</sup> Programme.

Business Assessment Services (i) – Pretoria, wish to congratulate Dr Marie de Villiers (HOD) and Mr Thabo Cweba (Director) for their commitment to Service Delivery Excellence!!



## THE DORT SERVICE DELIVERY EXCELLENCE PROGRAM (SDE)

### 1. EXECUTIVE OVERVIEW

The DORT Service Delivery Excellence Programme's (SDE) main purpose is to facilitate, manage and promote service delivery continuous improvement in the Department of Roads and Transport through participation in the Programme. The Programme uses impact assessment to enable DORT to determine its levels of service delivery performance in pursuit on improved service delivery by so doing gaining new knowledge concerning their current performance.

### 2. PROJECT COORDINATION

Dr M De Villiers, SG Department of Roads and Transport, ECPA (DORT)

Mr Salie, D-DG Operations

Mr Poya, D-DG Corporate Services

SMS Team, (Nine Chief Directors)  
 Mr Thabo Cweba OD Development Manager (Project Coordinator)

### 3. PROJECT OVERVIEW

#### Why was the project started?

Taking the lead in 2006, DORT adopted the ECPA OTP **Balasele** (<sup>iii</sup> Service Delivery Excellence Programme) as its mythology in pursuit of service delivery management and improvement.

The Programme was renamed the DORT Service Delivery Excellence Programme called “**SDE**” and involved extensive departmental research and consultation with the Office of the Premier of a range of local and international improvement opportunities and methodologies. This culminated in the adoption and adaptation of the **Balasele** (IsiXhosa for “Excellence”) Service Delivery Improvement Programme.

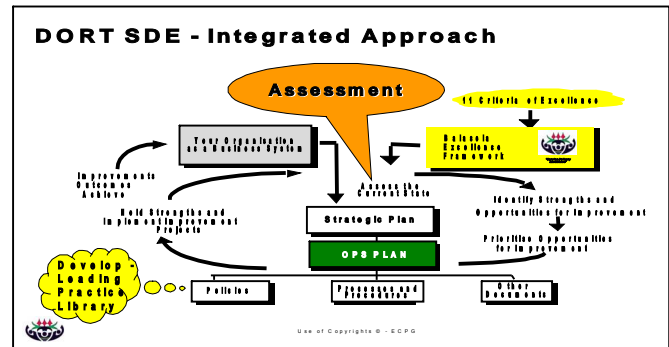
#### How many years has the project been in operation?

The project was launched in 2006 and is currently in the 3<sup>rd</sup> year (Phase III) of four Phases as part of the MTEF based strategic plan.

#### What does the project aim to achieve?

The years that lie ahead for the Department of Roads and Transport are likely to be the most turbulent in its history, as the load and volume of traffic increases in the Province.

The years will undoubtedly be years of tremendous change with the frustrations that often accompany such change. Against this challenging background the Department has embarked upon an ambitious integrated management process aimed at building the Department of Roads and Transport into a best-in-class department. The integrated strategic and operational portal for the SDE Programme is set out in the adjacent diagramme.



#### What Service Delivery problems does the project solve?

In pursuit of the Batho Pele Principles, the project primarily facilitates, impact assessment; capacitation; understanding service delivery concepts; sharing of good practice; comparison; integration and strategic and operational focus as elaborated on below:

- Implementing a recognised, structured and fact based approach to measuring departmental performance and service delivery and improvement;
- Formally identifying performance strengths and areas for improvement;
- Capacitating employees and creating a common language and conceptual framework for the way the department manages its process and service delivery improvement;
- Educating employees in the organisation on the fundamental concepts of service excellence and how they relate to responsibilities;
- Involving people at all levels and in all units involved in process improvement;
- Assessing in a coherent manner the department’s performance at corporate, programme and district level;
- Identifying and allowing the sharing of “good practices” within the department;
- Facilitating comparisons with other like-minded organisations, using a common framework and criteria that is accepted;
- Integrating the various improvement activities into normal operations.
- Improving the development of the departmental strategic and operational focus and plans, and

- Providing opportunities to recognise both progress and outstanding levels of individual, team and organisation performance.

### What is innovative about the project?

DORT is currently the leading Department in the ECPA having adopted the recognised revolutionary service delivery impact and assessment improvement programme, called **Balasele**. The SDE programme centres around a closed loop approach, as shown below, and cascades down to district level.

### Innovative service delivery concepts include:

- The use and deployment of a structured and recognised cost effective framework that endorses the Batho Pele protocol and Principles.
- The introduction of recognised criteria and guides aligned with departmental mandates and operations to enhance performance excellence in the department, programmes and districts.
- Providing a robust and structured process to facilitate and develop operational specific formal service delivery standards and guidelines.
- Developing and understanding the impact assessment process and its concepts.
- Internally facilitating the process of impact assessment for continuous improvement.
- Providing new knowledge, data and information for the development of departmental and district service delivery Improvement plans.

### Duration of the Project?

The project commenced in 2006 will henceforth, and beyond 2014, form the basis for the DORT Service Delivery Improvement Programme at all levels.

## 4. ACHIEVEMENTS

The phrase "best-in-class" is deliberately chosen. It is intended to support the Department's stated policy of applying "best-in-class benchmarking" to every area of its business.

To become the ECPA's leading department there is some way to go! In pursuit of this objective the Department launched the following SDE Tools:

- Guide to Service Delivery Excellence (GSDE)<sup>(iv)</sup> in 2007, and
- Guide to Operational Excellence (GOE)<sup>(v)</sup> in 2008.

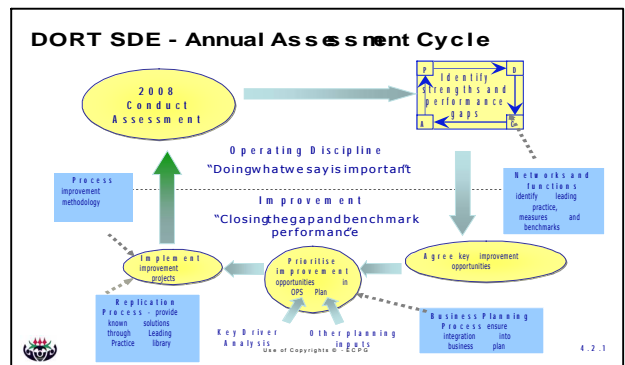
### Assessment Overview

The Departmental baseline assessment process, based on the (GSDE), and district baselines assessment based on the GOE was respectively completed in 2007. As the ECPA's pioneering department, the assessment exercise is seen as innovative baseline assessment and critical to forming the basis for the Departmental Service Delivery Improvement Programme (SDIP) in 2008/09/10.

### SDIP Improvement Initiatives Launched

During the assessment exercise the following areas for improvement were identified for upgrading during the 2009/10 Service Delivery Review:

- Alignment of departmental objectives with current realities by focusing on specific "Actions" and supporting the "Focus Areas" during the upgrading of the GSDE and District GOE's;
- Integrating an endorsing the Department's "Guidelines / Mandates" that drive the Focus Areas;
- Based on extensive discussions during the assessment process, developing a SDIP containing a comprehensive list of areas for improvement;



- Weighting most “Focus Areas” using a 5/4/3/2/1 approach to realize the priorities. The Department further considered amending some of the weightings to economize on the 2008/09/10 improvement programme and resource requirements.
- To speed up the service delivery improvement programme and to facilitate load sharing, co-ordination responsibilities was introduced to ensure an inclusive and broad platform of participation.

### Earlier Baseline Results

Extensive baseline results and data for the Department and for its seven Districts have been processed and are being used to drive service delivery improvement. The following partial Appendixes serve to affirm the extent and significance of the earlier assessment data.

- Appendix 1 – Focus Area Scores sorted by Weights
- Appendix 2 – Focus Area Scores sorted by Score
- Appendix 3 – Focus Area Score sheet as Balanced Score Card
- Appendix 4 – Score Sheet Summary

In addition to the above results summary, the scorecard shown above provides statistical data for the 76 focus areas and renders the DORT with a “**helicopter view**” of the Department’s current performance distribution curve vis-à-vis the desired modern classic distribution curve.

#### **The following confirms baseline achievements in the 0-25% Potential Bands:**

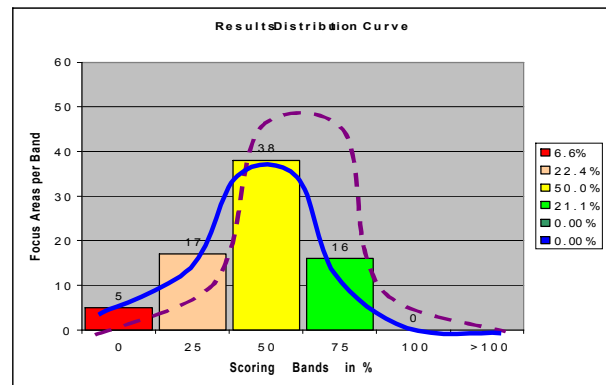
- 6.6% of the Focus Areas assessed reside in the 0% Potential Score Band and confirm that no plans exist for 5 Focus Areas.
- 22.4% of the Focus Areas assessed reside in the 25% Potential Score Band and confirm that 17 Focus Areas are supported by informal (non-approved) plans.

#### **The following confirms baseline achievements in the 50-75% Potential Bands:**

- 50.0% of the Focus Areas assessed reside in the 50% Potential Score Band and confirm that plans exist for 38 Focus Areas that have clear PDCA elements in place.
- 21.1% of the Focus Areas assessed reside in the 75% Potential Score Band and confirm that 16 Focus Areas that have extensive PDCA elements in place.

#### **The following confirms baseline achievements in the 100% Potential Bands:**

- 0% was scored for Focus Areas in the 100% and >100% Potential Score Band.



### **IMPORTANT:**

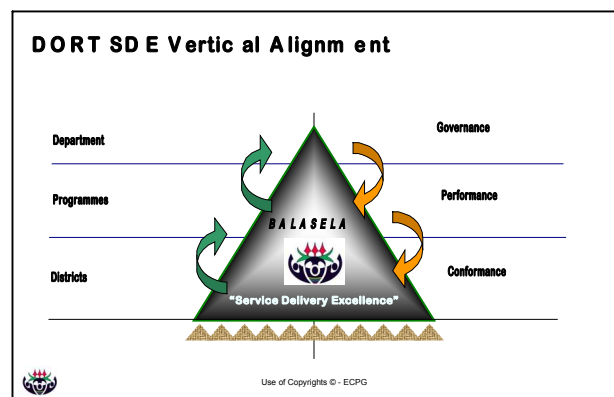
**The availability of the above graphical data confirms the DORT’s leading position in the EC Province using statistical data to express service delivery performance.**

### **2007/08 Assessment Team**

Appreciation goes to the Assessment Team, without which the 2007/08 Service Delivery Assessment Exercise would not have been realized.

## **5. SUSTAINABILITY**

The sustainability of the DORT SDE Programme



is best articulated using the above diagramme to show the cascading of the programme down to district level.

The formal structure further supports the specific roles and responsibilities, for the SG and the DORT SDE Programme Coordinator, as set out below:

### SG Roles and Responsibilities

#### **Role:**

SG - Custodian of the Department SDE process

#### **Responsibilities:**

- SG to chair the Service Delivery Committee (BSC) meetings;
- Plan and implement SDE within the Department;
- Publishes and communicates Department Vision, Mission and Core Values;
- Compiles and publish Service Delivery Strategic Plan and Roadmap;
- Determines strategic Service Delivery Success Measures;
- Hear SU progress reports and monitor quality progress;
- Check assessment results inclusion in SDIP, and
- Participates in Service Delivery activities (SMS Management by Walking About).

### Co-ordinator Roles and Responsibilities

#### **Role:**

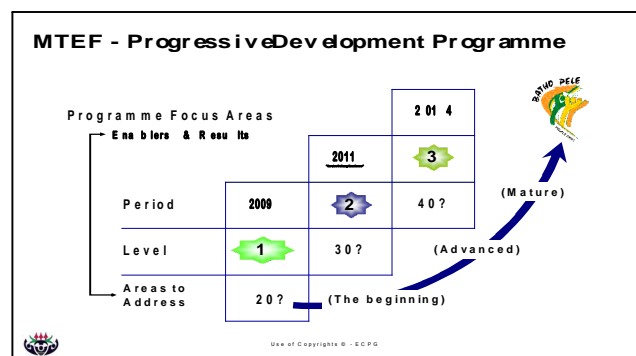
Co-ordinate the implementation of the SDE process in Department

#### **Responsibilities:**

- Co-ordinate implementation of SDE process in Department;
- Bi-monthly report SDE implementation progress to Department BSC;
- Co-ordinate Department Service Delivery assessment programme;
- Ensure factual, financial and progress reporting to Department BSC;
- Attend monthly divisional Service Delivery Committee meetings when invited;
- Network with OTP / Departmental Balasela Co-ordinators and SG's and advise them on SDE focus and implementation i.e. infrastructure, goal setting, benchmarking and training;
- Administer and co-ordinate SDE Co-ordinator Forum activities;
- Guide and assist SDE Co-ordinator Forum with implementation of SDE methodology;
- Co-ordinate planning and provision of Service Delivery training requirements;
- Co-ordinate Service Delivery Communication Team activities, and
- Advise SDE Co-ordinators on Total Service Delivery Developments.

### MTEF Implementation Programme

The medium and long term objectives of the DORT SDE Programme are reflected in the following diagramme showing the MTEF strategic planning programme reaching into 2014.



## 6. RELIABILITY

The reliability of the programme is vested in the formalisation of the DORT SDE Programme and its Service Delivery Improvement Tool Kit incorporating the Guide to Service Delivery Excellence (GSDE) and Guide to Operational (GOE) Guides as reflected in the examples below. The Guides do not only provide templates for impact assessment but facilitates year-on-year upgrading and the development of Service Delivery Improvement Plans (SDIPs). The formal structure and templates of the programme greatly enhances reliability and replicability

### Guide to Service Delivery Excellence (GSDE)

The following minimum data set has been accrued and approved based on the 2007 actual assessment exercise. The GSDE at departmental level provides for six (6) goals and a set of 50 objectives / focus areas under the banner and title of the following six enabler criteria, i.e.:

- Leadership;
- Strategy and Planning;
- Client Focus;
- Employee Management
- Resources Management, and
- Process Management.

**Table 6.1 (a) Example – Goals 1 - Leadership - Goals and Focus Areas**

Goal # 1 - Leadership	Objectives / Focus Areas
Providing leadership in pursuit of service delivery excellence through good governance, and sound communication aimed at recognising our people, client satisfaction and in pursuit of the Batho Pele Principles	<ul style="list-style-type: none"> <li>* SDE Programme</li> <li>* Batho Pele</li> <li>* Client Satisfaction Index</li> <li>* etc</li> </ul>

**Table 6.1(b) Focus Areas, Actions, Ranking and Coordination Responsibilities**

Item	Focus Area	Action	Ranking		Coordination Responsibility	
			Criterion	Weighting	Title	Team
(a)	(b)	(c)	(d)	(e)	(f)	(g)
1.1	<b>SDE Programme</b>	Champion, customise and implement SDE Programme	1	5	SMS	OD

**Table 6.1(c) – Guidelines and Performance and Indicators**

Item	Focus Area	Action	Guidelines	Performance Indicator
(a)	(b)	(c)	(d)	(e)
1.1	<b>SDE Programme</b>	Champion, customise and implement SDE Programme	Balasele Programme and Guidelines to be issued by OTP	Programme approved Alignment with strategic objectives Continuous progress assessment Participation in annual Balasele Awards Programme

**Guide to Operational Excellence (GOE)**

Similar to the GSDE at Head Office Level, the GOE provides for reliability and replicability at district level. The GOE at district level provides for six (6) enablers and a set of 50-60 processes (focus areas) under the banner and title of the same six enabler criteria, as shown below:

**Table 6.2(a) – Guidelines to Operational Excellence**

<b>1 - LEADERSHIP</b>						
DELIVERABLE (P) (Plan – What to do?)	PROCESS (D) (Implement – HOW to do?)	Performance (Approved Indicators)	MEASURES (C) (Check - Which measures?)	CHALLENGES (A) (Critical Action – Whow!)	GUIDELINES (Mandate)	IO MAP
1.1 Balasele Programme	Deploy and train all employees in Balasele Concepts	31 March 2009	<ul style="list-style-type: none"> <li>• Introduce Methodology in Region</li> <li>• Train employees in concepts of programme</li> <li>• Align operational plan with format of Balasele Guideline</li> </ul>	<ul style="list-style-type: none"> <li>• SMS Commitment to the Programme</li> </ul>	<ul style="list-style-type: none"> <li>• DPW guide to service delivery excellence Rev 2 15 May 2006</li> </ul>	5
1.2 Corporate Governance	Implement PSC Code of Conduct	Ongoing	<ul style="list-style-type: none"> <li>• Implementation of Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Manual on the code of conduct for the Public Service</li> </ul>	5
1.3 Effective Corporate Services	Assist in the development of clear policies and systems and implementation thereof by all line and support functions in the region	01 April 2008 to 31 March 2009	<ul style="list-style-type: none"> <li>• Plans and policy framework for all programmes in place</li> <li>• Implementation and compliance with PFMA</li> <li>• Implementation of APP and Compliance with Balasele principals</li> </ul>	<ul style="list-style-type: none"> <li>• Support and cooperation of Headquarters</li> <li>• Vacant posts to be filled</li> </ul>	<ul style="list-style-type: none"> <li>• PGDP</li> <li>• Labour Relations Act of 1995</li> <li>• Basic conditions of Employment Act</li> </ul>	5



## 7. CHALLENGES AND LESSONS

### The PDCA Elements for Sustained Improvement

Throughout the 2006 – 2008 periods the PDCA elements, as qualified below, formed the basis for understanding process management and the importance of understanding the challenges of any process. Training at head office level and at district level focused on the elements as the most critical part of the assessment process, i.e.:

#### ▪ **Planning (P)**

This commences the PDCA cycle and launches the process planning cycle that is fundamental for the success of the assessment process,

#### ▪ **Deployment / Operations (D)**

This element endorses the deployment or “Do” dimension of the PDCA cycle.

#### ▪ **Measurements (C)**

This element presents the measurement or “Check” dimension of the PDCA cycle, and

#### ▪ **Improvement (A)**

This element closes the improvement of “Act” dimension of the PDCA cycle.

### Role of Management:

The biggest challenge experienced during the implementation phase was the need for continued management support, without which the SDE Programme would not have sustained its momentum.

### Use the SDE Guide as a TOOL

- Be open and honest about goals, objectives, focus areas, actions and guidelines
- Use the collective talent of all employees to decide HOW to improve further
- Act on the outcomes of the assessment
- Pledge and allegiance to DORT!!!

### Feedback from Districts:

The following summarised feedback from 170 management members at district level summarizes the lessons learned and the value of the SDE Programme:

- Clear relationship (between) GOE (and) Service Standards;
- Integration (Teamwork);
- (Ensures) communication between directorates.
- PDCA (useful) guide to excellent performance;
- Information dissemination and management;
- Implementation of Balance Score Card;
- Proper reporting system
- Client focus;
- Employee management;
- Measurement (tool);
- (Facilitates) data collection;
- Broadens knowledge about our department / districts;
- Encourages sound working relations, and
- Encourages compliance with Batho Pele Principles.

## 8. SUMMARY OF PROJECT

The DORT Service Delivery Excellence Programme’s (SDE) main purpose is to facilitate, manage and promote service delivery continuous improvement in the Department of Roads and Transport through participation in the Programme.

The Programme uses impact assessment to enable DORT to determine its levels of service delivery performance in pursuit of improved service delivery by so doing gaining new knowledge concerning their current performance.

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**APPENDIX 1 – FOCUS AREAS SORTED BY SCORE / ASSESSMENT SCORE CARD IN COLOUR.**

DISTRICT: CACADU - ASSESSMENT SCORECARD												
Item	Focus Area	Weight	Scoring Bands in %					P	D	C	A	RESULT
			65	60	55	50	45					
<b>1.0 LEADERSHIP</b>												
1.1	Budget Management	5					X					Excellent
1.2	Service Standards	3	X									Poor
1.3	Financial Management	5					X					Good
1.4	Internal Communications	3			X							Average
1.5	Monitor and Evaluation	3	X									Below Average
1.6	Performance Management (MIS)	5					X					Very Good
1.7	Business Programme	3					X					Good
1.8	Recruitment and Retention Planning	4			X							Average
<b>2.0 STRATEGY AND PLANNING</b>												
2.1	Budget Completion	5					X					Excellent
2.2	Campany Plan	4					X					Excellent
2.3	District Operational Plan	5			X							Below Average
2.4	HFD Learner ships	3					X					Very Good
2.5	Institutional Corporate Governance	3		X								Below Average
2.6	Procurement Plan	4	X									Poor
2.7	District EE Plan	3				X						Average
<b>3.0 CLIENT FOCUS</b>												
3.1	Community based Road Safety Programme	5					X					Excellent
3.2	Elimination of Illegal Operations	5					X					Excellent
3.3	National Road Safety Programme	5			X							Average
3.4	Non-Motorised Transport Programme	3					X					Good
3.5	Promoting Safety Education	5					X					Excellent
<b>4.0 EMPLOYEE MANAGEMENT</b>												
4.1	Employee Wellness Programme	3		X								Poor
4.2	Handling of Grievances	3				X						Average
4.3	Housing Protocol	3				X						Average
4.4	HFD Plan (MSP)	3			X							Below Average
4.5	Leave Plan	4		X								Poor
4.6	Payments of benefits	3					X					Very Good
4.7	Personnel Files	3	X									Poor
4.8	Review HR Plan	3					X					Very Good
4.9	ASSET and FET Programmes	3			X							Below Average
<b>5.0 RESOURCE MANAGEMENT</b>												
5.1	Asset Management	5		X								Below Average
5.2	Auxiliary Office Services	3				X						Average
5.3	EMMS	4	X									No Progress

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iii) Balasela, Title Copyright © OTP 2006-2010, Office of the Premier Eastern Cape Government

iv) GSDE, Guide to Service Delivery Excellence, Copyright © BAS 1998 - 2010

v) GOE, Guide to Operational Excellence, BAS Copyright © 1998 - 2010