Conceptual Framework for Service Delivery and Organisational Transformation within the Public Service

Khaedu Colloquium

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“What we need is a different type of a public servant; a public servant who respects the citizens he or she serves.

A public servant who values the public resources she has been entrusted to manage.

We need a public servant who comes to work on time and performs his or her duties diligently”

President Jacob Zuma, 23 April 2010, Meeting with Senior Civil Servants in the Public Service
OVERVIEW

1. Background and Legal Mandate
2. Conceptual Framework for SDOT
3. Work Focus Areas
4. Conclusion
1. Background
The Constitution, 1996 (Chapter 10)

- A high standard of professional ethics must be promoted and maintained.
- Efficient, economic and effective use of resources must be promoted.
- Services must be provided impartially, fairly, equitably and without bias.
- People’s needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
The White Paper on the Transformation of the Public Service (WPTPS), 1995

To establish a policy framework to guide the introduction and implementation of new policies aimed at transforming the SA Public Service

This policy sets out 8 transformation priorities, amongst which Transforming Service Delivery is regarded as key.

This policy also declares that the Public Service should be...

• People-centric
• People MUST come first
• Batho Pele “A better life for all”
White Paper on Transforming Public Service Delivery (Batho Pele, 1997)

To provide a policy framework and practical implementation strategy for the improvement of service delivery - applicable to all employees of the public sector (par. 2)

The Batho Pele White Paper set out 8 principles that must be adhered to for the transformation of Public Service delivery
What is Batho Pele?

• A Commitment to service excellence in **HOW** we deliver services in our day-to-operations to citizens.

• It is not any additional task to our daily tasks, but the manner in **HOW** we approach delivering our tasks in a professional, efficient and organised manner which ensures predictable services to **ALL** citizens **ALL** the time.

• Batho Pele is about **REAL** professionals doing **REAL** jobs, addressing **REAL** issues, which affect **REAL** people, the citizen...
BATHO PELE PRINCIPLES

1. Consultation
2. Service Standards
3. Access
4. Courtesy
5. Information
6. Openness and transparency
7. Redress
8. Value for Money
Translating the Belief Set into Action…..

Creating a better life for all by putting people first will be achieved by:

• Engaging Employees
  - We belong because we are recognized and rewarded for living Batho Pele

• Caring for Citizens and Clients
  - We care because we are devoted to doing the job until it is done, ensuring that we deliver beyond citizen expectations

• Servicing the Public
  - We serve by delivering an experience to look forward to that offers world class integrated service delivery for all South Africans
Revitalisation of Batho Pele

- Citizen interface
- Thusong Service Centres
- CDWs

Front office

Change Engagement Programme

Public Service Culture

Ethics Professionalism

Back Office

- Staff focus
- Organizational Culture
- Morale

External Communication

- Citizen focus
- Consultation
- Information

Internal Communication

- Structure
- Systems
- Processes
2. Service Delivery Context
Levels of engagement i.r.o Service Delivery

- **Macro level**
- **Meso level**
- **Micro level**

- Multi-national/regional/national
- Provincial/local/societal
- Organization/Community
- Individual/group
Context for Implementing a Strategic Framework for SDOT

Step 1: Conduct Stakeholder Review with Citizens and Clients

Step 2: Design Conceptual Framework for the Service Delivery Loops for Identified Services

Step 3: Design Standard Operating Procedures

Step 4: Design Guidelines for Step by Step Implementation

Step 5: M&E and Impact Assessment Tools

Step 6: Annual Performance Plans

Step 7: Quarterly Reviews and Surveys

Step 8: SDOT Steering Committee

Step 9: Annual SDOT Consultative Conference

Step 10: Annual Performance Review Report on Service Delivery

Legal and Political Mandate (WHAT and HOW)
3. Conceptual Framework for SDOT
RATIONALE

- Reduce Service Delivery blockages
- Provide cogent Service Standards framework
- Ensure that Process Mapping and Quality Management is institutionalised to inform value time for citizens
- Provide a Complaints Management Strategy
- Ensure consistent levels of compliance with Service Delivery Improvement Plans
- Entrench the role of Community Development and Participation
- Develop an Access Strategy that must be informed by citizen segmentation
- Change Management programmes must be imbedded in the organisational culture;
- Organisation Development must ensure that the Design process supports the Organisational Behaviour
4 Pillars Service Delivery and Organisational Transformation Delivery Value Chain for the Public Service

- Pillar 1: Service Delivery Planning and implementation
- Pillar 2: Organisation Development and Access
- Pillar 3: Change Management and Batho Pele
- Pillar 4: Community Development and Participation
Service Standards and SOPS

SDI Plans and SDI Forums
Knowledge & Information Management Strategy
Service Delivery Awards and SDIA
Capacity Assessment and Diagnostic tools
Business Process Mgt and Optimisation
Service Standards and SOPS
Service Charters and Rights
Service Delivery Models

Access and GIS for Service Delivery Points
MO and Modernisation of the State 2025
Queue Mgt and Workflow Planning for Services
Joined-up Service Delivery Strategy
Organisational Restructuring and Design Tools
Citizen Segmentation
Branding and Signage of Services
Job Evaluation, Grading and Post Provisioning System

Batho Pele Principles
Induction and Orientation Programmes for SD
Change Management Strategy
Productivity and Culture Change Mgt
Systems and Process Readiness Assessment for Change
BP Impact assessments and Learning Networks
Complaints Management and Call Centre Strategy

Citizen Participation Strategy and Citizen Care
Strategy for Integrated & inter-sectoral structures for Participation
Capacity Development of Citizens for SDI
Service Delivery Environment Mgt Strategy
Know Your Service Rights and Responsibility Strategy
Promotion of Volunteerism to Enhance Service Delivery

1 SERVICE DELIVERY PLANNING & IMPLEMENTATION
2 ORGANIZATIONAL DEVELOPMENT AND ACCESS
3 CHANGE MANAGEMENT AND BATHO PELE
4 COMMUNITY DEVELOPMENT AND PARTICIPATION

4 KEY INITIATIVES FOR HIGH PERFORMANCE IN THE PUBLIC SERVICE THROUGH SERVICE DELIVERY

Focus on all levels of society
Responding to needs of various stakeholders (adults, women & disabled)
Cohesiveness: joined & integrated
Flexibility and adaptability
Recognizing contextual differences
Maintaining a performance focus
Responding to sectoral differences
Building learning communities & organizations
Promoting the agenda of developmental state
Continuity through all spheres of government

10 CORE PRINCIPLES UNDERPINNING THE IMPLEMENTATION OF SDOT STRATEGY

LEGISLATIVE FRAMEWORKS AS A FOUNDATION
4. Focus Areas
PILLAR 1: SERVICE DELIVERY PLANNING AND IMPLEMENTATION

- Service Delivery Improvement Plans
- Service Delivery Improvement Forums
- Knowledge & Information Management Strategy
- Service Delivery Awards
- Service Delivery Impact Assessment
- Capacity Assessment and Diagnostic tools
- Business Process Quality Management and Optimisation
- Setting Service Standards
- Standard Operating Procedures
- Service Charters
- Service Delivery Models
PILLAR 2: ORGANISATIONAL DEVELOPMENT AND ACCESS

- Access Strategy and Citizen Segmentation
- Spatial Planning and Geographic Information System (GIS) for Service Delivery Points
- Macro Organisation of the State
- Modernisation of the State 2025
- Queue Management Systems
- Workflow Planning and Ergonomics
- Joined-up Service Delivery Strategy
- Organizational Restructuring and Design Tools
- Branding and Signage of Services
- Job Evaluation, Grading and Post Provisioning System
PILLAR 3: CHANGE MANAGEMENT AND BATHO PELE

- Batho Pele Principles
- Orientation Programmes for Service Delivery best practice - Khaedu
- Change Management Strategy: People, Systems and Processes
- Productivity and Efficiency Management
- Workspace Layout
- Culture and Organisational Behaviour Change Management
- Systems and Processes Readiness Assessment for Change
- BP Impact Assessments and Learning Networks
- Complaints Management and Call Centre Strategy
PILLAR 4: COMMUNITY DEVELOPMENT AND PARTICIPATION

- Citizen Participation Strategy
- Citizen Care and Link-up to Access Service Delivery Points
- Strategy for Integrated & Inter-sectoral structures for Participation
- Capacity Development of Citizens for Service Delivery Improvement
- Service Delivery Environment Management Strategy
- Know Your Service Rights and Responsibility Strategy
- Promotion of Volunteerism to Enhance Service Delivery
- Volunteerism
Service Delivery Planning and Implementation

- Service Standards
- Service Delivery Improvement Plans
- Service Charters and Rights
- Business Processes Maps and Delivery Loops
- Capacity Assessments
- Complaints Management Strategy
- Diagnostic Tools

Department of Public Service and Administration
Republic of South Africa
KHAEDU FOCUS AREAS

1. CD: Service Delivery Planning
2. CD: Service Delivery Improvement Mechanisms
3. CD: Organisational Development of the Public Sector
4. CD: Integrated Access Mechanism
5. CD: Change Management- Batho Pele
6. CD: Change Management- Systems and Processes
7. CD: Community Development and Participation
KHAEDU PROGRAMME

LEG 1: ACADEMIC AND THEORECTICAL (PALAMA)

• A 4.5 day intensive Core Skills week which composed of a mix of teaching, exercises and case studies (that were completed by SMS members operating as syndicates or teams), to improve their problem identification, analysis and solving skills; and

• Gives empirical content to the experiential and action learning
KHAEDU PROGRAMME

LEG 2: PRACTICAL AND TECHNICAL COMPONENT

• A 5 day supervised deployment to the field assignment sites/coalface in which, as part of a team, the participants identify and try to solve one or two critical issues that they find at a host site. A typical example is a team that visited a district hospital and chose to focus on the length of time spent queuing at Outpatients.

• Gives context to the theoretical tuition and practical effect to the Batho Pele Revitalisation
THANK YOU

Access: Offering integrated service delivery

Openness and Transparency: Creating a culture of collaboration

Consultation: Listening to customer problems

Redress: Apologizing when necessary

Courtesy: Service with a smile

Service standards: Anticipating customer needs

Information: Going beyond the call of duty

Value for money: Delivering solutions