



Department:
Community Safety and Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

SERVICE DELIVERY STANDARD POLICY

NORTHWEST PROVINCE:

DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT

HUMAN RESOURCE POLICY

POLICY NO. : HR2021/002/OD & CM

NAME OF POLICY : SERVICE STANDARD POLICY

EFFECTIVE DATE : MAY 2021

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SECTION 1

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PREAMBLE

The Department of Community Safety and Transport Management:

VIEWES its Customers as valuable assets and that service to them should be of the outmost best.

VIEWES its Customers as valuable assets hence setting standards that are achievable, and publishing them at its different service points to show transparency and information sharing.

VIEWES its Customers as valuable assets by ensuring that complaints management system is in place by displaying relevant contacts in its service charters at different service points

VIEWES its Customers as valuable assets by mounting suggestion boxes at different service points for accessibility by all in case one complain/compliment the service provided

VIEWES its employees as its greatest asset and investing in its people is an important pillar of Batho Pele oriented service delivery.

FURTHER VIEWES service improvement to its customers very important, hence Change Management workshops to encourage change and transformation in the manner in which service is performed to its customers.

FURTHER VIEWES its employees as an important element of ensuring service excellence, which includes maintaining high quality and minimising service interruptions.

ALSO VIEWES the performance of employees as a critical element hence recognition of excellent performance through Annual Excellence Award ceremony.

BELIEVES that identifying the reasons for non/poor performance and adopting measures to minimise or curb the behaviour is an important part of service delivery improvement.

IS CONVINCED that it is possible to implement measures in minimising non/poor performance and encourage excellence in performance through Change management and transformation programmes.

FIRMLY BELIEVES that when employees are informed of their positive contribution towards services of the department, inclusive of the key activities identified in the Service Delivery Improvement Plan (SDIP), culture of trust will begin to emerge and the journey towards commitment will have begun.

ACKNOWLEDGES that understanding of Batho Pele Principles and Batho Pele belief sets, is significant/key in the Service Delivery Improvement of the Department.

VIEWS its customers as very important and key target that need to be taken care of and served with Pride and Diligence at all times.

1. PURPOSE

The purpose of this policy is:

- a. To set out the standards of services that service beneficiaries/customers can expect from the Department, as well as complaints mechanisms.
- b. To ensure that the Department's focus is on service beneficiaries/customers.
- c. To ensure that the Department manages the expectations of its customers.
- d. To make sure that the Department measures and assesses its performance to its customers as per service standards set.
- e. To ensure that the Department initiates Service Delivery Improvement measures to its customers as per service standards set.
- f. To encourage all employees to focus on improving the manner in which they provide service to its customers.
- g. To assist employees in putting People First through Change Management and Transformation programmes in order to serve the customers with pride.
- h. To create an appropriate procedure framework for employees and customers through completion of Employee and Customer satisfaction surveys.

- i. To ensure a conducive and harmonious working environment for employees throughout the Department which leads to customer satisfaction?
- j. To ensure that the environment in which the Departmental employees operate are conducive for employees to serve customers with pride.

2. OBJECTIVES OF THE POLICY

- a. To ensure that Operations Management within the Department is in place.
- b. To ensure that services provided to customers are achievable and realistic.
- c. To ensure that services to customers are clearly published for their information.
- d. To motivate employees and create enabling environment for employees to perform to their outmost best for customer satisfaction.
- e. To ensure that there are resources in place in order that service delivery to customers can improve.
- f. To enable the Department to assess/review its performance to customers as per service standards set, and improve where a need arises.
- g. To identify gaps or areas within the Department which need to change for service delivery improvement to customers?
- h. To ensure that complaints management system is in place for the benefit of the customers.
- i. To inculcate the spirit of putting "People First" and how important they are in driving the boat and that working as a team will be of great assistance.
- j. To enlighten employees on issues of SDI, Service Standards and Service Charter as per PSR of 2016.
- k. To ensure that complaints and compliments management system is in place as per PSR of 2016.
- l. To encourage employees to perform beyond the call of duty through by recognising excellent work through Excellence Awards.
- m. To set standards that should be used to judge whether existing complaint/compliments management systems are adequate.

3. SCOPE OF APPLICATION

The policy is applicable to all employees within the Department of Community Safety and Transport Management.

4. LEGISLATIVE FRAMEWORK

4.1 Constitution of SA, Act No. 108 of 1996.

4.2 White Paper on the Transformation of the Public Service of 1994;

4.3 White Paper on Transforming Service Delivery-1997;

4.4 Batho Pele Handbook;

4.5 Public Finance Management Act, Act No. 1 of 1999;

4.6 Public Service Act, Act No. 103 of 1994;

4.7 Public Service Regulations of 2016;

4.8 Departmental Incentive Framework;

4.9 Departmental Performance Management Development policy;

4.10 Citizen Complaints and Compliments Management Framework;

4.11 Guide on developing Service standards

5. DEFINITIONS

5.1 HOD : Head of Department

5.2 EA : Executive Authority

5.3 DMC : Departmental Management Committee

5.4 Department : Community Safety and Transport Management, NW.

5.5 SDIP : Service Delivery Improvement Plan

5.6 SDI : Service Delivery Improvement

5.7 PMDS : Performance Management Development System

5.8 Employee : An employee includes all employee of the Department employed in terms of the Public Service Act of 1994, including contract workers interns, volunteers and prospective employees.

- 5.9 Reform : Be regarded as a process of continuous improvement in service delivery objectives in order to achieve the broader goals of transformation.
- 5.10 Service standard : Is a reasonable and measurable expectation from the side of the recipient, and an honest commitment by the service provider, to meet or exceed that expectation.
- 5.11 Service charter : Is a public document that set out the standards of service that service beneficiaries/customers can expect from a government department, as well as complaints mechanisms.
- 5.12 Complaint : An expression of dissatisfaction, however made, about the service, actions or lack of action by the department or its staff affecting an individual customer/client or group of customers/clients.
- 5.13 Measurement : Standards set are the tools which can be used to measure the performance, and therefore need to be realistic depending on available resources.

6. PRINCIPLES

- 6.1 The principles that underpins and guides the Department's approach in publishing or informing its customers about the services it provides with the aim at improving service delivery, include the following: -
- 6.1.1 The culture of continually encouraging employees to serve customers with pride applying the Batho Pele principles, belief set and values.
- 6.1.2 The culture of continually visiting its customers and submitting Customer Satisfaction survey reports for possible remedial to challenges highlighted.
- 6.1.3 The culture of ensuring that services promised and published to customers/recipients are performed to the outmost best as promised.
- 6.1.4 The culture of publishing and displaying service standards approved at all service points, and communicate them as widely as possible to all potential users so that they know what level of service they are entitled to expect.

- 6.1.5 Managing continuous manner in how the department approach delivering services to its customers professionally, courteously and efficiently as per standards set and published.
- 6.1.6 Maintaining an affirming workplace environment and climate which makes all employees feel valued, taking into consideration excellent work performance through Excellence Awards and PMDS systems as well as non monetary recognition.
- 6.1.7 The culture of ensuring that redresses mechanisms/complaints or compliments management systems are in place for customer's benefits.
- 6.1.8 Professional and personal development contributes to service delivery improvement and customer satisfaction.
- 6.1.9 The reason for non performance, especially to employees working with external customers, to be determined by quarterly visitation and be included as challenges to the quarterly SDIP reports.
- 6.1.10 Retaining and investing in human resources is essential for cost effective and responsive service delivery.

7. POLICY STATEMENT

- 7.1 The Department is fully committed to ensure that it establishes and maintain operations management frame which shall include:
 - 7.1.1 An approved service delivery model;
 - 7.1.2 A list of all core mandated services provided by the department;
 - 7.1.3 Mapped business processes for all services;
 - 7.1.4 Standard operating procedures for all services;
 - 7.1.5 Service standards for all services;
 - 7.1.6 Service Delivery charter which sets out service standards which customers can expect;
 - 7.1.7 Service Delivery Improvement plan which outlines key services identified for improvement.

7.1.8 The Department is fully committed to ensure that key activities identified in its SDIP for improvement are monitored through thorough visitations workshops and quarterly reporting.

7.1.9 The Department is fully committed to ensure that its employees are work shopped on monthly basis on change management activities with the view to encourage positive service delivery to its customers.

8. THE IMPORTANCE OF DEVELOPING THE DEPARTMENTAL/SERVICE POINT STANDARDS

8.1 To ensure that the beneficiaries/customers know what to expect from the department.

8.2 To ensure that beneficiaries/customers are aware of how services will be delivered to them.

8.3 To ensure that beneficiaries/customers are aware of the expenditure involved/spend in delivering services to them and measures put in place where services are not acceptable.

8.4 To have measures in place to initiate Service Delivery Improvement as per service standards set by the department.

8.5 To ensure that standards set are measurable.

9. KEY ELEMENTS OF THE GOOD SERVICE DELIVERY STANDARDS

9.1 **Specific**- e.g Increase access of customers by 2% by 2022.

9.2 **Measurable**-e.g Test minutes of 50 vehicles per month.

9.3 **Achievable**-A standard that all critical patients will recover within 24hrs is not achievable.

9.4 **Realistic**-e.g To decrease the backlog in case files by 2% p.a.

9.5 **Time-bound**- Delivery cannot be measured if not linked to time.

9.6 **Empowering**-The end user must understand every standard.

9.7 **Revisable**-Indicators must be easily reviewable.

10. SOME CRITERIA FOR SETTING SERVICE STANDARDS

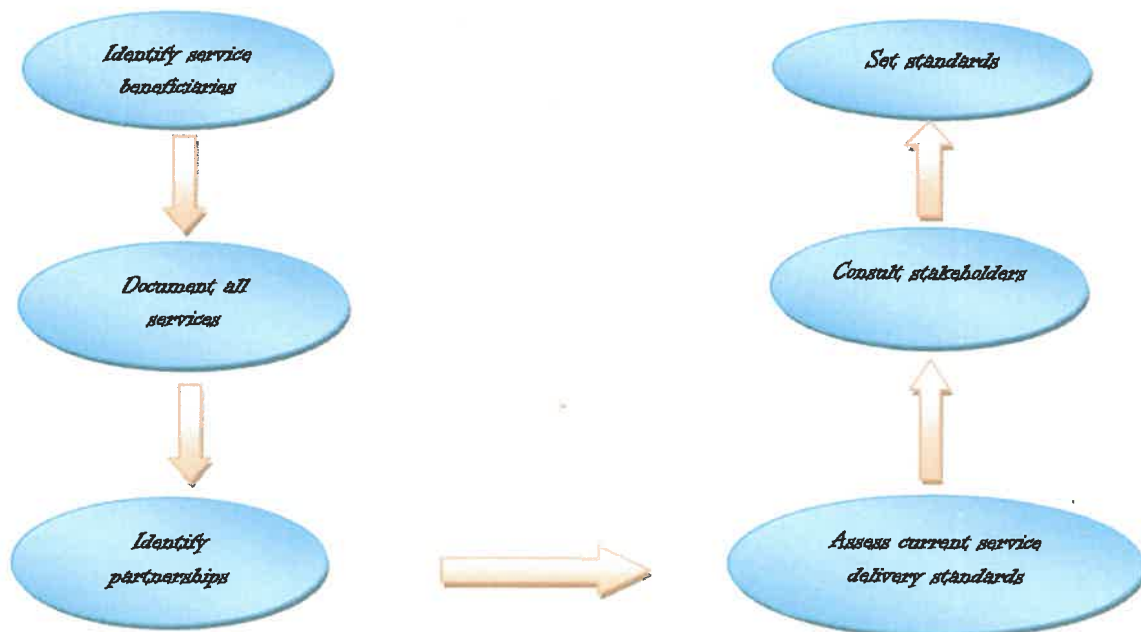
- 10.1 Are the standards meaningful to service recipients/customers?
- 10.2 Do standards comply with national standards and legislation?
- 10.3 Are standards based on consultation?
- 10.4 Are standards attainable?
- 10.5 Are standard affordable?
- 10.6 Are standard owned by managers?
- 10.7 How are standards to be communicated?
- 10.8 Are performance measures in place and are achievements reported?
- 10.9 Are standards reviewed and updated

11. GUIDE TO SETTING SERVICE DELIVERY STANDARDS

11.1 Prepare for standard setting

- 11.1.1 Have an approved Service standard policy.
- 11.1.2 Get buy-in from stakeholders, senior management etc through Change management programme.

11.2 Set standards



11.3 Empower staff

- 11.3.1 Inform and train relevant staff on service standards, especially front-line employees.
- 11.3.2 Ensure that employees have relevant resources to deliver services as per standard set in order to deliver quality service expected.
- 11.3.3 Ensure that relevant employees have aligned their performance agreements to revised service standards.

11.4 Manage standards

- 11.4.1 Publish and implement service standards.
- 11.4.2 Monitor the implementation by means of audits/surveys.
- 11.4.3 Identify gaps between set standards and actual delivery.
- 11.4.4 Review and, as the need arise, set new standards.

11.5 Communication and Reward

- 11.5.1 Assess the success and value of the process by engaging service beneficiaries/customers by means of focus groups, customer surveys etc.
- 11.5.2 Publish results in the Annual report and booklets.
- 11.5.3 Develop a Service Charter for sign off by the relevant Executing Authority.
- 11.5.4 Identify and reward Service standard achievers.

12. EIGHT STEPS TO IMPROVED SERVICE DELIVERY TO CUSTOMERS

Step 1: Identify the customer

The Department has to start by establishing who the recipients of its services are? This is not as straightforward as it may appear, since many public services have a variety of customers, whose requirements do not necessarily coincide.

As well as recipients of service, such as the public, external organizations, other departments and other components within the department, there will be indirect 'customers' whose needs must also be taken into account.

Taxpayers, for example, are customers, because *Batho Pele* gives them a right to expect that services will be provided cost-effectively. A thorough stakeholder analysis will be required to establish who the customers are, and their relative priority in determining levels of service.

Step 2: Establish the customer's needs and priorities

The customer's needs and priorities will be the starting point for the Department to set its standards. Since delivering on standards will involve decisions about resources, it is essential to have accurate information about what customers really want.

This will require systematic, regular consultation, using objective methods which ensure that the views of all customers, including potential customers, are represented. Particular care will be taken to seek out the views of those who have previously been denied access to services or disadvantaged, and those who may find it difficult to speak up for themselves. More than one method will almost certainly be needed. For example, the Department to use Customer Care satisfaction survey forms to be completed quarterly.

Step 3: Establish the current service baseline

Accurate information about the current level and quality of service is essential in order to decide where and how to make improvements. How long does the average customer in a public office have to wait before being attended to? How long does it take to reply to letters or telephone enquiries? How long does it take to process applications, licences, permits etc.? Is information to customers provided in language which they can easily understand? What resources are consumed in delivering a particular service? A thorough scrutiny of organizational arrangements, work-processes and practices involved in delivering the services provided as well as the motivation and skills of staff will be required to establish the current baseline.

Step 4: Identify the 'improvement gap'

The 'improvement gap' is the gap between what customers want, and the level and quality of service currently provided. Closing this gap is the prime aim of a service delivery improvement programme. Accurate identification of customers' needs, and of the current service baseline will enable targets to be set for improvement in a systematic, prioritised way, taking into account the availability of resources.

Step 5: Set service standards

Once the 'improvement gap' has been identified, standards can be set, and progressively raised for closing the gap. Service standards are commitments to provide a specified level and quality of service to individual customers at any given point in time. Standards are different from targets, which express longer-term aims for the ultimate level and quality of service to be achieved. Service standards must cover customers' main requirements, e.g. accessibility of services, response times, turnaround times, accuracy, courtesy, the provision of information, and dealing with complaints.

Step 6: Gear up for delivery

Ensuring that service standards are met is not solely the directly involved in delivering the service, but depends on responsibility of those the whole organization being geared up to support the commitments that have been made. The service delivery improvement programme, approved by the Executing authority should set out how standards of service will be improved, and how the organization will be geared up to deliver them. Monitoring and reporting systems will be needed which enable Senior management to check on progress, and take remedial action where necessary. Management information systems will be required to provide data on the unit costs of key services. Human resource training, supervision and appraisal systems will need to be refocused on service delivery; and senior management must ensure that Human and Financial resources are shifted from inefficient and unnecessary activities and used instead to ensure that delivery of service standards can be met. Implementing a service delivery improvement programme is likely to involve significant changes in the organization and management of the department. Managers at all levels, starting at the top, should be held to account for ensuring that these changes are made.

When the foregoing steps have been taken, the organization will be ready to announce its service standards and launch its service delivery programme, There is no single right method for publishing standards: the key is that all customers and potential customers must know and understand what level and quality of service they can expect to receive, and what recourse they have if the standard is not met. The method or methods adopted more than one will usually be needed must be tailored to the needs of different customers.

Step 7: Announce service standards

When the foregoing steps have been taken, the organization will be ready to announce its service standards and launch its service delivery programme. There is no single right method for publishing standards, the key is that all customers and potential customers must know and understand what level and quality of service they can expect to receive, and what recourse they have if the standard is not met. The method or methods adopted more than one will usually be needed and must be tailored to the needs of different customers.

Step 8: Monitor service delivery against standards and publish results

The final step is to check whether services have met the standards that were set, to announce the results to customers, and to explain the reasons where the service has fallen short of what was promised. These results not only complete the accountability loop, but will provide valuable insights to guide further efforts to improve services in the future.

13. COMPLAINTS MANAGEMENT SYSTEM

- 13.1 Section 38(f) of the PSR 2016, requests the Department shall stipulate a system or mechanisms for complaints, therefore:
 - 13.1.1 All departmental services shall be published in the Departmental service charter and standards for customers to be aware of services provided at different service points, at what costs, the person in charge and where to complain or compliment if necessary.
 - 13.1.2 Complaint management system to be introduced with proper procedures in place for handling complaints (opening of suggestion boxes, consolidation of all complaints in the department and the responsible official/s).
 - 13.1.3 Suggestion boxes to be operational at all departmental service points with proper guideline on the opening of them, by whom and where to submit for consolidation of complaints
 - 13.1.4 Quarterly submission of the consolidated Departmental complaints to be submitted to the Office of the Premier as per PSR.

14. Batho Pele Principles

The process of preparation and implementation of services to customers by the Executive Authorities (EAs) must ensure that the Batho Pele principles as outlined below are practiced.

14.1 Consultation

Citizens should be consulted about the level and quality of the public services they receive.

14.2 Service standards

Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.

14.3 Access

All citizens should have equal access to the services to which they are entitled.

14.4 Courtesy

Citizens should be treated with courtesy and consideration.

15.5 Information

Citizens should be given full, accurate information about the public services they are entitled to receive.

14.6 Openness and transparency

Citizens should be told how departments are run, how much they cost, and who is in charge.

14.7 Redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy.

14.8 Value for money

Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

15. RESPONSIBILITIES AND OBLIGATIONS CONCERNING SERVICE CHARTER

15.1 HOD

- a. Ensure that the Department have an approved Service standard policy.
- b. Ensure that correct and attainable service standards are set and published.
- c. Ensure that the service standards are still relevant and address the services that the department is providing.

15.2 SDIP CHAMPION

- a. Service standards of the Department are published.
- b. Ensure that there is an approved service delivery policy.
- c. Ensure that proper management of key activities is performed as per set standards.
- d. Ensure the management of complaints/compliments is performed as per PSR 2016
- e. Responsible for employees to be encouraged as providers of service to the customers.

15.3 MANAGERS AND SUPERVISORS

- a. Make sure that necessary resources are available for service to be performed as per standards set.
- b. Make sure that the environment where services are performed is conducive to employees.
- c. Communicate with employees about the expected service to customers.
- d. Identify and address gaps and relevant training interventions both formal and informal which can assist in service delivery improvement for the benefit of customers.
- e. Review and provide constructive feedback on the performance of employees.
- f. Reward and recognise excellent performance.
- g. Communicate Departmental expectation to employees on the achievement of goals, mission and vision.

15.4 All Employees are responsible for:

- a. Understanding their own deliverables and participate to achieve them.
- b. Being knowledgeable about their job and the Department's goals and strategies.
- c. Accept and ask for constructive feedback on performance and behaviour.
- d. Understanding how their performance and behaviour affects the success/failure of the Department's performance to its customers.
- e. Understanding how their performance contributes to the achievement of the Department's achievement of goals, mission and vision.
- f. Understanding that they are providers of service to customers with respect and professionalism.
- g. Performing their daily responsibilities to customers focusing on People First.

15.5 The Human Resources Directorate is responsible for:

- a. Ensuring that employee understand that they are providers of service to customers and should to that professionally applying Batho Pele principles.
- b. Advising managers to empower employees to assist them to understand standard set and published to customers and how to achieve them.
- c. Ensuring that managers encourage employees to work together as a team for achievement of standard set and published to customers.
- d. Ensuring that PMDS and Incentive Framework system is understood by all and implemented correctly for the encouragement of all as internal customers of the Department.

16. MONITORING, EVALUATION AND REVIEW

The Department's Organisational Development and Change Management Sub-Directorate is responsible for communicating the provisions of this document within the Department. All Managers and Supervisors are responsible for the implementation thereof.

The policy shall be reviewed and amended as and when a need arises to ensure that it is aligned to prevailing legislations.

17. RELATED POLICIES

This policy must be read together with other Departmental Human Resources policies.

COMMENCEMENT OF THE POLICY

This policy shall be implemented by the Department with effect from the date of approval and signature by the HOD.

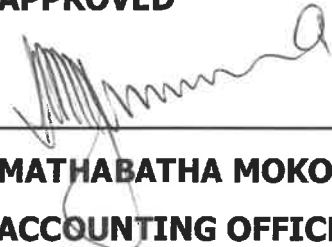
RECOMMENDED



**BOTLHALE MOFOKENG (MS)
HEAD OF DEPARTMENT**

SIGNED THIS DAY.....*29th*.....**OF**.....*April*.....**2021.**

APPROVED



**MATHABATHA MOKONYAMA (MR)
ACCOUNTING OFFICER
ADMINISTRATOR IN TERMS OF SECTION 100(1) (B)
OF THE CONSTITUTION OF SA**

SIGNED THIS DAY.....*29th*.....**OF**.....*June*.....**2021.**