

EASTERN CAPE PROVINCIAL GOVERNMENT

BALASELA



"Service Delivery Excellence"

BALASELA PROGRAMME – SERVICE DELIVERY IN ACTION

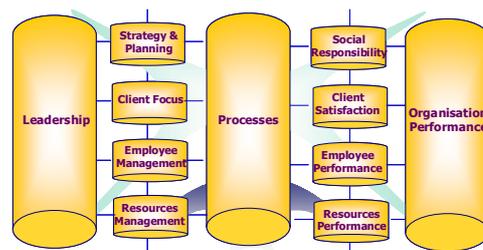
OVERVIEW

Globally the Leadership of modern performance orientated organisations direct and challenge their organisations and its people to work tirelessly in pursuit of good performance through individual and organisation wide continuous performance assessment and implementation of process improvement programs.

Organisation Excellence Models, and a range of self-assessment programs tiredly aims to encourage and recognise the efforts of the private sector organisations to live up to and comply with operational excellence principles. BALASELA, the ECPA 'Sustainable Performance Excellence, Assessment and Review' Program - developed by Business Assessment Services, Pretoria (BAS) – complies with these recognised excellence principles and provides ECPA with a tool to asses and recognise organisation wide sustainable performance excellence, assessment and review and total quality management.

BALASELA PROGRAMME

The BALASELA Program (*referred to as BALASELA*) and its Guide to *Service Delivery Excellence (GSDE)* is aligned with the *South African Excellence Model (SAEM)* (1 framework and aspires to judiciously harmonize organisational operational performance management and assessment with the principles of sound Leadership, Strategy and Planning, Client Focus, Employee Management, Resources Management, Core Process Management and Organisation Service Delivery Results, in pursuit of a better service delivery and a better life for the people of the organisation and the community they serve.



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The BALASELA Service Delivery Excellence Programme and its recognised value system, seeks to endorse process and service quality as part of a department wide strategic plan. BALASELA strongly endorses a integrated process delivery framework based on the universal concepts of *Planning (P)*, *Doing (D)*, *Controlling(C)* and *Action (A)* (continuous improvement)² BALASELA further assumes that department Executive Management will accordingly take ownership of BALASELA as the custodians of a future efficient and effective Service Delivery Program.

The Origin of BALASELA

BALASELA's origin and inspiration is derived from its value system, traditions and character that is broadly vested in the universal approaches to organisation excellence. Recognising the need and significance of the structural and procedural components for BALASELA a major shortfall, to date, has been the lack of a practical and user-friendly "*Management Guide / Tool*" to ensure operability and successful deployment of BALASELA. In response, a 'Guide to Service Delivery Excellence (GSDE)' based on the USA Malcolm Baldrige National Quality Award and the successful application of the GEA Program by SA Breweries, during the 1990's, was adopted and adapted to address the needs of BALASELA and the ECPA.

Value System

BALASELA proudly supports a clear set of values forming the basis for participation and endorsement. In broad terms, the listed values are aligned with the Core Focus of a typical balanced scorecard approach, inclusive of a major Leadership and Community focus. Each of the value statements stands alone and is recognised to enhance comprehension and understanding of Service Delivery excellence. The adopted Values are:

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²) Dr Deming, Father of the Japanese Quality Revolution

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- Visionary leadership
 - Customer-driven excellence
 - Organisational and personal learning
 - Valuing employees and partners
 - Agility
 - Focus on the future
 - Managing innovation
 - Management by fact
 - Social responsibility
 - Focus on results and creating value, and
 - Systems and process perspective.

Integrated Focus

BALASELA encapsulates all levels of the modern organisation and stresses down-and-up communication, networking, efficiency and effectiveness, with specific reference to:

- Corporate Governance (senior management)
- Performance Management (middle management)
- Conformance Management (Supervisors and employees), and
- Legal Compliance.

Service Delivery (Process) Focus

To excel in Service Delivery, all employees (senior and middle management) must therefore participate in making the various processes successful, necessitating training and alignment with the basics of disciplined performance management. Senior and middle managers also need training in the BALASELA concepts as much as other employees.

The word “disciplined” applied to employees at all levels means that “they will do what they say they will do”. It also means that - in whatever they do - they will go through the full process of Planning, Doing, Checking and Acting as earlier alluded to. Every employee must therefore be able to do what is needed and expected of him or her, but it is first necessary to decide what is really needed and expected.

IMPORTANT: If it were not clear what employees are required to do and what standards of performance are expected, it would be “unfair” to expect them to do the task at hand and deliver service quality.

This fundamental approach needs to be backed by sound planning techniques, process management, process performance results and problem-solving methods, which can be taught to anyone in a relative short period. Project management enables changes to be made successfully and employees to remove obstacles in their way.

BALASELA PROGRAM – APPROACH

The operations Service Delivery and concepts of Enablers, Results and People First apply equally well to strategic, operations, and program levels.

Enablers

Enablers (methods and processes in use) are concerned with **HOW** the department approaches each of its approved activities, guidelines and performance standards.

Results

The Results (results, targets and comparisons) are concerned with **WHAT** the department has achieved and is achieving.

Employees First

BALASELA recognises that to achieve better (Service Delivery) results all “employees” in the organisation should be encouraged to continuously improve their “processes” and be assured of assured “recognition and appreciation” acknowledgement.

ASSESSMENT AND REVIEW

Annual Assessment Schedule

To support recognition and appreciation, the following routine assessment schedule is has been approved:

- First review plus orientation - End of first quarter
- Mid-Year Departmental review - End of third quarter

- Annual external validation - End of fourth quarter
- Annual Recognition Event - First quarter next cycle

The significance of the assessment system and schedule lies in the fact that the process is not a separate annual awards event, instead it forms part of a fiscal operational managing and reporting program, with the largest assessment value-portion being owned and conducted by the department in question. This revised assessment tool (elsewhere) has been significantly simplified requiring minimal basic training to understand and use the tool. The First and Second reviews (“checks and balances”) as indicated, are aimed at ensuring commitment to BALASELA and maintaining the stated schedule adhering to the agreed performance standards.

SERVICE DELIVERY BASED MANAGEMENT FRAMEWORK

As indicated in the Introduction, the South African Excellence Model (SAEM) - an internationally recognised and appropriate holistic framework – ensures alignment for BALASELA. As per SAEM, the focus on both Enablers and Results offers the organisation an accredited and recognised process and scorecard based methodology.

In contrast to the SAEM, the approach to *Parts and Areas to Address* was deviated from. The SAEM Criteria titles are however recognised as a basis to address the focus, needs and language of the organisation. Beyond the eleven (11) Criteria, the content of each Criterion has been aligned to reflect the major suggested activities and drivers of the department. This approach not only addresses departmental needs, but can also be adapted to address the needs of self-contained operations, units, branches and sections within the department. In response to the BALASELA Values, the following listed BALASELA “Service Delivery-based” objectives aims to provide the organisation with the operational capability and opportunity to become the leading organisation in its industry, sector, region or province:

- Position the Organisation as the leading practitioner.
- Affirm the Department’s Service Delivery-based value system.
- Do the “right” things “right” first time
- Agreement on Service Delivery guidelines, standards, assessment model and scoring, and
- Making BALASELA an organisational asset.

STRATEGIC IMPLEMENTATION PROGRAM

Experience with BALASELA over the past ten years confirms that an **“all embracing and inclusive”** model and approach is extremely challenging from a skills, capability, resources and value-add perspective. Accordingly, a three level Strategic Development Program has been suggested. The adjacent slide reflects the Enablers, Results and time frames for each of the three levels.

GUIDE TO SERVICE DELIVERY EXCELLENCE (3)

BALASELA forms the operational baseline for the integrated BALASELA Self-Assessment. Post training, each organisation (Department) will be empowered to develop its own BALASELA “GUIDE” containing the Activities, Actions, Guidelines and Performance Standards required performing successfully.

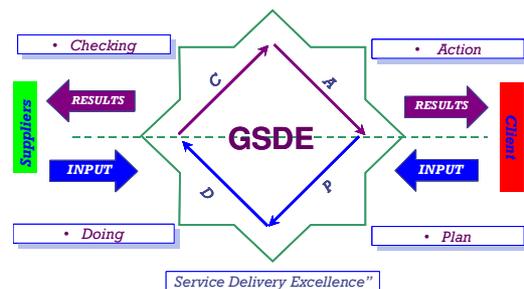
Underlying Principles

The underlying principles of BALASELA are aimed at qualifying the need for a guide to ensure a common understanding of the principles of operations process management. In itself BALASELA will form a powerful communication tool in the organisation, e.g.:

- Provide clear reference as to what constitutes outstanding / extraordinary Service Delivery Performance, and
- Define Activities and Performance standards that should be achieved to perform successfully.

Objectives

- The above two principles are critical and affirms value adding and tangible outcomes, i.e.:
- Providing users with an integrated management tool (approach).
- Facilitation ownership and a departmentally managed evaluation process.
- Catering for a organisationally driven process with input from senior management



3.3

3) GSDE, Registered Program of BAS Copyright © 1998 - 2007

- Allows for organisation specific accommodation of standards.
- Facilitate individual performance and link to an individual performance management system.
- Through the assessment guide, provides for outcomes-linked tangible rewards.

Benefits

The cross-functional importance of what constitutes the 20/80 Activities, Guidelines and Performance Standards in a department, will greatly enhance communication and WHAT issues are critical to ensure continued Service Delivery focus and improvement. Underpinning the BALASELA principles and objectives are the listed benefits that provide insight into BALASELA as a management guide or tool.

- Recognising Service Delivery.
- Departmental ownership.
- Focus on departmental Key Service Delivery Areas.
- Focus on activities listed under KPA’s to achieve optimum Service Delivery.
- Linkage and alignment with individual Service Delivery management system.
- Agreed guidelines to support agreed activities.
- Agreed Service Delivery standards to support the agreed guidelines.
- Integrated Service Delivery results.
- Real time assessed Service Delivery, and
- Record of progress.

Assessment Process

The BALASELA self-assessment process aims to ensure compliance to two critical and fundamental areas.

- That ‘Sustainable Performance Excellence, Assessment and Review’ becomes a way of life amongst the employees of the organisation, rather than a process of preparation for planned reviews, and
- The timing by management will, within certain timelines, need to remain flexible.

Validation

“Checks and Balances” are built into the assessment model to ensure alignment and credibility. The listed assessment sample sizes are aimed at ensuring internal and external validation results:

- First review by QA Department - 20% Sample size
- Second review (self) - 50% sample size
- Third review by external assessors - 30% sample size

BALASELA CATEGORIES

The following BALASELA Categories are aligned with the eleven SAEM Criteria and addresses the critical activities, guidelines and performance standards necessary for the successful organisation performance.

Enablers	Results
Leadership, Strategy and Planning, Client Focus, Employee Management, Resources Management, Processes (Core)	Social Responsibility, Client Satisfaction, Employee Performance, Supplier, Performance, Organisation Performance

In response to the Strategic Development Program, qualified under item 7 above, each of the activities listed under the respective Categories have been preliminary categorised as Level 1, or Level 2 or Level 3.

Enablers

- **Leadership** - How the behaviour and actions of the executive team and all other leaders inspire, support and promote a culture of Service Delivery Excellence
- **Strategy and Planning** - How the organisation formulates, deploys and turns policy and strategy into plans and actions
- **Client Focus** - How the organisation determines the needs, requirements and expectations; enhances relationships and determines satisfaction of its client
- **Employee Management** - How the organisation develops and releases the full potential of its people
- **Resource Management** ----Aim: How the organisation manages and uses resources and information effectively and efficiently
- **Processes (Core)** - How the organisation manages and improves its core processes.

Results

- **Social Responsibility** - What the organisation is achieving in satisfying the needs and expectations of the local community.
- **Client Satisfaction** - What the organisation is achieving in relation to the satisfaction of its external clients.
- **Employee Performance** - What the organisation is achieving in relation to the satisfaction of its people.
- **Resources Performance** - What the organisation is achieving in relation to the management of its suppliers
- **Organisation Performance** - What the organisation is achieving in relation to its planned objectives, and in satisfying the expectations of others with a vested interest

BALASELA – ACTIVITIES, ACTIONS, GUIDELINES AND PERFORMANCE STANDARDS

Activities, Actions, Guidelines and Standards

In line with the above listed eleven Categories, each of the activities will be weighted and provided with a set of approved Activities, Actions, Guidelines and Performance Standards. The agreed and approved Guidelines and Performance Standards for each Activity, in line with the Progressive Development Program priorities, should henceforth form the basis for performance assessment as described below.

IMPORTANT NOTE: The BALASELA Program focuses equally on the institution and its performance, as well as the individual and his/her performance in respect of recognition and appreciation.

Assessment Principles – Enablers

Enabler Categories and Results Categories are assessed and scored separately. The assessment focus areas are listed, and evidence of compliance must be provided by the organisation being assessed.

P	-	Plan (planning)	-	To achieve those objectives fully
D	-	Do (implement)	-	Implement the above plans
C	-	Check (control)	-	That the objectives are fully achieved
A	-	Act (improve)	-	Take corrective action if they are not

The Enabler scoring takes place in three columns, according to scoring points ranging from one (1) to five (5). In terms of the calculation methodology a score of four (4) points represents one-hundred-percent (100%) achievement.

Scoring Methodology

The assessment results for each of the activities listed for the respective under the eleven Categories are recorded, calculated and used to improve process.

- First review by QA Department - 1st Quarter
- Mid-Year Departmental review - 2nd Quarter
- Second review by external assessors - 3rd Quarter

CONCLUSIONS

In conclusion, the significant contribution that BALASELA can make to the organisation is best summarized by a “Before” and “After” comparison based on the challenges highlighted in the introduction.

Item	Before (Traditional Approaches)	After (BALASELA Implementation)
1	Limited recognition	Performance improvement “program” (SDIP) recognising excellence
2	Audit “questionnaire” only	Integrated practical operational “Guide” to extraordinary or outstanding Performance
3	Range of theoretical “Questions”	Defined “activities”, guidelines”, and “performance standards”
4	“Organisation” focus only	Broad-based “employee” participation
5	Seen as “Quality Thing”	Leadership “ownership” and participation at all levels
6	“Complex” process	“Progressive” development based on every day operational activities
7	“Subjective” assessment system	Defined and KRA “aligned self-assessment” before external appraisal
8	“Lack” of training and understanding	“Fiscal” program with annual cycle
9	Constant leadership “changes” challenges	Broad based “ownership”

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"Little" operational value

"Operational" alignment of practical value.
