



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS

Batho Pele Management Engagement Programme

2009-2010 Second Quarter Report

ACRONYMS

BPCMEP: Batho Pele Change Management Engagement Programme
IDIP: Infrastructure Delivery Improvement Programme
IPIP: Infrastructure Programme Implementation Plan
IPMP: Infrastructure Programme Management Plan
OTP: Office of the Premier
SCM: Supply Chain Management
PM: Project Management
PMU: Project Management Unit
RCC: Regional Co-ordination Center (Districts Call Center for Maintenance)
SMS: Senior Management Services
JMS: Junior Management Services
MMS: Middle Management Services
CRM: Customer Relationship Management

1. Introduction

Batho Pele Change Management Engagement Programme was introduced to the public service with the following results change:

Outcome

- To change the departmental culture into a service delivery oriented & caring culture
- To revitalize the founding 8-Batho Pele principles

Output

- To continuously train 100% of employees on an annual basis until the work behaviour is reflective of core values and 3 BP- belief set.

Processes/ activities:

- Develop training manuals, presentation slides and handouts
- Draw training schedule
- Conduct training according to schedule
- Compile report

Inputs

- Stationery
- Facilitators
- District Customer Care Officer
- Vehicles
- Laptops

2. Procedure

The programme was implemented as indicated on the following table:

STATION /SITE	Target Group	No.	Venue	Date
Vhembe & Mopani	JMS	15	Giyani	10/09/2009
Head Office & Capricorn	JMS	36	Capricorn Lapa	22/09/2009
Waterberg & Sekhukhune	JMS	25	Mokopane	28/09/2009
total		76		

3. Findings

3.1 Departmental Core Values:

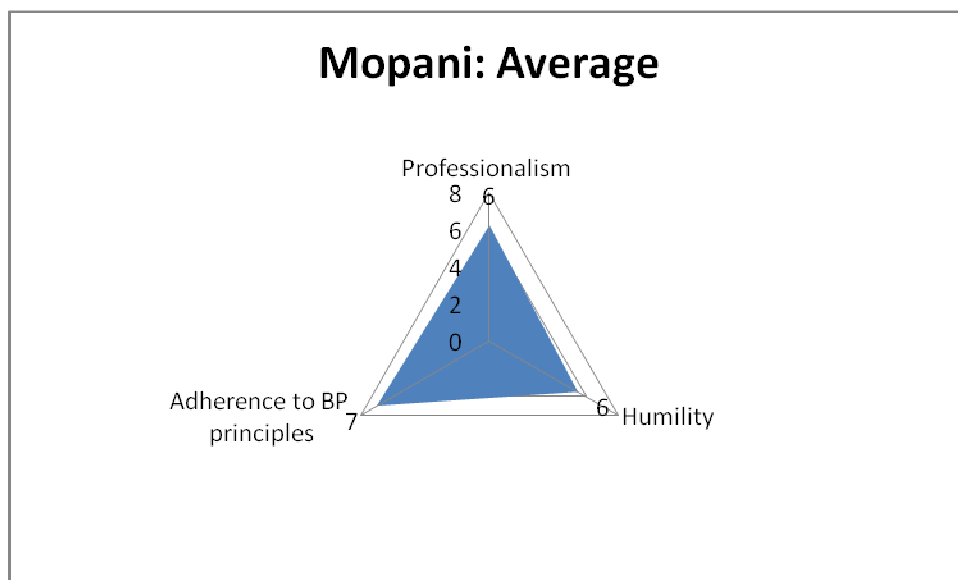
JMS were asked to assess LDPW management on the implementation of departmental core values namely: Professionalism, Humility, and adherence to 8-BP Principles. Hereunder are the findings according to Districts:

Tables and graphs

Rating scale ranges from 0-10 points.

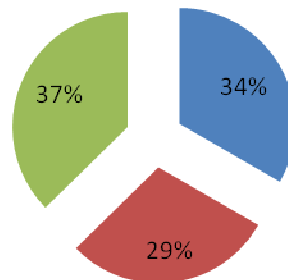
Mopani (JMS =)

Core Values	Professionalism	Humility	Adherence to BP	Total
Total Scores	25	22	28	75
Average	6	6	7	19
Percentage	63	55	70	63



Mopani: Percentage

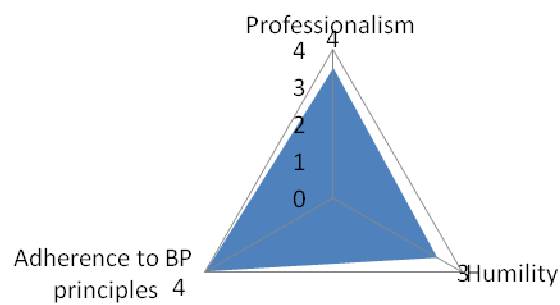
Professionalism Humility Adherence to BP principles



Vhembe (JMS =)

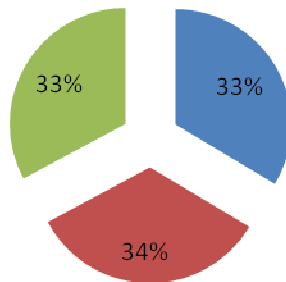
Core Values	Professionalism	Humility	Adherence to BP	Total
Total Scores	44	44	43	131
Average	4	3	4	11
Percentage	49	49	48	49

Vhembe: Average



Vhembe: Percentage

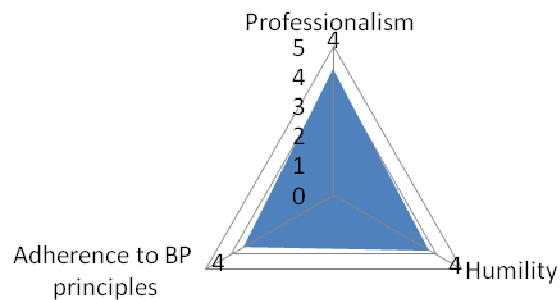
■ Professionalism ■ Humility ■ Adherence to BP principles

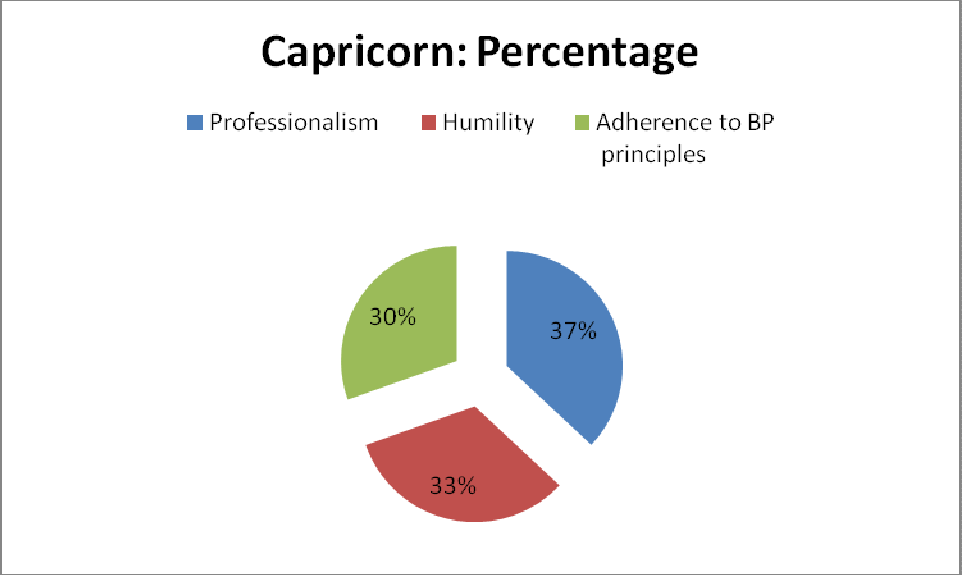


Capricorn (JMS =)

Core Values	Professionalism	Humility	Adherence to BP	Total
Total Scores	34	30	28	92
Average	4	4	4	12
Percentage	43	38	35	38

Capricorn: Average

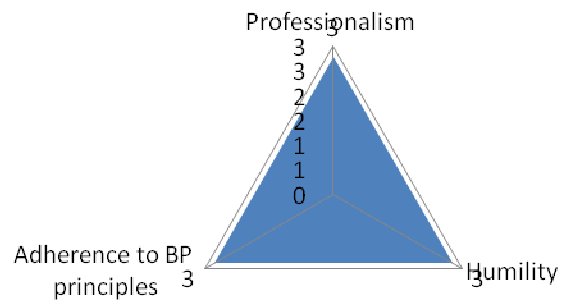




Head Office (JMS =)

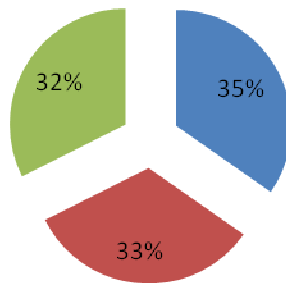
Core Values	Professionalism	Humility	Adherence to BP	Total
Total Scores	75	71	70	216
Average	3	3	3	8
Percentage	28	26	26	27

Head Office: Average



Head Office: Percentage

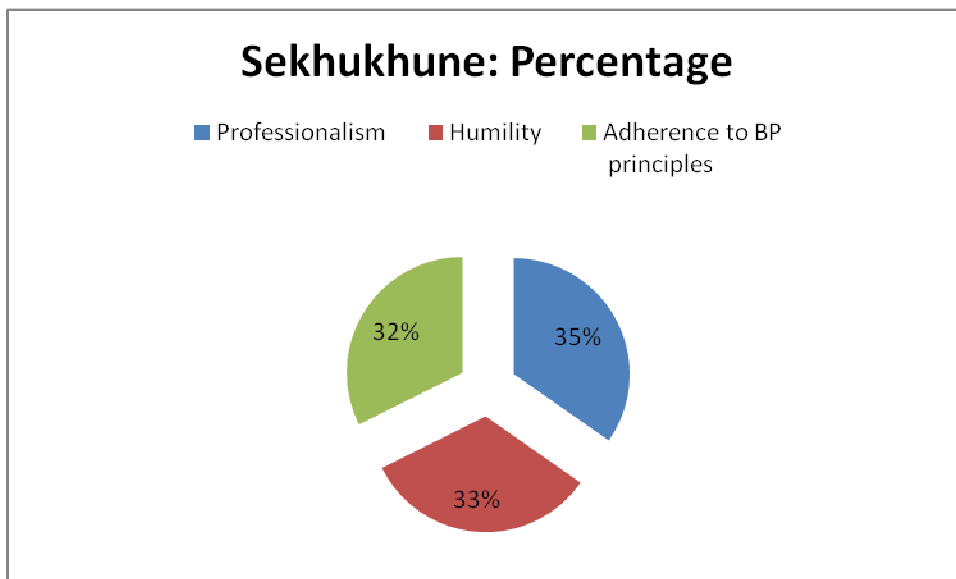
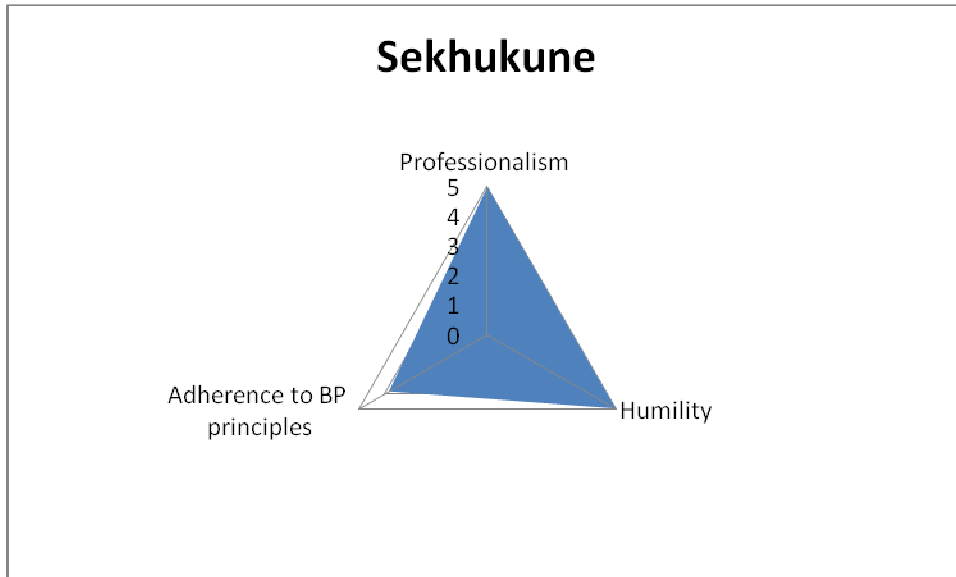
■ Professionalism ■ Humility ■ Adherence to BP principles



Sekhukhune (JMS =)

Core Values	Professionalism	Humility	Adherence to BP	Total
Total Scores	59	56	55	170
Average	5	5	4	14

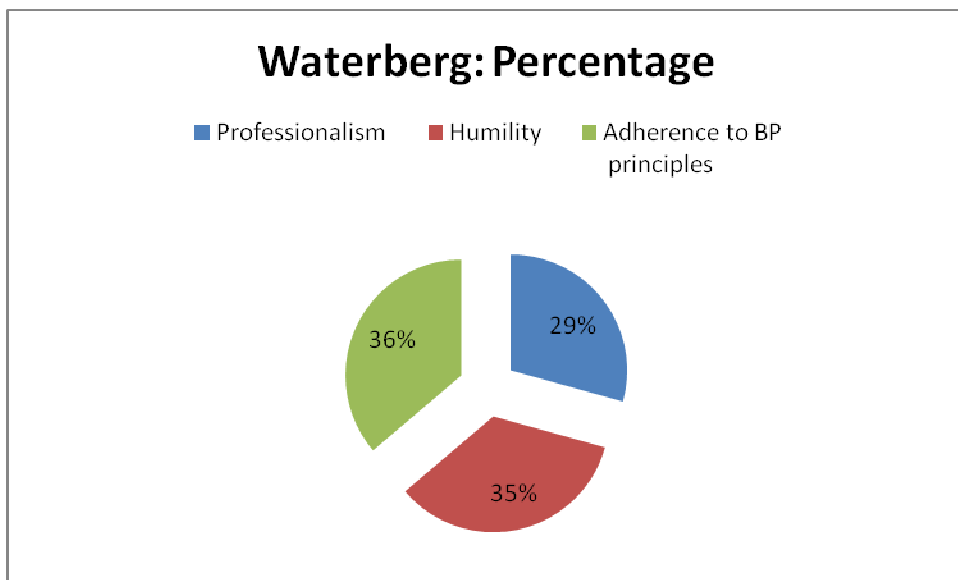
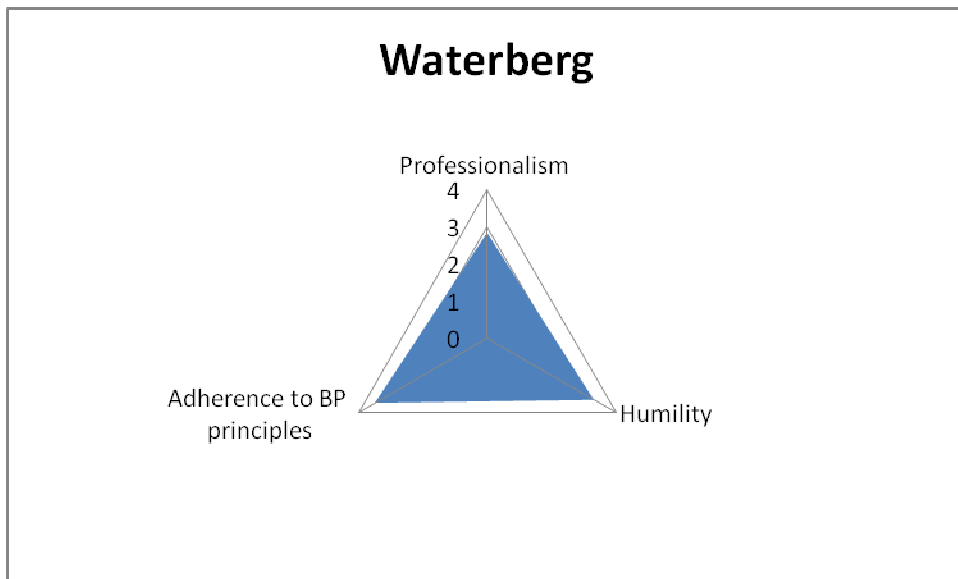
Percentage	54	51	50	52
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Waterberg (JMS =)

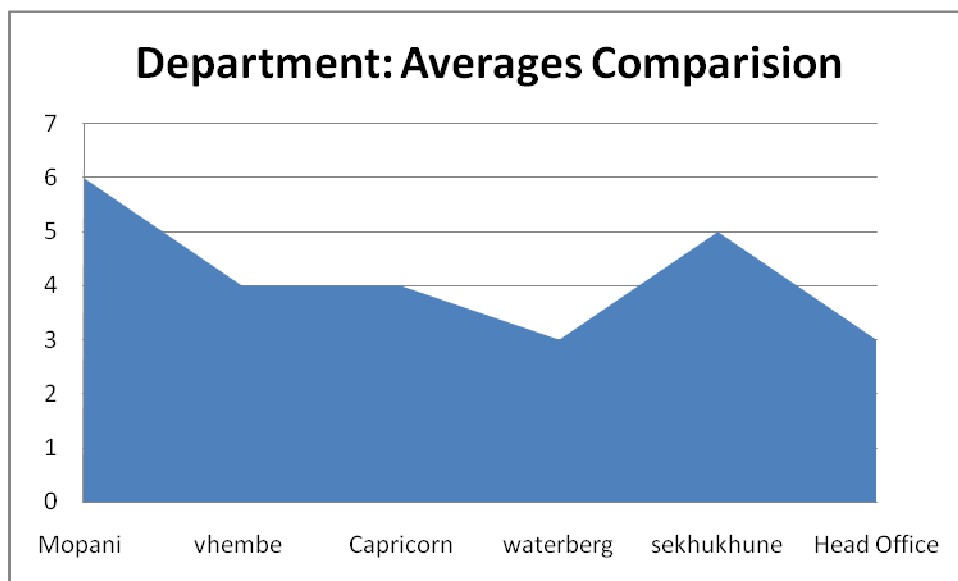
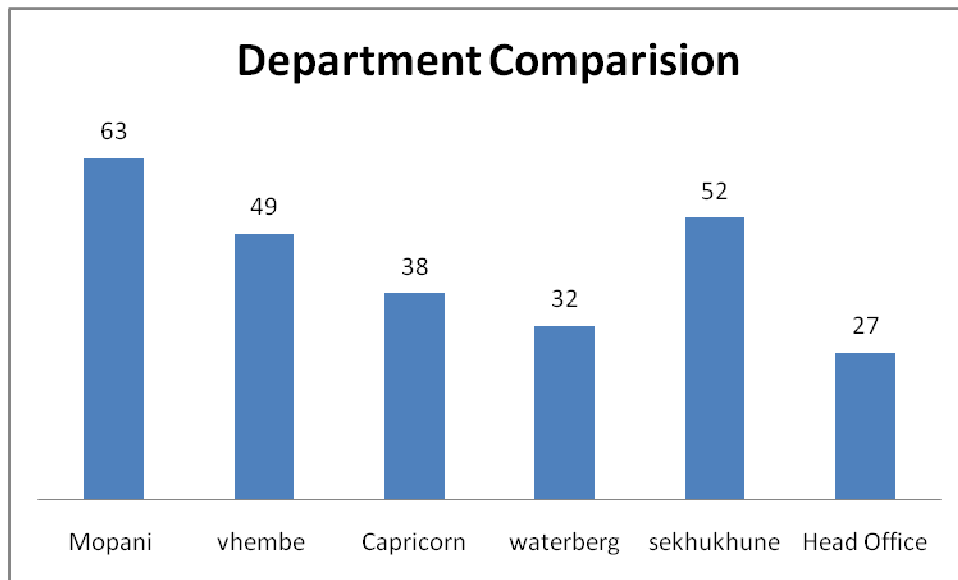
Core Values	Professionalism	Humility	Adherence to BP	Total
Total Scores	17	20	21	58

Average	3	3	4	10
Percentage	28	33	35	32



Department (JMS =76)

Core Values	Mopani	Vhembe	Capricorn	Waterberg	Sekhukhune	Head Office
Total Scores	63%	49%	38%	32%	52%	27%
Total Average	6	4	4	3	5	3



3.2 General Narrative findings

3.2.1 At all workshop sites employees brought to light their dissatisfaction about the management of employee condition of service. One should take note that salaries and other benefits allowances are the corner stones of the hygiene factors. If the hygiene factors are not well managed, it will be very difficult for any best programme to yield the intended results or will take some years to see the effects of the intervention. **(NB: the above statement should be taken into account when ever evaluation of the BPCMEP is conducted)**

3.2.2 Management does not show any commitment to implementation of change Management. As shown on the graphs the management behavior on core values is of mediocre level. The right strong culture within an organization is dependent on the founders, CEOs, and Management's value of the organizational philosophy.

3.2.3 Management does not involve staff when making decision even for unpopular decisions like restructuring and when other departmental related issues are discussed.

3.2.4 Some Programme Managers do not conduct programme meetings, and those who convene meetings exclude JMS and neither do they inform JMS of decisions taken in meetings.

3.2.5 Lack of effective communication. Communication mechanism put in place are not effective. There is no feedback on many decisions and issues of concern raised by staff.

3.2.6 JMS are overlooked and not recognized in the department.

3.2.7 Some districts indicated that the title of Cost Centre Manager is just a token to impress customers, in reality it does not add any value hence the Cost Center Manager is relegated to a "Boss Boy." They are not given that latitude to apply their management skills to manage the Centers.

3.2.8 District and head office officials who spent most of their time working in the field (site) are faced with shortage of resource to execute their tasks to their full potential. As results mediocre outputs are realized.

4 Recommendations

4.1 Management should lead by example by implementing core values and the 3-belief set in dealing with internal and external customers. Change is driven from the top.

4.2 Directorate should hold monthly meetings regularly and Programme Managers who do not hold meetings should be held accountable.

4.3 JMS management layer should be included in directorates meetings. This layer is very much important to the organization because it is comprised of first line managers; it binds the upper

management layers with the grassroots employees. First Line Managers are information disseminators from top management down to employees.

4.4 The department should develop mechanism and platforms for smooth flow of communication information within the department. Vertical (downwards and upwards), horizontal and diagonal communication barriers need to be identified and opened up with immediate effect.

4.5 Organizational Development division (work study) should spread its focus to operations at Cost Center level. It seems it is mainly focusing at Head Office. Cost Center is a miniature (front office) of LDPW at local municipality level. Cost Centers portray the image of the department within communities. Never-mind the pending rationalization, Cost Centers are pivotal to accessibility of services to customers. Therefore the conditions of services at Cost Center level are as important as at Head Office.

5.6 It is recommended that after rationalization of Cost Centers, the head of the center should be a person who understands how government works, should understand the interrelatedness between the three spheres of governance. It should be a person who knows and understands the vision, mission and priorities of the department, the person who possesses both technical and interpersonal skills. By so saying it should be a person who can communicate at all levels within the organization and correctly represents the department at local municipality and community level. Such a person should be on the level of a Project Manager.

[illegible]