



Taking world best Practice(s) to the front line

Introduction

The Department of Transport is creating a culture of service excellence and guiding the transformation of the organisation through total customer satisfaction, process improvement, participative and committed teams, goal alignment and the use of service excellence toolkits for social and economic prosperity in the Province by -

- Ensuring business focus is at the front line - where actual service delivery takes place.
- Achieving goal alignment from team performance to organisational effectiveness, i.e. meeting the strategic objectives of the Department.
- Engaging every person in the organisation in measuring, managing and positively contributing to their own performance, being quality, speed of service delivery and cost effectiveness, in a visual way.
- Creating a visual workplace that is safe, pleasant, organised and productive.
- Maximising overall equipment effectiveness by improving equipment availability, performance and yield.
- Building a committed, energised team through participative leadership and the empowerment (being improving skills and devolving level of decision making) of team members.
- Managing workflow for improved on-time delivery and responsiveness by reducing work in progress, capacity constraints and scheduling.

- **Building** competent, flexible and multi-skilled **leaders and their teams** that effectively addresses all work requirements of mini businesses in line with customer requirements.
- To continuously improve the products and services of our teams to the zero-defect level.
- **Embracing the principles of Batho Pele for total customer satisfaction.** To establish customer focus and equip our teams to identify total customer requirements, assess and ensure customer satisfaction.
- **Continuously identifying and eliminating waste for the improvement of processes resulting in high levels of quality, speed of service delivery, safety, cost effectiveness and morale.**
- **Enhancing personal effectiveness of our leaders and team members through greater self insight towards developing a strong internal locus of control and an achievement motive profile.**

Implementing the above **best practise** elements will lead to success but **more** importantly; these elements need to be **driven and firmly entrenched to ensure that they remain alive and effective.**

In order to achieve this, the Department has embarked upon the Mission Directed Work Teams programme (MDWT Programme).

This program is a South African developed programme, which is **currently being** implemented by various organisations internationally.

The program consists of 10 modules, each module requiring its own specialised training of the staff, the identification of targets and measureables in order to gauge implementation progress and the effectiveness of the implemented best practices.

Independent auditors **as well as** staff from within the Department, conduct monthly audits of each mini-business in the organisation as well as the performance of team coaches. Through this medium successful implementation and continuity is assured.

Since the program is a management tool its successful implementation has numerous positive spin-offs resulting in a **more** focussed, goal oriented and effective work-force.

Since the programme is **visually** based all measurements and performance is depicted graphically in basic colours meaning that illiterate employees are able to, at a glance, see whether targets have been met or not.

All members of all teams are trained in the requirements of the program and are required to attend monthly team audits by the independent auditors.

Daily meetings **between the team and their leaders** are instituted to allow for quick response to problems in the work place as well as monthly meetings with senior members of staff.

Contributions and implementation of suggestions are monitored to improve performance and the morale of the team is **gauged** in order to ensure a happy work place.

At team level the following is being measured and displayed:

- Quality
- Speed (Production or output)
- Cost Effectiveness
- Morale
- Suggestions/ innovations
- Personal injuries / Vehicle accidents
- Attendance of staff
- Skills matrix demonstrating development plans
- Customer / Supplier relationship chart where customer satisfaction and supplier performance is tracked
- A schedule for cleaning activities
- Process improvement chart
- Problem solving charts

The Department has already implemented at least 2 modules in each regional office in the province as well as some components within head office. Results include amongst others:

- Improved performance
- Better planning
- Team cohesion
- Accountability
- A more professional environment

The programme is owned by Competitive Dynamics International based in Gauteng.