KZN Department of Transport

BEST PRACTICES AND INNOVATIONS

2005

Mr. B.H. Cele
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PREAMBLE

"A major difference between world-class organisations and non world-class organisations lies in the team leaders' contribution to workplace management.
In world-class organisations more than 80% of the employees are involved in continuous improvement activities."

The lean enterprise benchmarking project – Cardiff Business School 1993.

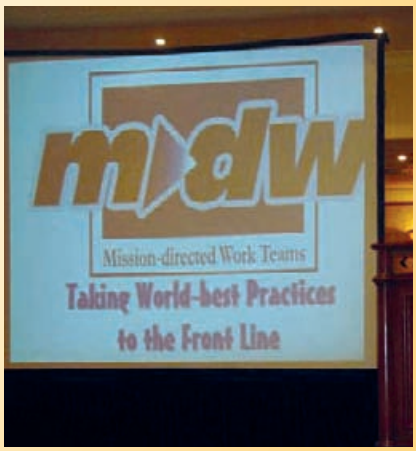
VICKY CUNLIFFE
SENIOR GENERAL MANAGER:
CORPORATE SERVICES

This publication is a tribute to all the dedicated team members of the KwaZulu-Natal (KZN) Department of Transport. You will see in this report many ideas, suggestions and best practices as well as non-linear improvement initiatives. These have been tabled and implemented by enthusiastic team members doing extra-ordinary work. Each and every one of those who contributed to this report prove yet once again that 'anybody can buy machines but it's people that make the difference'!

It is the responsibility of Government to serve all citizens of the country equitably and fairly in order to improve their quality of life. The transformation objectives set by Government has to be translated into real action by Government Departments and the KZN Department of Transport in its obligation recognized the need to improve customer relationships through all means at its disposal as part of its transformation initiatives.

In many instances the customers of Government Departments have very little choice in terms of where services are delivered and as a result may not be able to obtain similar or better service elsewhere. Traditionally government employees have not been responsive to good customer service as their livelihood was never at risk.

Transforming this situation into a world-class situation where service delivery is of a high standard and customer satisfaction is a priority for employees of the State required an innovative, new look at how customers are treated and serviced. In order to achieve this, the KZN Department of Transport embarked on an organizational development intervention called "Mission-directed Work Teams" which is, in essence, a toolkit of global best practices that enables leaders and their teams to strive for service excellence.



The selection and placing of leaders who will ensure the transformation of the organization is not a simple task as often existing and new leaders need to be coached into this way of life. The Department is striving to do this through ensuring initial compliance to the requirements of the programme which will eventually lead to best practices becoming a way of life. Taking the process further means getting leaders to go beyond compliance and requires recognition for improved service delivery.

In order to ensure participation by team members as well as management at all levels, suggestions and innovations are tabled and tracked with recognition given for any suggestion which may result in improved service delivery in terms of quality, speed and/or cost effectiveness.

All innovations and suggestions are recognized and recorded only if and when these have been fully implemented. As a result the outcome of continuous improvement initiatives can be monitored and the results shown after a period of time.

Regular customer assessments are performed as part of the programme in order to determine whether service delivery improvements are having the desired impact on the identified target markets and often these assessments reveal the unquantifiable aspects of improved customer service through innovations.

Creating a culture where all staff members are encouraged to make suggestions on improving service delivery has an additional spin off where employees of different disciplines within the organization are working together in order to resolve specific challenges or in order to improve service delivery. Some very practical examples where cross functional teams have combined their efforts to resolve a particular problem have been experienced in the recent past.

Although most of the suggestions and innovations are aimed at improving service delivery and / or improving workflow another area where significant changes are being experienced is in process flow analysis and improvements. Teams are encouraged to analyse processes with the view to identifying waste towards elimination or minimization of that waste enabling value to flow. We call this the 'red tape' challenge – declaring war on red tape and bureaucracy resulting in an enabling environment.

This report covers innovations and suggestions that have been implemented at Regional level in the KZN Department of Transport since 2003. It is by no means exhaustive and many innovations were made but not recorded for use in this report.

Whilst ALL innovations are appreciated no matter the level of the impact, for the purposes of recording we have listed, in the beginning of the report, those innovations which are perhaps more significant in terms of customer satisfaction with suggestions following.

Readers are invited to comment on the format and content of the report as this will assist in making future reports more user friendly, accessible and informative.

It has been a privilege for me to lead this first 'Innovation' report. We will be using it to primarily recognize the outstanding contributions of our staff but also to act as a means of disseminating this information to all potential users for the improvement of their working environments and the ultimate benefit of the customers. It will also provide a foundation on which to build future contributions.

VICKY CUNLIFFE
SENIOR GENERAL MANAGER: CORPORATE SERVICES

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NO TO FAKE LICENCES

State-of-the-Art facility gives Rossburgh a face-lift - and a chance to change its unsavoury public image

"OBTAINING your learner or driving licence in KwaZulu-Natal will never be the same again."

These were the words of KZN MEC for Transport, Community Safety and Liaison Mr. B.H. Cele at the launch of the "NO TO FAKE LICENCES" campaign held recently. "Attacking inefficiency, fraud and corruption in our driver licensing and vehicle registration and testing systems forms an integral part our mandate," Cele said.

Rossburgh Driver Certification Centre in Durban, once dogged by allegations of irregularities, is slowly beginning to shake off its negative image – thanks to high-level intervention by the KZN Department of Transport. The new facility is believed to be a first in South Africa and perhaps the first of its kind in the world.

The Department has introduced hi-tech innovative solutions to address age-old problems of driving licence fraud and inefficiencies in the issuing of driving licences. The innovations include a computerised learner licence test (theory test), learner licence testing in deep rural areas using mobile units and fully monitored driving test vehicles.

In order to commence with the test, the system verifies the identity of candidates using iris scanning technology. Once verified, the computerised learner licence test allows users to answer multiple choice questions by simply touching the screen of a computer. Test results are presented on screen immediately after the test is completed, saving candidates up to one hour of waiting time.

During the first week of using the system, many candidates were able to complete the one hour test in less than 15 minutes, testimony to the systems ease of use. The system also enables the certification centre to increase capacity from 132 to 240 tests per day. In some cases there has been a 3-4 month backlog for the booking of learner licence tests and with this increased capacity the backlog will soon be alleviated resulting in a very positive improvement in service delivery.

On 10 October 2005 the first Mobile Learner Licence Testing Facility was launched. This facility, where the learner licence technology has been bundled onto the back of a seven ton truck, brings a service that has never been provided to the historically disadvantaged citizens of the province, the majority of who reside in the rural areas of KwaZulu-Natal and may not even have access to electricity. Had it not been for a mobile facility such as this, many of these customers would normally have to travel a round trip of more than 400 kilometres in order to write a learner's licence test. With two mobile units and 13 test computers in each, the department can now test an additional 3 000 rural candidates per month. Today our rural customers have the opportunity of sitting for their learner licence test in a state-of-the-art mobile facility - in their own home villages - where quality examinations can be conducted with professionalism and fairness guaranteed.

To provide objective evidence of the results of driving licence tests, the department has introduced specially designed test vehicles each fitted with three video cameras and sensors connected to an on-board computer. On completion of a driving test, data from the videos and sensors are available to the examiner to assist in evaluating candidates and to the candidate who is able to verify their examination results. Examiners will now also record their findings directly onto a touch screen notebook computer in the car, saving the examiner the need to manually add up scores.

Finally, the introduction of new driving licence cards based on optical card technology ensures

that driving licences cannot be fraudulently produced. This is the first centre in the world to use optical card technology for driving licence purposes.

Speaking at the official launch to introduce the new measures aimed at instilling confidence and changing negative perceptions, Head of the KZN Department of Transport, Dr. Kwazi Mbanjwa said government had invested huge resources on forensic investigations into driver and learner licence fraud, which was a countrywide problem and which gave the Rossburgh facility an element of notoriety.

"We want to make obtaining a licence an enjoyable experience, in which the value of the licence relates to the quality of the test, and not monetary value."

Mbanjwa said: "Our new measures ensure that Rossburgh becomes a world-class driver certification centre. We have renovated the facility and will be introducing improved systems and fresh attitudes on the side of management, staff, instructors and candidates."

There is a close relationship between the high rate of road carnage and illegally obtained licences, as the holders of these licences are generally inexperienced drivers who adopt poor driving standards. It has always been the Department's top priority to rectify the situation for the safety of all road users in the province.

The refurbishment also includes a modern building, housing a family lounge, candidate waiting areas, driving school instructors' waiting area and improved toilets and ceilings. The functions performed at the centre will be grouped together in buildings rather than performed haphazardly. Other renovations will include premises dedicated to learners' and drivers' licences, improved fencing, revamped security, centralised cash hall with integrated security features, single area public parking, with improved security monitoring, uninterrupted power supply system with back-up generator, dedicated staff room and clearly demarcated pedestrian and vehicle areas.

BEST PRACTICES AND INNOVATIONS

A WIN-WIN WITH THE ZIBAMBELE PROGRAMME

One of the flagship programmes for which the Department has received international accolades, is that of the Zibambele programme. In simple terms, this is a programme that aims to deliver services to rural communities and at the same time use labour resources from the same rural communities thereby creating desperately needed jobs in our Province and alleviating poverty. The type of work undertaken by these contractors is general maintenance of gravel rural roads. Low skills levels are required and the work is labour intensive. Since inception of this programme no less than 25900 jobs have been created.

EMERGING CONTRACTORS FOR A PROSPEROUS FUTURE

Another innovative approach to economic empowerment for the Province in which this Department operates is the Vukuzakhe emerging contractor programme. This programme seeks to provide opportunities for the construction and maintenance of roads to historically disadvantaged individuals so that they may establish their own businesses and enter the market place. Critical to the success of this programme is the ability of the emerging contractors to compete in the open market. Therefore there are four stages to the programme – the first being for 'first-time' entrants into contracting and the requirements would be for minimal skills and no machinery. Contractors who are successful can progress through the stages until they reach the fourth stage being a fully fledged contractor with major plant and equipment such as motor graders, bulldozers and the like. The Department and its staff are passionate about economic empowerment and invest unparalleled effort and time into developing these contractors and helping them to succeed throughout the four stages. At the time of this publication, there are 595 stage 1 contractors, 264 stage 2 contractors, 168 stage 3 contractors and 56 stage 4 contractors.

FLEXIBILITY IN WORKING HOURS

Fields Hill, a stretch of freeway between Pinetown and Kloof in the Durban Region, is notorious for its heavy volume of traffic that flows during normal working hours. Whilst repair work to this stretch of road had become essential, Departmental staff realized that the impact of this would have resulted in high levels of frustration and annoyance from the travelling public. In the interest of customer satisfaction, team members suggested that they work during the night rather than during the day to lessen the negative influence on the lives of motorists. This 'win-win' solution resulted in the repair work being carried out effectively and more importantly, customers were not unduly inconvenienced.

PORTABLE SPEED HUMP

When maintenance teams are performing routine maintenance on the road such as blacktop patching or drainage repairs, the safety of the road workers depends on the obedience of road users to the temporary speed restrictions, warning signs and flag warnings to reduce speed. This poses a real danger to the road workers as road workers have been killed by speeding motorists, but it also impacts negatively on the morale and productivity of the team as they do not feel safe while working. They have to continuously watch for reckless drivers while they work.

It is widely recognized that the only way to genuinely reduce the traffic speed is to use speed humps or rumble strips. The team developed a portable speed hump which is placed before the working area to warn motorists of the workers. The humps were designed by the team members and were then manufactured by an external rubber provider, from conveyor belt rubber vulcanized together. These are used in addition to the usual speed reduction signs and flag warnings. The cost of manufacturing these portable speed humps is R1 621 each.

Clearly the greatest benefit is that of saving lives. Furthermore the innovation will positively impact on overall worker safety and morale as the team will be more secure with slower moving vehicles near the work site. MDWT has a strong focus on the safety of the employee and when this feels like it could be compromised; an innovation could be the result. Watch for work hazards and innovate to make them safe.

WASTE FROM MANUFACTURING OPERATIONS USED FOR IMPROVED ROAD MAINTENANCE

The base materials of road construction is made from stone which has to be sourced from a quarry, loaded and conveyed, often on bad roads, to the site where the road is being constructed. Problems occur in the sourcing of the material – a suitable quarry needs to be identified and the land expropriated – and then moving it to site. It was established after rigorous testing in the materials laboratory at Dundee, that the waste material, generated as a by-product of the manufacture of steel at Iscor, is suitable for use in the foundation layers of road construction. Furthermore, it also proved to be suitable for use as back-fill in minor construction activities such as in the construction of box culverts. The material is freely available at no cost from Iscor.

Use of the slag material has numerous benefits.

1. The material costs 10% less to acquire and transport to site, particularly due to the fact that the slag dump is situated on tarred roads, thus saving vehicular damage;
2. It requires little to no crushing on site;
3. The product has no commercial viability and hence is a liability to Iscor;
4. The material is available at no cost to the department;
5. Slag is a better quality material than the natural dolerite usually used; and
6. The need for a quarry to be formed is alleviated, thus saving the need for heavy plant to be used in the quarry to mine the material as well as the eventual cost of rehabilitating the quarry. Essentially, the benefit also accrues to the environment.

Wherever there is product waste, there is an opportunity to use the product elsewhere. Use Module 9 to identify waste and innovate to either eliminate the waste or to transfer it into something of value.

INNOVATIVE APPLICATION OF VISUAL WORKPLACE (5S)

Typically, the very rural maintenance camps do not have access to financial or other resources. The Ntabayengwe maintenance team was no different and cleaning up the camp for the Visual Workplace module proved to be a particular challenge. By using off-cuts and old roofing timber, the team manufactured shovel, slasher and pick stands, external gabion basket "mattress" stands and pole stands. Using the shale which is available in the area, the signposting has a completely unique and innovative character. Using spare materials and a little paint, the team was able to organize their work environment and make it truly world-class at very little cost to the Department.

The innovation here lies in the low-cost clever use of waste materials. Don't always look to spending money when innovating. Look for a cost-effective solution.

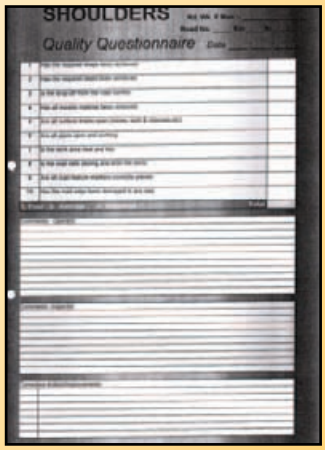
ALTERNATIVE SOLUTION FOR KILOMETRE POSTS

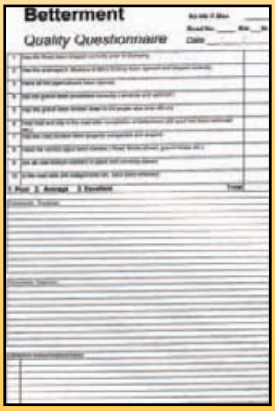
When the official kilometre posts were damaged by motor vehicles or by animals, there was a delay of up to a year before the replacement posts would be delivered and installed. These were ordered from Head Office and then the manufacture was outsourced to a private contractor to manufacture. The posts were placed into a concrete pipe which would take approximately 2 hours to install and posed a danger to motorists as they are very solid and tend to cause severe damage to a vehicle when struck.

The team designed a kilometre post made from a metal upright with a metal plate with stenciled road and kilometre details. These are simply placed into a concrete base in the ground. The first benefit is that the posts are made locally and so there is no delay in their delivery and installation. Secondly, the manufacture cost is cheaper than the concrete posts as the new alternative does not require the pipe base. Thirdly, the installation is quicker as it takes only about 30 minutes as opposed to the 2 hours of the concrete posts. Finally, the new post simply bends over, causing less vehicular damage when struck by a motorist. Don't accept delays in service delivery. If the official channels are ineffective, find a viable alternative.

DESIGN AND IMPLEMENTATION OF QUALITY CHECK SHEETS

At the start of MDWT in the Pietermaritzburg region, it was extremely difficult to measure the quality of work done. The methods were far from scientific and were often open to subjectivity and inconsistency. A set of criteria were compiled relating to blading which would allow the Foreman to check the quality of the work done daily. The success of this endeavour spilled over onto check sheets being compiled for verge maintenance; drainage maintenance and cleaning; signs erection and blacktop patching work. It is now very easy to rate the quality of the work done by the various teams and to translate this into a percentage which in turn can be plotted on the quality graph. This was so successful that it has since been extended to all the roads maintenance teams across the Province. MDWT requires that there should be evidence for each item reflected in the mini-business. Sometimes it may require some innovation to support the information on the charts thus proving that the work was indeed done.





RECOGNITION AND REWARD

A number of teams in the Department of Transport have come up with excellent ways to recognize and reward the positive contribution of team members.

In the Durban Region, the staff of Fleet Services, an internal supplier of transport such as hired vehicles and taxis, nominates individual team members as the "Employee of the Month". The chosen person is then awarded with a certificate for outstanding performance and their photo is placed on the wall to demonstrate to others their contribution to the workplace.

NEW GAS SHOCK ABSORBER SAVES TIME AND MONEY

Champion graders are used by the Department to maintain the rural road network. These graders have a gas shock absorber that support the instrument levers that have an approximate lifespan of 3 months. This mechanical team designed and installed a modified mechanism in the form of a steering bracket which is more robust and provides a far more cost effective solution. Spare parts were found in the mechanical workshop and these were used to manufacture the part. The replacement cost of the gas shock absorber is approximately R3 800 as opposed to the innovative steering bracket of R40. Not only is this an enormous cost saving measure, but no spare parts have to be ordered and therefore repairs are carried out far more quickly than in the past.

PROTECTING ASSETS SAVES MONEY

Graders are by nature robust because of the environment in which they operate and are therefore open to physical battering. One of the hazards of the job involves loose stones and overhanging branches. When other road users drive past the grader, the loose stones are thrown against the grader or if it is operating in unchartered territory, branches of trees catch on protruding parts. One of the vulnerable areas of the grader are the mirrors and these would be shattered at least every six months at a cost R2 500. The solutions lay in the protection of the mirrors with the installation of a wire grid made from redundant material found in the Workshop. Since the implementation of this innovation – June 2003, none of the Volvo Grader mirrors have been broken resulting in an estimated saving of R10 000 for every grader that has applied this inovation. Furthermore, the innovation was recognized by Volvo who has standardized the practice of installing mirror guards on all new graders. This is therefore a world best practice.

REFURBISHMENT OF A GRADER

Due to budget constraints, a challenge that the Mechanical Engineering Component constantly faces is that of replacing major plant and equipment such as graders, bulldozers and the like. At the time of this refurbishment, the Rand / Dollar exchange rate was onerous making it almost impossible to afford to purchase new plant. In this particular case, the grader's working life had been extended to a point of inefficiency and ideally, it should have been condemned and disposed of. After deliberating the pros and cons of either scrapping it and not being able to deliver the service to the possibility of refurbishing it, the team took a decision to pursue the possibility of refurbishing the grader. The outcome was that the refurbishment cost 60% of the cost of a new item and by following this route, the grader's life was extended thereby enabling service delivery.

PORTABLE UNIVERSAL TAIL LIGHT BOARD

The Workshop must from time to time move parkhomes / caravans to new locations depending on where new staff are required to stay. Often the mechanics would arrive on site to find that the caravan or parkhome cannot be moved as its rear lamp globes had fused or had been stolen. The mechanics did not often have the correct spare globes with them. It is a traffic violation to take such a vehicle on the road without fully functioning rear lamps. This often meant that the mechanics had to drive back to the workshop to collect new globes or to take a chance by moving it to its new location without the necessary safety features. The team designed and manufactured a portable universal rear lamp board. The board is a metal frame which is fitted with rear lamps and a power cable. Once fitted to the caravan the cable is attached to the trailer outlet plug. When mechanics are requested to relocate caravans the portable universal rear lamp board is automatically taken along. The board is fitted and the caravan is moved to its new location. This innovation saves costs and time. Mechanics spend less time driving between the workshop and sites obtaining spare parts. This also minimizes fuel costs and the need to continuously purchase new globes. Whilst the caravans or park homes are parked on their new locations globes are not required.

RENOVATION OF USED OIL PIT

The container used for storing used oil from plant and equipment was approximately 2 metres high and an eyesore at the district office. Oil was frequently spilled down the sides polluting the environment and this posed a safety hazard. The exercise of decanting old oil was cumbersome as it required the use of a forklift to lift drums to the top of the tank and pour out the old oil. This practice was a good opportunity for the application of MODAPTS. A brick structure was created below ground level to accommodate the storage of old oil. A secure lid covers the pit and protects the oil from foreign objects and substances. The project was carried out by internal district staff. The new oil storage facility is not unsightly and decanting is a much simpler, more controlled task. The safety and environmental hazard aspect have been addressed as spillage is no longer a factor.

RELOCATION OF TRANSMISSION OIL REFILL POINT

Proper plant maintenance relies heavily on the assistance of the operator to not only operate the plant properly but also to perform frequent maintenance checks. It is expected that every day certain maintenance checks are performed one of which is the transmission oil levels. The refill point on the Champion Grader is concealed behind a bolted plate on the side of the cab. The operator is not equipped to remove the plate and top up the oil. The result is that the Workshop is requested to meet the Grader where ever possible to replenish the oil. The Grader may not leave the camp while the oil levels are low. The Underberg Mechanical Workshop team decided to relocate the refill point to a place outside of the cab. The operator now has immediate access to the refill point and can top up the oil. The benefits of this innovation are easier access to the refill point, enables the operator to replenish the oil without calling the workshop staff out, the plant down time is minimized as well as cost savings by elevating the need for the workshop to visit the camp.

RECONSTRUCTION OF A SERVICE WAGON

The workshop made use of a four-ton truck which carries oil and grease drums to service the plant. The vehicle was used on an average of 550 kilometres per month due to its restricted capabilities. These restrictions included no facility to carry diesel, no air line and no compressor. The vehicle was adapted to accommodate a compressor, greaser, air line and fuel tank to enable a full service to be performed on site. The project involved the redesign of the vehicle by the workshop team, the purchase of the new equipment and its installation. The implementation was performed by an external engineering company at a cost of R25 000. The multi-functionality of the vehicle has improved its utilisation from 550 kilometres per month to 3000 kilometres per month. This has also had a positive impact on plant utilisation.

TEAMS CUSTOMIZE TRAILERS TO MAKE WORK EASIER

In the Durban Region, the repair and maintenance of Emergency Medical Rescue Services (EMRS) ambulances was no longer performed by the Mechanical Workshop team which left a surplus of staff without work. A number of service delivery points in the Region required gardening services and to meet this need, the surplus staff members were re-skilled and mobilized into a team that cuts grass for Department sites throughout the Durban region. In order to form this new grass cutting team, the necessary equipment was purchased but transporting the equipment became a challenge. In order to overcome this next challenge, the team identified three trailers that another component - the Road Traffic Inspectorate - no longer used. They removed the chassis of the trailers and revamped them to carry their new grass cutting equipment. The team is now fully operational and fulfilling an important internal customer / supplier role.

In the Empangeni Region, light delivery vehicles (LDV's) are converted into mobile ambulances. As a result, the back part (bin) of the LDV was removed and discarded. The mechanical team converted the discarded back part into a trailer for the teams that maintain the roads. Usually the roads maintenance teams would have to load drums and other equipment onto a low bed truck. Due to the height of the low bed trailer, lifting and loading of equipment was difficult and cumbersome. The newly converted trailer is lower therefore making work more comfortable and easier for roads maintenance teams.

PROTECTING ASSETS TO SAVE MONEY AND TIME

The nature of the work done by this Department requires that vehicles travel and work on gravel roads and in rough terrain. As a result, vehicles are sometimes damaged and an incident that kept on recurring was damage being caused to the lights of vehicles. This mechanical team decided to take a proactive approach to resolving the problem. Using scrap grid material, light covers were cut to size and installed on each vehicle. Continuous repairs to the lights have been eliminated because the vehicles are now protected from the harsh elements of the environment.

TAIL LIGHT BULL BAR

The staff shortages experienced in the Department in recent years has resulted in heavy vehicles not having the luxury of a co-driver to assist the driver to reverse. It stands to reason then that the vehicle often bumps into items which fall into the relatively large blind spot behind the vehicle. The biggest problem caused by this is the damage to the rear lights and chevron panel attached to the truck. At a cost of R2 500 each time the panel was damaged, an alternative solution was needed. The Workshop team decided to raise the chevron panel slightly to allow for the installation of a heavy bull bar to protect the panel. The bull bar is far more robust and can be mended more easily when bumped against a foreign object. The tail light and chevron panel has not been damaged since the bull bar was installed in April 2004. The trigger here is a problem which is repeated and even worse, it costs the Department money every time it occurs. By deliberately considering the problem and getting creative, the right solution will become a good innovation.

CHAMPION GRADER STEERING KNUCKLE MAINTENANCE

The Champion graders have a universal joint in the steering mechanism. This part tends to wear in approximately 7 – 8 months. This is evidenced by the joint developing play and as soon as this stage is reached, the knuckle will break. At a replacement cost of R22 000 per knuckle (each grader has 2 such knuckles), the life of this knuckle must be extended.

The Eshowe workshop team had an engineering company manufacture a set of bushes to go inside the joint and a set of shims to stop the vertical and horizontal play in the joint. These additions cost R1000 per set.

It is envisaged that the life of the knuckle will be extended by many years (this has not been tested yet as the innovation was done in January 2004 and no breakage has occurred since). At a saving of R44 000 per grader per year, the saving is significant. Since the Eshowe workshop team discovered this innovation, the Vryheid workshop team has also used this innovation. It has thus become a best practice.

Watch out for repeat malfunctioning of items of equipment, particularly if the part is expensive. When doing nothing about the problem is not an option, look for an innovative solution.

CREATION OF A FERRY ALTERNATIVE AFTER A BOMB DISASTER

The Umtamvuna River bridge forms an integral link between the two Provinces of the Eastern Cape and KwaZulu-Natal. Not only does it allow KwaZulu-Natal and other Provincial residents' access to the casino and hotel on the southern side of the bridge but more importantly, it affords the poorer Eastern Cape residents access to employment on the northern side of the bridge. In 2003, the bridge was severely damaged by a bomb blast and was declared unsafe to use. The only alternative route to get across to the other side of the bridge was via Kokstad – a 3 hour trip. For the poor residents in the south, this was simply not cost-effective and could result in the loss of employment.

The Road Traffic Inspectorate (RTI) team at Port Shepstone took the initiative and established a ferry service across the river. This involved:

1. The construction of a jetty on the northern side;
2. The repair of the existing southern side jetty;
3. The hiring / contracting of boats to act as ferries;
4. Apprehension of thieves who were robbing vulnerable ferry users; and
5. Arrangement for the construction of a proper road on the southern side to allow vehicles access to the jetty.

What made this initiative most remarkable is the fact that the role of the RTI is not to act as the local civil defence unit under disaster situations but rather to save lives through effective traffic policing. The installation of a ferry service would not ordinarily be the responsibility of the RTI, let alone the construction of jetties and arresting of criminals; but this team went the extra mile to look after the needs of the local community.

The Department of Transport can be particularly proud of the work done on this occasion as the main bridge was unusable for many weeks after the bomb blast and the innovations involved resulted in the poorer community on the southern side of the river being able to attend work on a daily basis and the transport services were not disrupted during the reconstruction of the bridge.

ERECTION OF A FENCE BETWEEN NORTH AND SOUTH LANES

On the N2 near the Amanzimtoti Central Business District (CBD), an average of 6 pedestrians lost their lives annually. This is because pedestrians would take the lazy alternative and cross the N2 instead of using the proper pedestrian bridge. Furthermore, a risk of injury or death is also transferred to the motorist when pedestrians cross the road irresponsibly. It was decided that the best solution was to erect a metal mesh fence on the median between the northern and southern lanes of the freeway, thus making it difficult to cross the highway. The funds to meet the cost of the exercise were obtained from the National Roads Agency as the highway maintenance remains the responsibility of the National Department of Transport. Since the introduction of the fence, there have been no deaths at this point on the N3 and the lives of both pedestrians and motorists are markedly safer.

One of the Departmental Focus Areas is saving lives. When this goal is not being achieved, urgent innovation is needed. Using the problem-solving tools, identify the root cause of the problem and then get creative to find a fresh new idea to solve the problem.

BLACKBURN PROJECT – UNDER CARRIAGE WALKWAY

The infrastructural developments in Umhlanga have resulted in the development of an informal settlement on the north-bound side of the N2 highway. The Gateway shopping complex and associated developments are situated on the south-bound side of the highway, approximately 2 to 3 kilometres away. The result is that every morning and every evening, many people could be found walking up and down the highway to get to and from work. This presents a problem for the safety of the pedestrians and motorists using this road. The hazard is two-fold in that firstly a danger exists in the need of the pedestrians to cross the two lanes of the freeway but secondly, their need to walk up the highway for a few kilometres also leaves them vulnerable to the motorists using the road. A further issue is that this also happens at the busiest time of the day, traffic-wise on the N2. The solution planned for this area was to create a walkway which runs from the informal settlements, under the highway and on to the Gateway development. This will provide a viable alternative to pedestrians on the route and will keep the highway clear for use by vehicles only. The safer highway for motorists and pedestrians is the real beneficiary in this innovation. A problem in the daily work environment is again the thing which stimulates thought to initiate a creative solution. Through proper analysis and strong motivation, even an expensive innovation may become a reality.

RECORDING OF ACCIDENT STATISTICS ON N3

The Departmental Strategic Goals have made accidents and the associated lives lost, the prime focus of the RTI stations across the Province. It is thus important that these are monitored closely and analysed to determine causal linkages with corrective action. In this light, there have been many stations plotting the road in a pictorial form and then placing pins in place to show the location of the accident, but this does not provide enough detail to see what could have caused the incident. This team has established a graphic representation of the crucial roads and then, by placing coloured pins in place representing the type of vehicle (i.e. sedan, truck, etc) and then by placing a black dot on the pin, the fact that it occurred during the day or at night can be taken into account. The position on the road is then identified by the kilometre markings down the side of the diagram.

Once a pattern starts to develop, the RTI will meet with the Engineering staff and other role players at the scene of the accident to determine what could be causing the problem and who needs to take action to sort the problem out. The additional information available to the decision-makers enables sound remedial action to take place.

Two triggers exist in this example. Firstly, when seemingly unrelated problems or incidents occur, creative analysis techniques may be necessary to get to the bottom of the problem. This is one of the benefits of visual management. A whole new dimension is possible. Secondly, the whole concept of continuous improvement requires us to continuously improve on what we are doing, even if on the surface it may seem impossible to do better.

BANK ACCOUNT DETAILS STAMP

Members of the public would phone the station daily, requesting the banking details in order to pay traffic fines, and sometimes an error would occur in giving out the account details telephonically, causing frustration to the member of the public as well as causing administrative hassles for the Department. At a cost of R300, two rubber stamps containing the relevant banking details were ordered (one for each shift). These are then stamped onto the Written Notices which are issued to motorists who have transgressed. The member of public now has a documentary reference of these details and there can be no error in transferring the data as used to be the case.

EVERY EFFORT TO SAVE COSTS IS IMPORTANT

Michael Quarsingh, a member of the Road Traffic Inspectorate used his bright idea to help local schools. Stationery in schools is very costly and any cost saving measure is welcomed. Pencils are used extensively throughout schools and once they are shortened to a certain size, they are no longer comfortable for the pupils to use and are discarded.

A traffic policing activity is to test motorists for alcohol and in conducting this activity, an Alco tube is used. Once the test has been conducted, the tubes are discarded. When the defunct tube is attached to a pencil, it makes it more comfortable for the writer to continue using the pencil thus prolonging the use of the pencil and thereby saving costs in schools. This innovation was welcomed by local schools.

IMPROVING PROCESSES – REDUNDANT VEHICLES

When any Government Department has a vehicle that is either written off or exceeded its working life, the vehicle should be crushed and the necessary documentation completed so that the vehicle is no longer registered and seen as a State asset. Many Departments were allowing their vehicles to lie around on their premises or at merchants who may have been involved in vehicle recovery and assessing of damage. Due to the excessive length of time and inadequate security, these vehicles either rusted or parts were stolen thus diminishing the recovery value. The process was analysed and after consultation with the relevant stakeholders, a new procedure was drawn up and implemented resulting in an income of R16761.19 being recovered in the first reporting period.

CUTTING OUT THE RED TAPE

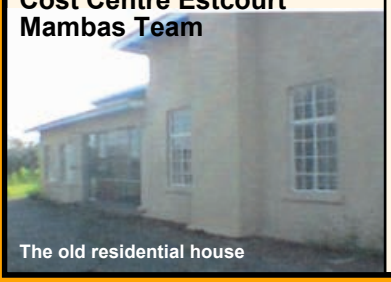
The administrative staff at the Cost Centre Estcourt really applied their minds to the labour-intensive activities which dominate their daily activities. The old situation required the team to duplicate activities by first capturing information manually into registers and then to capture the same information into the computer system. The manual register would serve as the reference source when an enquiry was made regarding a payment or other financial transaction. For every transaction captured onto the basic accounting system (BAS) three minutes were spent entering the information into the different manual registers.

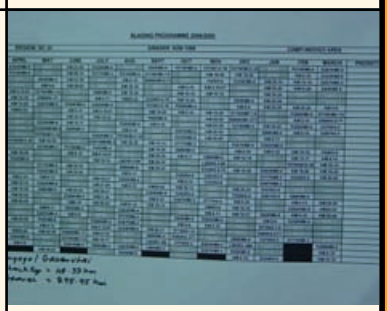
The administrative team researched the computer system to establish where the information could be entered during the capture process so that it can be identified on printouts. The printout of captured information then becomes the register. The benefit is therefore threefold: Firstly there is only one register; secondly, it is not manually written but is simply printed at the end of the days capturing exercise. Finally, there is less room for error as the information is only entered once onto the computer system. The more manual duplication that is used allows for more human error to occur.

REGISTER OF PAYMENTS

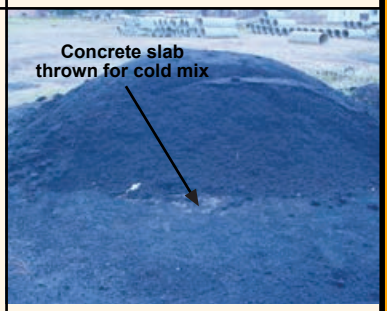
DATE	SUPPLIER	ORDER NO.	PAYMENT AMOUNT	DATA CAPTURER	PAYMENT NO.	DATE AUTHORISED	AUTHORISED BY	DISBURSEMENT NO.	DATE PAID	PROJECT NO.
18/4/05	Nashua	N 271809	803.54		144584	18.04.05				
18/4/05	"	N 271416	1825.10		144585	"				
"	Eskom	N 4778	2800.97		144589	"				
"	Nashua	N 4795	796.18		144591	"				C234/0204/3/23
"	Telkom	N 271436	23901.35		144593	"				
"	Dragon Tog	N 432059	1333.80		144594	"				
"	" "	N 432061	171.00		144595	"				
"	L-J Goods	N 432066	800.00		144596	"				
"	" "	N 432068	1814.44		144597	"				
"	Bricksmacs	N 432082	12176.26		144598	"				
"	Stapleton	N 432086	192.41		144601	"				
"	Natal Power Tool	N 432091	478.53		144603	"				
"	Arrow Motors	N 432092	494.19		144605	"				
"	ABSale	N 271758	330.60		144607	"				
"	Super Quick	N 432203	225.72		144609	"				
"	Martinus	N 430780	712.32		144611	"				
"	Stapleton	N 43619	2544.62		144622	"				
"	Telkom	N 42677	2192.07		144638	"				
"	Babcock Tog	N 271695	374.24		144639	"				
"	"	N 480775	11399.89		144642	"				
"	Martinus	N 480776	823.34		144669	"				
"	Natcandve	N 480778	503.82		144672	"				
"	Hi Core Saw	N 480780	4850.00		144674	"				
"	Martinus	N 480754	39.90		144677	"				
"	Lead Pencil Boards	N 480766	3217.92		144679	"				
"	Barlowworld Tog	N 480767	349.71		144680	"				
"	Kactinter Saw	N 480768	3260.40		144683	"				
"	Hardy Auto Tools	N 480769	412.00		144685	"				
"	Babcock	N 432085	5333.08		144599	"				
"	"	N 480772	30,870.38		144700	"				
"	"	N 480771	1823.52		144699	"				
"	Martinus	N 480773	657.92		144704	"				
"	Lead Trading	N 480774	38.75		144705	"				
"	Barlowworld	N 432008	10,692.33		144718	"				
"	Natal Power Tool	N 432015	341.03		144726	"				

Before	The Old Method	The Improvement Idea	After
1. **Centre Stanger** **Signs Team - Thuthukani**	There was no proper storage facility for the signs. Old and new signs were simply stacked on top each other on the ground.	Purchased and mounted sign wailers on the wall to provide a better signs storage mechanism.	 The signs storage system
2. **Cost Centre Stanger** **Signs Team - Thuthukani**	The Signs and Workshop Team had not formal space for their mini-business area.	The signs shed was divided into two equal rooms. A wall was built in the middle to separate the two teams business area.	 Jason and Elizabeth in business area
3. **Cost Centre Stanger** **Vukile Team**	There was no formal way to establish what projects the area was involved with.	Erect a notice board where updates and photographs are displayed of all the projects which the Cost Centre is involved with.	 The project notification board
4. **Cost Centre Stanger** **Signs Team - Thuthukani**	Two old carports were rendered redundant after they were removed to make space for the new cost centre building.	Use the redundant structure by erecting it in a different area where it is now used as shelter for the team building area which was previously uncovered.	 The revamped sheltered team building area
5. **Cost Centre Stanger** **Vukile Team**	Old large metal drums were used as rubbish bins. The old bins could not close and were very heavy to move when refuse removal took place. It also attracted pests and ants.	Replaced the old metal drums with plastic rubbish bins. The new bins have wheels making movement easy and also have lids to ensure that pests are kept away preventing health and safety risks.	 New refuse bins
6. **Cost Centre Stanger** **Signs Team - Thuthukani**	There was a severe shortage of shelves and shelving space in the Cost Centre Stores. There were also no funds available to purchase new shelves.	The Stores team made use of spare and scrap material on site and built new shelves. The Cost Centre Store now has sufficient shelving.	 Newly installed and painted shelves

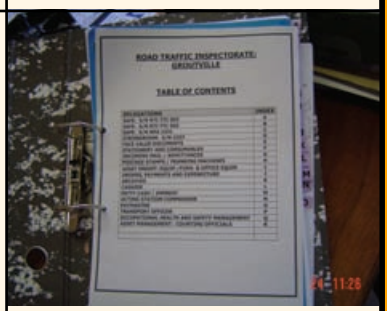
Before	The Old Method	The Improvement Idea	After
7. **RE – Pinetown Lab Team** Workers have to carry heavy sample bags	It was difficult for laboratory staff to off-load and carry soil samples and other material from the vehicles because it was very heavy.	The team obtained a portable trolley, which is used to load and transport heavy soil samples and other heavy laboratory items.	 The new trolley makes transporting easier
8. **Area Office Eshowe** **Blacktop Team**	There was no order or designated area where equipment and tools such as picks and shovels were housed.	The team built a structure which serves as a storing system for their tools and equipment.	 The shovels shelf
9. **Estcourt Laboratory** **Mr Dookie**	The gas bottles used to stand under the overhang of the roof and presented a safety hazard as well as being exposed to the elements.	Created a cage to encapsulate the gas bottles. This also prevents theft and the bottles are no longer a safety hazard.	 Gas cylinders stored in metal cage
10. **Estcourt Laboratory**	Samples were manually lifted and carried to where they need to be. Many trips were required because bags were so heavy and meant that often only one at a time could be carried. It was very labour intensive and could also lead to injuries.	Obtain a trolley to transport heavy samples to the laboratory. Laboratory staff drew up the specification of the trolley. A private contractor made the trolley. Transportation of laboratory materials have been simplified and the principles of MODAPTS applied.	 The new laboratory trolley
11. **Estcourt Laboratory** **John Nicholson**	Samples and drums had to be manually lifted from the vehicles onto a lab trolley. The items were often very heavy making it extremely labour-intensive and could also lead to injuries on duty.	Build a ramp to assist with the loading and offloading of samples. The vehicle is reversed right up behind the ramp and samples can be unloaded much easier onto the lab trolleys.	 The new off load ramp
12. **Cost Centre Estcourt** **Mambas Team**  The old residential house	There was a shortage of accommodation	To renovate an official residential house into office accommodation. The house was renovated and staff were moved into the new office.	 The revamped house

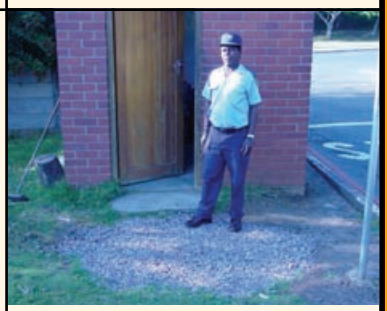
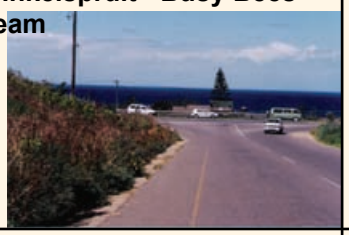
Before	The Old Method	The Improvement Idea	After
13. **Regional Engineer – Pinetown**	It is particularly difficult to conduct road repairs on Fields Hill area of the highway during the day with its heavy traffic volumes.	Obtained necessary authority and performed night repairs preventing the disruption of daytime repairs.	 The team during the night repairs
14. **Cost Centre Estcourt**	There was no formal area where Zibambele Contractors could wait on pay days. Groups had to simply sit outside in the elements or be bundled into the board room if it was available. It also meant that the payment process was not systematic and organized.	Make a suitable waiting area for the Zibambele Contractors. An area suitable area was located that already had a roof where contractors would be sheltered from the elements. Wooden tables with seating space was purchased put in the area. There is also a door into the office so it works as an entering point to the office so one by one the contractors can receive their payments.	 The new waiting area
15. **District Superintendent Greytown : Signs Team – P Sooku** Without the safety bar	There was not safety bar on the passenger seat on the back of the chemical sprayer. If the vehicle stopped suddenly the passenger may be thrown of the vehicle.	Fitted a safety bar to the passenger compartment and fit red flags to the rear of the trailer. The passenger can safely be transported on the chemical sprayer. The modifications were performed by the mechanical section	 With the safety bar
16. **Area Office Newcastle Level 2 - Mr G Matjila**	There was no formal method to plan Blading. Every Monday the blading for the week was simply planned.	Compile an annual blading programme for all the relevant camps based on the needs of the area.	 The blading programme
17. **Cost Centre Newcastle**	There was no proper Soil Laboratory.	Used an old workshop and converted it into a new Soil Laboratory. The Cost Centre can now perform soil analysis on site.	 Inside the new Soil Laboratory
18. **Laboratory Dundee**	Laboratory staff had to carry samples around by hand and this could often mean a number of trips because many samples are taken for analysis.	Obtain a laboratory trolley. The trolley has eliminated the need for many return trips to collect individual samples. The Laboratory team designed the trolley and arranged for it to be built in house. The trolley is used on a daily basis and has become an important piece of equipment in the Laboratory.	 The new lab trolley

Before	The Old Method	The Improvement Idea	After
19. **Cost Centre Dundee** **Johan Outram** Broken handrails	The handrails at the De Jaggersdrif Bridge was in a poor condition and had not been repaired for a number of years.	Handrails at the De Jagersdrift structure on P546 crossing the buffalo river were bent, rusted, and broken with sections missing. To renovate the entire structure	 The newly restored bridge
20. **Blacktop Team Ixopo**	The area office in Ixopo has no blacktop team and has to leave the patching function to contractors. The quality of work done by the contractors is not always of the best quality.One particular pothole had proven to be a problem on P5/2 which had failed 3 times in a year.	To make up a blacktop patching team which is drawn from all the other teams in the Area. This team is used for just one day per week to keep ahead of the patching functions. The pothole on P5/2 was repaired by this team and in 18 months has not failed.	
21. **Ixopo Cost Center** **C Dewar**	Approximately every 3 months, vehicles would lose control of their vehicles in wet weather and go off the road on the inside curve of the road.	Install a guard rail on the inside curve of the road. This is unusual as the guard rail is usually placed on the outside curve of the road.	
22. **Ixopo Betterment Unit** **GN Mthembu** 	There was a very sharp curve on the D697 which was also very narrow and dangerous. The road users often complained about this nasty corner.	To realign the curve and to make it wider. The corner will be made safer for use by the community.	
23. **Area Office Vulindlela**	The guard hut was in poor condition.	Renovate the guard hut. It has increased staff morale – the security staff are proud of their new hut. It has impacted positively on the image of the Department of Transport.	
24. **Vryheid Area Office** **Signs Team**	The maintenance teams are required to erect temporary signs on the road to warn motorists to beware of the workmen on the road. Signs were placed on the road with a rock in front of the sign and a metal leg at the back. These were unstable and required the sign to be damaged by drilling holes through to secure the back leg.	To manufacture metal robust signage holders which hold the sign. The holders are made in the same shape as the signs and can thus be used for a variety of signs – i.e. the signs are interchangeable. The life span of the sign will now be extended as it is properly secured whilst in use. This product also looks far more professional.	

Before	The Old Method	The Improvement Idea	After
25. **Vryheid Area Office Signs Team**	Signs were simply placed on top of one another on the back of the vehicle and would slide around, get bent and be scraped because they were not properly secured on the vehicle.	To manufacture metal robust signage holders which are permanently mounted on the signs vehicle. Firstly the life span of the sign will now be extended – **if** the painted surface of the sign is damaged before it is erected, it will corrode quicker and secondly, a sign in perfect condition can now be installed, thus making for a professional image for the Department rather than installing a damaged, untidy sign.	
26. **Area Office Vryheid**	Cold mix (tar) was stored on the ground at the depot and when it was loaded by the front end loader, sand and gravel from the camp was loaded with the cold mix.	A concrete slab was thrown to form a solid base for the cold mix. Loading the cold mix is now far cleaner and no impurities are included in the loading process.	
27. **Magudu Camp**	The camp is dusty in the Winter and muddy in the Summer months.	The solution is to lay crushed stone throughout the camp. The team collected material from the nearest quarry and dumped it in the compound. The material was then bladed into position. The task was completed by compacting the material.	
28. **Nongoma Area Office**	All building work was conducted by contractors which took a long time after the tendering process and also cost a lot of money.	Build seven camps utilizing internal staff and labour to ensure value for money. The skills do exist in the camps themselves and by using in-house labour, costs were reduced and value for money was ensured.	
29. **Eshowe Area Office Laboratory**	Soil samples were carried by hand from place to place in the laboratory.	Build a trolley to convey the soil samples. The heavy soil samples are now pushed from place to place on a trolley and are never carried by hand. A good example of a MODAPTS improvement.	
30. **Eshowe Area Office Laboratory**	The soil testing ovens were stored on the floor in the laboratory. Cleaning the floor and the area behind the ovens was difficult.	Place the equipment on a strong stand with wheels. The equipment can now be moved to facilitate the cleaning of the floors and walls.	

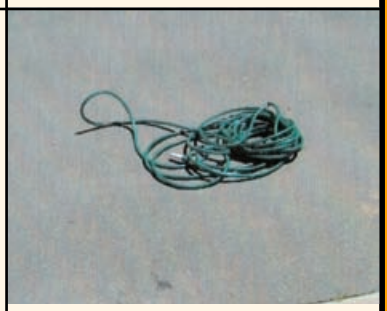
Good Governance Best Practice Report RTI 2005

Before	The Old Situation	The Improvement Idea	After
1. **Road Traffic Inspectorate: Park Rynie** Bare fence	There was a blank concrete fence which was highly visible to the public upon departure from the Station which fenced off a residential area.	To use the space as advertising area to promote the Department of Transport. A professional sign writer was used to paint the department's vision, values and goals onto the concrete fence.	 Promoting the Department of Transport
2. **Road Traffic Inspectorate Port Shepstone**	The Station was not accessible to wheelchair bound people.	Built a concrete ramp at the main entrance to the Station.	 The new wheelchair friendly entrance
3. **Road Traffic Inspectorate Umdloti** **Lions Pride Team**	People who are wheelchair bound could not enter the building, as it had no such entrance. There was also no parking for disabled people close to the entrance.	Build and paint a disabled ramp and provide a disabled parking close to the entrance and ramp.	 The disabled parking bay with the ramp painted yellow
4. **Road Traffic Inspectorate Umdloti** **Lions Pride Team**	There was no parking facility for the public whilst at the Road Side Court. This could endanger the public if they were required to park on the side of the road.	Found a suitable area next to the court and arrange with a local contractor to dump a load of surplus crusher stone. Members of the public now have an area to park.	 The graveled parking area
5. **Road Traffic Inspectorate Umdloti** **Lions Pride Team**	There was no safe way to return onto the N2 after motorist had to stop at the Road Side Court – Umdloti.	Throw surplus crusher stone alongside the onramp to enable vehicles to travel alongside the onramp to return to the off ramp.	 Gravel off ramp
6. **Road Traffic Inspectorate Groutville**	It was difficult for the Auditors to find Delegations Letters because letters where stored in the various different personal files. It was time consuming to find each and every one.	Make one file were all Delegation Letters were filed and make an index at the front of the file for each of reference.	 The index of the Delegation Letter File

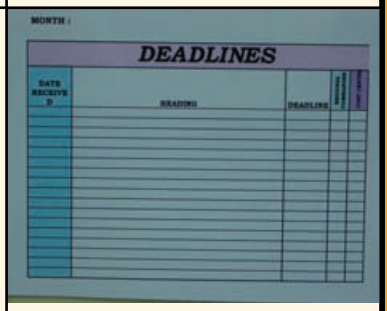
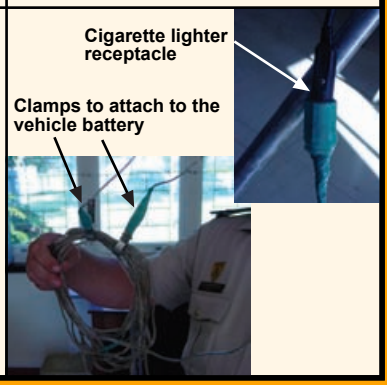
Before	The Old Situation	The Improvement Idea	After
7. **Road Traffic Inspectorate** **Groutville**	There were no proper facilities for disabled people to enter or park at the Station.	A wheelchair ramp was installed and a designated disabled parking was found and demarcated.	 The wheelchair ramp
8. **Road Traffic Inspectorate** **Rossburgh**	There was no formal way to collect funds for needy charities and to boost team morale.	Use Casual Day to collect money for needy charities. The theme was "Hippie Day" where staff payed to dress accordingly. Money collected was donated to local charities.	 Mrs Ridgeway's admin team participating in Casual Day
9. **Road Traffic Inspectorate** **Rossburgh**	There was no participation and contribution towards National Aids Day	Make an Aids Day display and collect money and clothing for homeless children. After the event the money and clothing was donated to a selected charity. The team felt they had made a contribution as a team. It was excellent for team morale.	 The collection tin and clothing bin
10. **Road Traffic Inspectorate** **Winkelspruit** **Buzy Bees Team**	There was a hole in front of the entrance to the security booth. Every time it rained, the hole would fill with water making the walkway messy and unsafe.	Mr Dlamini and Soni found crusher stone and filled the hole. It no longer poses a problem to them.	 Mr Dlamini stands on the filled space
11. **Road Traffic Inspectorate** **Winkelspruit - Busy Bees Team** 	Mr Mofekeng noticed that the road markings on the Umgababa/Mfume Station on R102 were faded. Vehicles speed along there and many pedestrian accidents had occurred. The verges were also long and visibility was poor.	Mr Mofekeng reported the situation and the Station Commander arranged that rumble strips be installed and that the road markings be put in place. There has been a reduction in accidents in the area.	 The verges have been cut and road marking repainted
12. **Road Traffic Inspectorate** **Winkelspruit** **JJ van Dyk & D C Williams**	There was no method to reward staff for excelling in their work.	Mr van Dyk and Williams found sponsors for trophies. Now staff are rewarded with trophies and certificates when they excel in their work. Functions are arranged where trophies are handed out. It has increased morale at the Station.	 The trophy display area

Before	The Old Situation	The Improvement Idea	After
13. **Road Traffic Inspectorate** **Winkelspruit** **L Grobbler**	Members of the public often visit the station requesting information on the area and yet there is no way to give them information.	Promote tourism of the area at Station Level. When tourist stop at the Station to ask directions, brochures and pamphlets are handed out.	 Tourism display area at the Station
14. **Road Traffic Inspectorate** **Port Shepstone** The short weighbridge	The old weighbridge was not long enough to take double trailer trucks. These vehicles would need to be weigh in two weighing sessions and took about 15 minutes to perform the weigh.	Replace the old weighbridge with a longer weighbridge. The new weighbridge takes 7 minutes to perform the weigh and thus effectively doubles the production of the station.	 The new longer weighbridge
15. **Road Traffic Inspectorate** **Umdloti** **Lions Pride Team**	When pencils get to short to use they are discarded.	Use the used Alco measure tubes and press the short pencils into the tube. The pencil can now be used longer or be given to less fortunate schoolchildren to use at school.	 Green short pencil & red lengthened pencil with alco plastic
16. **Road Traffic Inspectorate** **Umdloti** Before the bushes were cleared	Road users were victims of smash and grabs at the intersection of P41 – Mount Edgecombe because the area had large shrubs and bushes where thugs hid. Approximately 2 to 3 incidents occurred per day.	The shrubs and bushes were cleared away which has left no place to hide for the criminals. Motorist no longer have to fear whilst waiting at the intersection.	 Bushes have been cleared away
17. **Road Traffic Inspectorate** **Park Rynie**	Truck drivers would drive onto the weighbridge before being instructed to do so. The vehicle cannot be weighed yet because the weighbridge computer had not been set up. The driver would have to drive around and rejoin the back of the queue.	Paint a stop sign road marking at the entrance of the weighbridge. Truck drivers now know they have to stop.	 The new stop sign before the weighbridge
18. **Road Traffic Inspectorate** **Groutville** The main communication set in the front office	It was difficult for the administrative staff to reach the radio because of its placement. In the event of an officer not being able to attend to the radio, it is the responsibility of the admin staff to attend to it. The radio could not be relocated.	Purchase a mini-base set and place it on the administration clerks desk. If an officer is not available the administrative staff can attend to the call immediately.	 The mini- sub set in the admin area

Before	The Old Situation	The Improvement Idea	After
19. **Road Traffic Inspectorate** **Groutville**	Officers are often out of the Station, either tending to emergencies or performing patrols. Members of the public get annoyed when they visit the Station for vehicle tare weight and no one is available to assist them.	Make a booking schedule and display it in the entrance to inform the public when tare weight bookings can be made. This ensures that an officer will be available to assist them accordingly.	 Notices on the window
20. **Road Traffic Inspectorate** **Pinetown**	A number of accidents were taking place on the N3 and R103 alternate route due to cattle on the road.	Arrange meetings with RRTF and all other role-players to address the issue. Critical issue is to educate cattle owners. Advised communities, via forums, that stray animals will be impounded.	 Information sharing with cattle owners
21 **Road Traffic Inspectorate** **Pinetown**	There was a problem with the eye testing machine because it continuously lost the eye test chart which indicates the correct answers. People being examined also get very nervous and can not always understand the instructions properly.	Made a copy of the answer sheet, laminated it and pasted on the back of the eye test machine in cases of emergency. Checked block answer sheet was enlarged and laminated so that the person being examined can also manually indicate the answer.	 The check block copy is on the table and the exam answer on the back of the machine.
22. **Road Traffic Inspectorate** **Winkelspruit** Before the pedestrian crossing was installed	There were pedestrian accidents, R603, Winkelspruit/Umbumbulu because there was no pedestrian crossing.	Mr S Shazi arranged to have a formal pedestrian crossing implemented and also arrange that a lollipop person perform patrols at the crossing.	 The new pedestrian crossing with dedicated lollipop staff
23. **Road Traffic Inspectorate** **Winkelspruit** Newspaper clippings of the accidents prior to the erection of the fence	There were many accidents on the N2 Amanzimtoti CBD area. People would cross the busy highway to get to the CBD. They would not make use of bridges higher up.	Erect a fence between the north and south bound to make it impossible for pedestrians to cross the busy highway. Discussions and negotiations had to take place with the National Road Agency to make this project happen	 The fence in between the north and south bound lanes
24. **Road Traffic Inspectorate** **Winkelspruit** **Mr T Dlamini & S Soni**	There was no public telephone available to member so the public and often the Security staff were asked access to a telephone. People wanted to phone family to collect them after they had completed their license or learners examination etc.	Mr Dlamini and Soni suggested that a public telephone booth be installed by Telkom thus it alleviates the requests for a telephone. Telkom was approached and the phone was installed.	 The new telephone booth

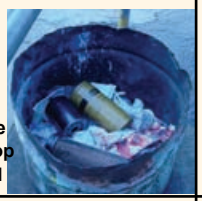
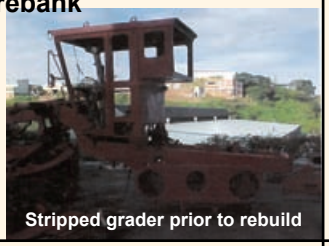
Before	The Old Situation	The Improvement Idea	After
25. **Road Traffic Inspectorate Ladysmith**	The Ladysmith Station was not displaying the new national emblem.	Obtain the new emblem and display at the Station. The standard procurement procedure was followed to purchase the new emblem. Once received it was posted alongside the RTI emblem.	 The new emblem alongside the RTI emblem
26. **Road Traffic Inspectorate Nqutu**	Road Traffic Inspectorate Nqutu could no issue special permits for impounded vehicles to be released. The public had to go to Dundee which is 50km away to get such a permit.	Enable Nqutu RTI to issue special permits for impounded unlicensed vehicles. Members of the public no longer have to drive to Dundee to have permits issued.	 A new permit
27. **Road Traffic Inspectorate Midway**	The weighbridge area had a bullet proof window in it and when drivers needed to talk to the Officers they had to walk around the weighbridge. On rainy days it meant that drivers also got wet.	Replace the bulletproof window with a sliding window. When Officers at the Weighbridge need to speak to the drivers the sliding window is opened. Drivers do not have to leave their vehicles or get wet if it rains.	 The new sliding window
28. **Road Traffic Inspectorate Midway** **Linda** Post-its on PC	Administrative staff did not know the location or whereabouts of Officers. Continuously asked Officers to place notes as reminders of their whereabouts.	To purchase a name board for higher rank officers and admin to show the whereabouts of staff for enquiry purposes.	 New Notice Boards
29. **Road Traffic Inspectorate Midway** **Mr Gumede**	The security bar door in the administration office was very unsightly. The door also worked of an electronic switch to open and close it. The switch was often faulty.	Replace the security bar door with a lockable glass door. The glass door looks much neater and there is no longer a problem to open the door due to a malfunctioning door switch.	 New glass door
30. **Road Traffic Inspectorate Midway - Zama Zama Team** The old hose pipe	The hosepipe that the cleaning team uses is heavy, worn and could not handle the pressure required to wash the vehicles.	To purchase a new hosepipe. The new hosepipe would have the correct pressure required to wash the vehicles and perform other gardening services.	 The new hose pipe

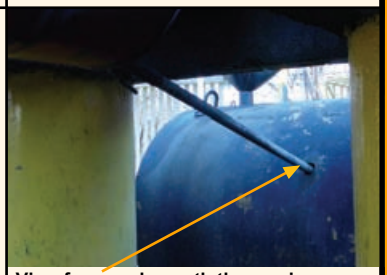
Before	The Old Situation	The Improvement Idea	After
31. **Road Traffic Inspectorate** **Midway**	There was no proper area for staff to smoke seeing that the Station is a Smoke Free Zone.	Create a smoking area for staff. Staff have an area to smoke out of the elements of heat and cold. Non-smokers are not affected by the smoke.	 The smoking area outside the Station
32. **Road Traffic Inspectorate** **Midway - Zama Zama Team** The urn on a chair	The team notices that there was no proper place to put the urn. It was placed on top of a boardroom chair. The wrong furniture was used to house the urn.	Buy a table and place the urn on top of a stable table. The urn is at the correct level; it is on a solid platform and does not pose a safety risk for injuries.	 The urn on a table
33. **Road Traffic Inspectorate** **Ixopo**	Two English tourists were killed at the intersection in the entrance to Ixopo because vehicles crossing the main road do not stop at the Stop street.	Place speed humps on both sides of the intersection, in both directions to prevent people from ignoring the Stop instructions	
34. **Road Traffic Inspectorate** **Ixopo** **D M Smith**	Officers were having difficulty in parking off vehicles when they were suspending and impounding vehicles. Impounded vehicles were parked inside the District Office parking facility. It caused a shortage of parking space for everyone at the District Office	To have a larger and better parking facility for impounded vehicles	
35. **RTI Ulundi** **Gugu Dlamini**	The public did not have an avenue to voice their opinion on improvement suggestions for the station	Create a Suggestion Box to better facilitate suggestions from the public. Feedback from the public can now be received and measured for the Customer / Supplier chart as well as to feed the Innovations chart.	
36. **RTI Ulundi** **SE Buthelezi**	Vehicle and office keys were only kept in the admin office which was not available to all officials after hours.	Install a key safe in the duty room a key to which is issued to all officers. There are now no delays in getting access to the vehicle keys after hours by having to phone the Station Commander or shift leader.	

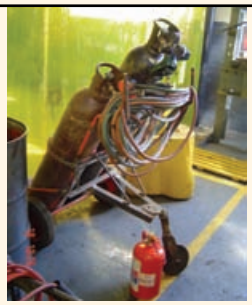
Before	The Old Situation	The Improvement Idea	After
37. **RTI Ulundi** **Gugu Dlamini**	When tasks were allocated to an officer or other member of the station, the task was not followed up and often not actioned at all by the responsible officer.	Create a chart which highlights the person responsible, due date and the action which must be performed. The chart will ensure that allocated tasks are done and those that are not completed by the deadline, but are followed up by the Station Commander	
38. **RTI Ulundi** **Gugu Dlamini**	The store room at the Station was untidy and everything was simply placed on the floor of the store room.	Metal shelving was installed and the stock was neatly stored according to the Visual Workplace Module. Stationery and stock are now easy to find and stock levels are clearly evident.	
39. **RTI Ulundi** **P.N. Makhaye** 	The curtains in the offices looked untidy, were old and unprofessional and had to be washed annually.	Install blinds instead of curtains. The blinds make for a more professional and neat image of the station and do not need to be washed.	
39. **RTI Ulundi** **Gugu Dlamini**	With all the traffic officers coming in and out of the station at odd hours of the day and night, communication was difficult.	Place an information board in the passage outside the Admin office to highlight any important newsworthy items to all officers. The benefit is that all officers can now be kept abreast of issues in the station.	
40. **RTI Nongoma**	The Station comprised a few park homes which serve as office space. The park homes were placed in the station on short brick pillars, leaving a high step up to enter the office.	Construct concrete steps to enter the offices. The concrete steps allow for easier entry into the offices.	
41. **RTI Eshowe** **Mr Oelofse** 	The battery life of the speed timing machines is not efficient. A new battery lasts up to 8 hours when fully charged but as time goes by, this battery life deteriorates to the point that after 8 months, the battery will last only 2 hours. This would result in the speed timing exercise having to be curtailed, directly impacting on the delivery of the teams.	The vehicle battery provides back up for the speed timing machine when the battery goes flat and the full speed timing exercise can be performed. The team made an emergency cable for the speed timing machine which attaches to the vehicle battery and has a 10 meter cable to allow the vehicle to be hidden whilst still using the vehicle battery. The cable has 2 clamps for attachment to the battery on one end and the other end has a cigarette lighter attachment into which the speed timer is attachment is placed.	

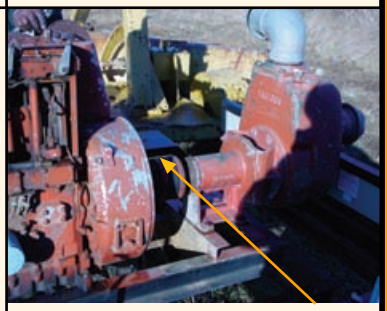
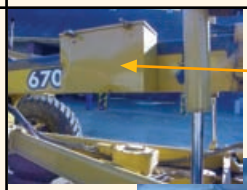
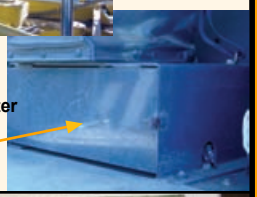
Before	The Old Situation	The Improvement Idea	After
42. **RTI Nongoma** 	An officer was required to drive 64 km every day to form a pedestrian crossing at a school on the R66 to Ulundi. Thereafter, for one hour, the officer controlled traffic at the school. This was due to the deaths of 2 school children who were run over.	The officer trained a scholar patrol team at the school and provided them with equipment to control the traffic at the entrance to the school. Not only was the time of performing the scholar patrol saved (1 Hour per day) but the travel time (_ hour per day) was also saved as well as the travel costs (fuel etc).	
43. **RTI Eshowe** **Mr Dludla**	The use of water was thought to be too high.	Monitoring use of water on MDWT charts. Early detection of water wastage or possible leakage in the water system.	
44. **RTI Eshowe** **Mr Dolf**	There was a lack of evidence relating to where accidents were occurring and their causes.	Compile a detailed Map of the R66/P474 on which to monitor incidents This map clearly identifies all red spots and is visible and easy to read. Most importantly, the area where the highest number of red spots occurs (Bottom of the Nkwaleni pass) was enlarged. This allows for even closer analysis of the incidents. The colour coding of the pins which represent an incident had to be determined – i.e. what is to be measured – accidents; injuries; deaths; type of vehicles involved etc.	
45. **Road Traffic Inspectorate** **Groutville**	It was noted that vehicles placed with an "administration mark" were still in operation with unroadworthy vehicles without having the irregularities repaired because private testing stations were fraudulently removed the suspension.	The Station now request that habitual offenders have an" administration mark" placed on their vehicles. This prevents fraudulent removals of "administration marks" on unroadworthy vehicles as only the officer who placed it can have it removed via the system.	NO PHOTO
46. **Road Traffic Inspectorate** **Groutville**	Administrative staff experienced problems when they requested quotations because the potential suppliers did not forward all the relevant information. It often resulted in many phone calls to sort out queries and shortcomings.	The staff designed and implemented a proforma quotation form which states all the necessary information required and makes it easier to request and process quotations. It ensures that potential suppliers furnish information in a standardized method.	NO PHOTO

Good Governance Best Practice Report MECHANICAL 2005

Before	The Old Method	The Improvement Idea	After
1. **Estcourt Mechanical Workshop** **Mr S R Dladla**  The old drum where all kinds of workshop refuse was dumped	Spilt oil causes unnecessary cleaning and makes the environment a safety hazard.	Mr Dladla suggested that one container be used to specially store old used oil filters. The company that cleans the oil traps agreed to supply the workshop with a green drum. The drum is now used to store old oil filters. The company collects and disposes of the old oil filters as per the safety regulations.	 Mr Dladla with the new green oil filter drum
2. **Mechanical Workshop** **Merebank** The bakkies prior to the modification	It is extremely difficult for the workshop staff to work of plant if it is dirty. It also takes longer to find the problem. There was no way to clean the plant onsite prior to repairs being carried out.	A bakkie was fitted with a portable water tank which can now be taken on site to clean plant prior to repairs being conducted. The workshop and the welding section did the modification work.	 The new water truck
3. **Mechanical Engineer** **Merebank**  Stripped grader prior to rebuild	Once plant reached the age of the condemnation policy, such plant was disposed of via public auction. There was no funds to purchase new plant.	Rebuild an old grader. Consider refurbishment of old plant before the purchase of new plant. Quotations were called and the grader was sent to the successful candidate for rebuild.	 Refurbished grader
4. **Estcourt Mechanical Workshop** The fuel inlet pipe prior to the adjustment	The department is experiencing huge financial losses up to R20,000.00 per month due to fuel theft.	To insert an additional internal locking mechanism in departmental service wagons and dozers to deter the theft of fuel. The mechanism was installed and operators are supplied with a special tool to enable fuel refills.	 Special internal nut mechanism to prevent theft of fuel
5. **Estcourt Mechanical Workshop** **Piet Adendorff** The old unused trailer	Estcourt experienced problems with the water cart pumps because they kept breaking down causing the water casts to stand while new parts were being ordered.	Find a mobile water pump. The new mobile water pump does not require a conductor to operator the pump and is also a convenient pump for any water cart. An old trailer was converted into a water pump trailer. Modifications were performed on site.	 The renovated trailer which now houses the water pump
6. **Estcourt Mechanical Workshop** **F Diedericks** Before the installation of the anti theft device	There was a problem with the theft of fuel from rollers whilst out on site.	Installed a device onto the neck of the diesel tank to prevent that diesel is sucked out of the tank. The normal fuel cap will fit securely over the device. A special tool is required to remove the device making it very difficult for bad elements to open the device. The mechanism still allows fuel to pass through during refueling.	 The protective sieve

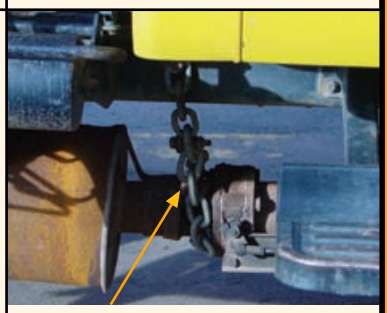
Before	The Old Method	The Improvement Idea	After
7. **Estcourt Mechanical Workshop** The draining pipe to the main oil container is attached	When draining the oil on the service ramp or removing certain parts while the vehicle is on the service ramp, oil is often spilled because of the bad construction and it poses a safety risk and makes cleaning difficult.	To attach a half drum directly to the main oil drum via a pipe which moves freely in and out of the container. The half drum is placed in the gap between the two "tyre" floors of the ramp	 View from underneath the service ramp. Permanent pipe from the half drum to the main oil container.
8. **Estcourt Mechanical Workshop** **Piet Adendorff** The old unused trailer	Bakkies were getting damages during the transportation of heavy plant tyres.	Convert a old trailer into a tyre trailer. The trailer is used to transport heavy plant tyres. The trailer was renovated and modified to take the load of heavy plant vehicles. The work was performed in house.	 The newly renovated tyre trailer
9. **Mechanical Workshop** **Dundee**	It was difficult to convey batteries and there was no proper storage facility to store batteries.	Obtain a battery trolley. The trolley is insulated from the floor (earth) thus preventing the battery from discharging as the case would be if it was on the concrete floor. It also serves as a battery stand because it can be attached to the battery charger.	 Battery trolley
10. **Underberg Mechanical Workshop** **Richard Grobler**	No protection for other workshop users when someone is arc welding	Create a welding bay in the workshop with screening and benches all contained within the screening	
11. **Underberg Mechanical Workshop** **SC Dlamini**	Oil drum for draining oil simply stood on the floor	Build a stand to house the oil drainage container while it is not in use	
12. **Underberg Mechanical Workshop** **J Rayment**	The hydraulic seal would blow every 3 months on the water pump on the water cart, due to the build up of pressure in the water pump. The vehicle would be down for 2 days for the repair to be affected every 3 months	Insert a high pressure release valve to release pressure in the pump. The use of the release valve has completely eliminated the down time of the vehicle in the last 2 years	

Before	The Old Method	The Improvement Idea	After
13. **Underberg Mechanical Workshop** **SC Dlamini**	The arc welding equipment is difficult to move as it has 2 wheels which are too few to easily move the equipment	Add 2 handles onto the frame and an extra wheel to allow it to be moved without tilting it over	
14. **Underberg Mechanical Workshop** **R Grobler**	Oil drainage drum is simply an old cut 44 Gallon drum. The oil is spilled when pouring the old oil back into the drum where the new oil was taken from. Also, the drum can tip over and spill some oil in the back of the bakkie	Design an oil drum which fits under the tool box of the bakkie and is sealed. The drum also has an outlet pipe to tap the old oil out efficiently.	
15. **Underberg Mechanical Workshop** **S Molefe**	The air line to pump up the tyres lies in a heap where it is used and is exposed to the elements	Fit an air line reel on the wall outside the workshop to house the air line. The reel was taken from an old service wagon which was scrapped.	
16. **Underberg Mechanical Workshop** **J Rayment**	The welding equipment does not fit on the back of the service vehicle. This resulted in 2 vehicles being used to convey the equipment to the site	Convert an old unused water trailer into a vehicle specifically for carrying the gas welding equipment	
17. **Underberg Mechanical Workshop** **J Rayment**	A service truck was underutilized as there were enough service trucks for the Area	Remove the apparatus on the back of the truck and place an old back portion from a flat bed truck onto the chassis of the fuel truck. The vehicle did a mileage of 1500 km per month on average before the conversion. It now averages 3000 km per month. The utilisation has therefore doubled	
18. **Underberg Mechanical Workshop** **R Grobler**	The arc welder and generator are contained in a metal frame which is too wide to fit onto the back of the service bakkie	The frame had space for it to be made smaller and so a piece was cut out of it and re-welded together to make for a narrower frame. The equipment now fits neatly onto the bakkie	

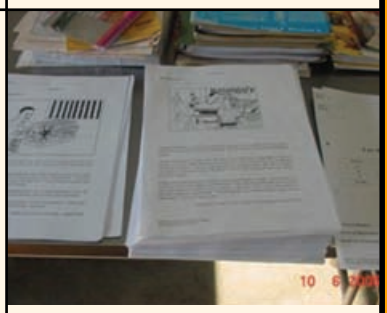
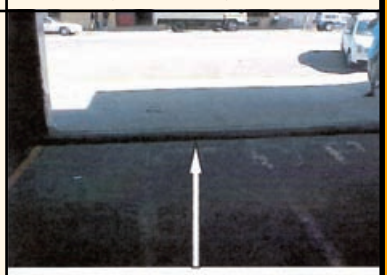
Before	The Old Method	The Improvement Idea	After
19. **Underberg Mechanical Workshop** **J Rayment & R Grobler**	Water pump was old and spares were not available	A Champion grader coupling which is readily available, was adapted to fit the pump	 **Rubber flange fitted to the water pump**
20. **Mechanical Workshop** **Kokstad** **P Kluge** 	The RTI trailer made use of a blue light attached to the top of the trailer as a warning light. The trailer lid was often opened too far and the light was thus broken frequently	To create a free-standing light which has a cover to protect the light. The light can now be placed away from the trailer and has a protective cage around the light. The light has thus never been damaged again. The stand can be unscrewed from the base to make loading easier.	
21. **Mechanical Workshop** **Kokstad** **P Kluge** 	The ambulance rapid response bakkies had a problem with the safety and security of their tools (i.e. hydraulic jaws of life etc) as they were stored deeply in wooden tool containers in the back of the vehicle. This heavy equipment was thus difficult to remove – an unacceptable circumstance during emergency situations.	To create a "cage" inside the vehicle. The cage can be used both to secure the tools as well to act as a roll bar to protect the contents during an accident. The tools are now easier to access as they do not have to be taken out of the deepest \ furthermost part of the vehicle (which used to require the operator to physically climb into the back of the vehicle).	
22. **Ixopo Mechanical Workshop**	The grader central computer box was placed behind the operators' seat together with the grader tools. The fear is that the tools could rattle around in this compartment and damage the computer box	To create a tool box on the front arm of the grader and to move the computer box to a secure sealed compartment underneath the seat of the grader. The cost of R75 000 for the replacement of the central computer box of the grader was averted.	 **Tool Box**  **New location of the computer box under the grader seat**
23. **Vryheid Mechanical Workshop** **I Gora**	Action plans are not followed through adequately after wear check results are received and this can cost the Department money in damaged engines or gearboxes on the graders.	A board was put up to highlight wear check problems. Names and corrective action are listed in order to fix problems. Quality and cost are both improved due to this innovation because expensive repairs can be prevented.	
24. **Vryheid Mechanical Workshop** **I Gora**	Need exists to reward and recognize achievements of staff members	To allocate a trophy to the staff member of the month It improved staff and team morale which indirectly impacts positively on speed and quality	

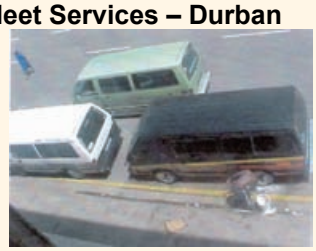
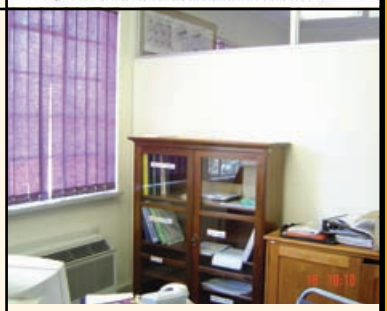
Before	The Old Method	The Improvement Idea	After
25. **Vryheid Mechanical Workshop** **KN Nkambule**	Broken Gutter on front roof – The rain would pour down off the roof and run into the workshop. The gutter is a very wide asbestos design and is no longer obtainable.	Take a piece of gutter off the back of the workshop where there are no implications if the rain falls, and replace the broken piece in the front gutter. The rain no longer floods the workshop.	
26. **Vryheid Mechanical Workshop** **D Meiring**	Oil is often spilled on the floor in the service pit or in the yard or workshop. Cleaning the old black oil off the floor is difficult.	Make 3 new oil trays from old signs. The oil now falls into the trays and not on the floor. The trays are easier to clean as they can be taken to the wash points where a tap is available.	
27. **Vryheid Mechanical Workshop**	Tyres were simply repaired in the workshop as with other repairs	Build a new tyre bay Professional image is enhanced and the tyres, which pose a safety hazard, are now changed in their own specialized area.	
28. **Vryheid Mechanical Workshop** **AM Mthethwa**	No lights in the service pit. A lead light had to be used to see clearly while working.	Install fluorescent lights in the service pit. Improved speed and quality of operation as the work is more visible.	
29. **Vryheid Mechanical Workshop** **JK de Klerk**	Do not have stands to hold heavy equipment while wheels are being changed or repairs are affected.	Make some heavy duty stands to accommodate heavy plant. The stands are made from angle iron used in old redundant signage. The stands are light, portable and can hold many tons of plant whilst under repair.	
30. **Vryheid Mechanical Workshop** **PK Mweli**	Air lines were not properly secured in the workshop and were often left lying on the workshop floor and not properly wound up and stored after use.	Manufacture and fit a holder to secure the air line Speed will be improved by installing the air line holder, as the hose can be readily accessed.	

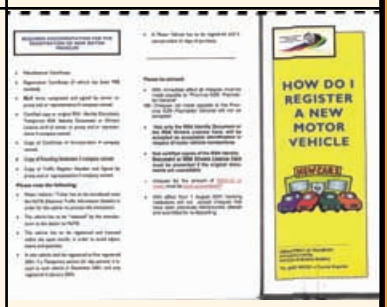
Before	The Old Method	The Improvement Idea	After
31. **Vryheid Mechanical Workshop** **I Gora**	Safety certificates are required by law on items such as fire hydrants and gas bottles. Whenever the workshop is required to present these, they have to be retrieved from a file in the workshop.	Display the certificates on the notice board in the office. Easier retrieval as they are immediately visible and expiry dates can be easily actioned.	
32. **Vryheid Mechanical Workshop** **I Gora**	The welding equipment does not fit on the mechanical bakkie	Multiple trips out on site to convey welding equipment will be alleviated by simply tugging a trailer with the equipment. Create a trailer to accommodate and convey the gas and arc welding equipment. The trailer has a hinged attachment to allow the gas bottles to be laid at an angle or stand upright.	
33. **Vryheid Mechanical Workshop** **Deon Meiring**	Batteries were stored on the floor on wooden planks	Build a stand for the batteries. Old metal was used so no expenses were incurred. Old rubber conveyor belting was used on the base of the stand, again for insulation purposes.The batteries are insulated properly from the floor now and cannot discharge in storage.	
34. **Vryheid Mechanical Workshop** **A.M. Mthethwa**	The broom keeps falling over and does not have a proper storage place	Build and fit a broom holding bracket. The innovation makes the retrieval of the brooms so much easier as they now have a specific place in the workshop.	
35. **Vryheid Mechanical Workshop** **Deon Meiring** 	Workshop stores are not neat and tidy.	Apply 5S to workshop stores Clean and neat workshop stores will improve all three measures	
36. **Hluhluwe Mechanical Workshop** **FD Dlamini**	The water truck non-return valve was broken and the part could only be supplied by a service provider in Durban. The truck was required urgently to supply water to the camps.	Replacement of non-return valve on Water Truck. There was no disruption of water supply to five rural transport camps.	 **Internally manufactured part and purchased part**

Before	The Old Method	The Improvement Idea	After
37. **Eshowe Mechanical Workshop** **Mr van der Mescht**	Approximately every 3 months, the exhaust bracket on the Nissan UG 780 truck would break, damaging the exhaust flap and the silencer. The result was a cost of R2500 for the replacement of the exhaust flap and silencer.	Replace the bracket with a chain which goes around the exhaust and is bolted onto the chassis beam above the exhaust. The chain has now been in place for 1 year and has not broken once. This indicates a saving of R10 000 over the 1 year period.	 Chain to replace exhaust bracket
38. **Empangeni Mechanical Workshop** **Logan Pillay**	When LDV's were purchased and converted into Mobile Ambulances the back part was dumped because it had no use once the ambulance portion had been attached.	Use the bak and refurbish it into a trailer. The trailers are used by the depot teams. It is attached to the back of the maintenance trucks and can be used to store drums for old tar or other waste product. It is lower so oil drums do not need to be lifted so high on the back of the trailer as is the case with the high truck.	
39. **Mahlabathini Mechanical Workshop**	The Mahlabathini plant had to be maintained at the Nongoma workshop which is approximately 60 km away. This meant either driving the plant across this distance or using a low bed plant transporter, both of which are expensive and time consuming.	Open a Workshop at Mahlabathini.	
40. **Hluhluwe Mechanical Workshop** **A Roux**	The Phinda Team MDWT mini business area was situated on a mezzanine floor in the workshop. The steps up to the mezzanine were small and narrow making it very difficult to get to the meeting place. Because of the close proximity to the roof it also make the meeting place very hot and humid during the summer and charts kept on falling off the boards	Move the mini business area to a more suitable location where these environmental hazards do not exist.	
41. **Mechanical Workshop** **Mountain Rise** **Joe**	The members in Level 1 teams do not see how their outputs fit into the Level 2 meetings.	To invite Level 1 teams members to participate every 3 months in the Level 2 meeting. To get a common understanding of what is being achieved at Level 2, thereby boosting morale of the lower level teams.	NO PHOTO
42. **ME Pietermaritzburg** **DJ Smit**	There was a shortage of graders in the Department, and the shortage of funds to buy new graders meant that the roads would deteriorate.	Manufacturers were approached with the idea of rebuilding old motor graders The benefits were more graders were available for utilization. The quality of machines was improved because the rebuilt graders are as good as new. There were huge financial savings and the rebuilt graders came with a one year warranty.	NO PHOTO

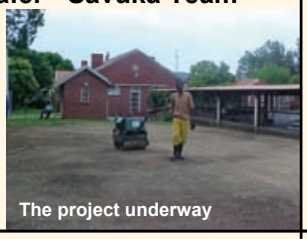
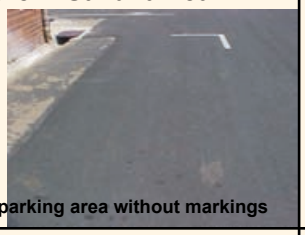
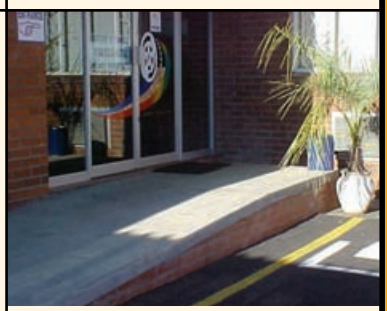
Good Governance Best Practice Report ADMIN 2005

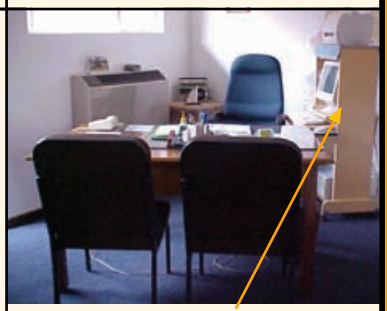
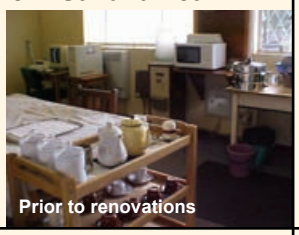
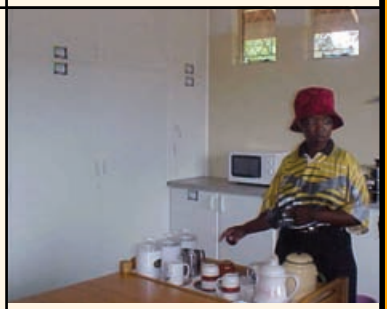
Before	The Old Method	The Improvement Idea	After
1. **Cost Centre Stanger Admin Team - Masakhane**	ABET students had to share textbooks because there were not enough textbooks for each student.	Made copies of textbooks at the Cost Centre office and give to each student. Student no longer have to share books and can take their own personal notes.	 Copies of the ABET textbooks
2. **Cost Centre Stanger Admin Team - Masakhane**	Four people had to share one room due to a shortage of accommodation.	Divide the living area in four equal sections and partition it of with wood. Each person has his own private room.	 The wooden portioning between the rooms
3. **Cost Centre Stanger Admin Team - Masakhane**	There was no boardroom facility at the Cost Centre. If a boardroom was required it had to be booked at the provincial hospital or a private venue booked.	Converted old sheds into an equipped Conference Venue.	 Renovated board room facility
4. **Eshowe Area Office**	Need additional space in the stores and in the lecture room.	Extend lecture rooms. The extension will enable the lecture room to accommodate an additional 30 people and will serve as a valuable regional meeting and lecture venue	
5. **Fleet Services - Durban**	There was no public recognition for work well done.	Implement an Employee of the Month Award. Every month the staff get to nominate their candidate. Nominations are forwarded to management to consider all inputs. Once selected the person is rewarded with a certificate and a photo of the achiever is placed on the notice board.	 The display of the employee of the month
6. **Fleet Services – Durban** 	There was an opening below the two garage doors. Dirt and water entered underneath the door. It was difficult to keep the garage clean and the doors also rust due to the water. A further problem was that drivers rushed into the garage.	Erect a speed bump at both the entrance and exit doors to the garage. It serves as a barrier to dirt and water entering underneath the doors and works great as speed bumps into and out of the garage.	 New speed hump at the garage entrance

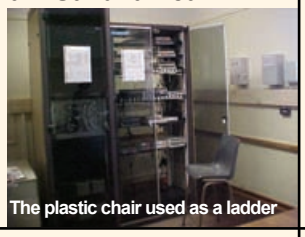
Before	The Old Method	The Improvement Idea	After
7. **Fleet Services –Durban**	Any government vehicles requiring a car wash had to be taken to an external service provider which wasted time and cost money.	Provide an internal carwash facility for use by any government vehicle which is centrally located. Surplus staff were used and the necessary equipment was found onsite on a suitable unused area was demarcated at the car wash bay.	 Vehicles going through the cleaning process
8. **Fleet Services – Durban**  Taxis parking in front of the doors	There was no signage on the Fleet Service Centers doors indicating that it was a "No Parking Area". Often vehicles blocked the entrance and exit causing huge frustrations to customers and staff alike.	Paint "No Parking – 24 Hrs" signage on both the entrance and exit doors to the centre. The work was performed by internal staff and cost no additional money.	 Signage painted on garage door
9. **Fleet Services – Durban** No waiting area for the customer	There was no formal waiting or reception area for customers making use of the Fleet Services Centre.	A suitable area was located and transformed into a formal Reception Area where customers can sit whilst visiting the Fleet Service Centre Durban.	 Formal waiting area
10. **Merebank Stores** UNPAINTED , UNTIDY FLOOR 	The Merebank Stores had not been revamp or renovated for approximately 20 years.	The Stores team revamped, cleaned and painted the Stores section and formalized a dedicated mini business area.	 PAINTED FLOOR
11. **Merebank Stores Team** UNSAFE METHOD OF SECURING CHEVRON BOARDS (DAMAGE TO CHEVRON BOARDS) 	Chevron board were being stored incorrectly which led to the boards getting damaged and it was also unsightly.	Made a proper storing mechanism "box style" to house the chevron boards. Boards no longer get damaged and do not look an eyesore either.	 SAFE METHOD OF STORING CHEVRON BOARDS (NO DAMAGE TO CHEVRON BOARDS)
12. **Area Office Estcourt**	There was inadequate accommodation to house additional staff	Convert the store room into admin offices and move the stores items into the stores building.	 New admin office

Before	The Old Method	The Improvement Idea	After
13. **Estcourt Area Office**	The residential area behind the admin building experienced a number of episodes of theft often during the day when everyone was at work.	Installed a remote controlled gate at the entrance to the residential area. A private contractor was used to perform the installation and since the levels of theft have decreased and residents feel safer.	 New remote control gate
14. **District Superintendent Newcastle**	The old Normandien Satellite camp was closed down by the department and there was no use for the buildings.	Convert the unused building into a school for the local community. Approval was required from all the relevant departmental head.	 Students in front of the classrooms
15. **Area Office Newcastle Level 2 Team**	Due to a shortage of office accommodation, garages had been converted into offices. The problem that followed was a shortage of sheltered parking at the Area Office.	Build carports in front of the offices and alongside the perimeter of the yard. The standard procurement procedure was followed to appoint contractors to perform the project. Vehicles are now sheltered from the elements and other hazards.	 New carports in front of office
16. **Area Office Newcastle**	Inadequate training facilities for ABET classes and other training interventions.	Make use of surplus space eg. the old signs shed and convert it into individual classrooms. The standard procurement procedure was followed to obtain contractors to perform the renovations.	 The inside of a classroom
17. **Motor License Bureau - Newcastle** **The Survivors**	Member of the public do not understand the requirements relating to vehicle registration and licensing. When they visit a License Bureau they are often unprepared and it causes frustration to themselves and departmental staff.	Produce a booklet which provides all the necessary relating to vehicle registration and licensing. The booklet highlights all the procedures and the customer can prepare for the visit to the bureau. Booklets will be mass-produced and kept on all counters at the bureau.	 An extract from a brochure
18. **Area Office Newcastle Level 3**	There was a shortage of office accommodation.	Convert garages into office accommodate for the technical staff. The standard procurement procedures were followed to enable contactors to be appointed to perform the renovations.	 New office accommodation

Before	The Old Method	The Improvement Idea	After
19. **Area Office Newcastle** **Level 3**	Inadequate area for entertainment during official functions and meetings with numbers of people	Create an entertainment and informal meeting area. Contractors were employed via the standard procurement procedures	 Sheltered entertainment area
20. **District Superintendent** **Ladysmith** **Level 2**	There was no entrance between the RD, Mech, DS and Fleet Services office. There was a concrete fence structure separating the various centers from each other. If staff or visitors needed to get to one or more of the offices they had to walk around the entire building.	Make a entrance between the buildings by breaking a pathway through the concrete fence structure. Internal staff broke a piece down in between the fence. A small concrete pathway was thrown and painted yellow to show the walkway.	 Entrance and pathway
21. **Cost Centre Dundee** **Savuka Team : Admin**	There was no way to formally reward staff for the implementation of innovations.	Awarding a certificate for the most implemented innovations. A proforma certificate was designed. As and when necessary certificates are produced. The Cost Centre Manager presents them at the next meeting.	 PROVINCE OF KWAZULU - NATAL - ISIFUNDAZWE SAKWAZULU - NATALI DEPARTMENT OF TRANSPORT UMNYANGO WEZOKUTHUTHA MOST IMPLIMENTED INNOVATIONS FOR COST CENTRE DUNDEE MDIVIT LEVEL I OCTOBER 2004 ELIZABETH BUGDEN CCM DUNDEE The Innovation Certificate
22. **Cost Centre Dundee** **Savuka Team : Admin**	There was no way to reward staff for long service. No recognition is given to employees with ten years service, only extra leave days, and there is also no proof of such accomplishment.	Designed long service certificate proforma. When an employee has achieved such an accomplishment a certificate is produced and handed out by the relevant manager.	 DEPARTMENT OF TRANSPORT UMNYANGO WEZOKUTHUTHA LONG SERVICE CERTIFICATE AWARDED TO E.R. BUGDEN FOR 10 YEARS CONTINUOUS DEVOTED SERVICE The long service certificate
23. **Cost Centre Dundee** **Savuka Team : Admin**	The air conditioner was too high and people knocked their heads against it. There was also no proper channel for the water to run down from which came from the air conditioner.	Lower the air conditioning unit and install a run way. The Department of Works was approached to request the repair and maintenance work.	 Lower air conditioner proper drainage facility
24. **Cost Centre Dundee** **Liz Bugden - Savuka Team**	In the newly renovated Archives there was not sufficient space for shelving	Steel shelving be purchased and erected in the Archives. Quotations were called form but no funds were available. Excess shelving from the Lab was used to erect proper shelving in the Archives.	 New metal shelves

Before	The Old Method	The Improvement Idea	After
25. **Cost Centre Dundee** **S Shafer - Savuka Team**	Whenever files and boxes needed to be moved staff had to carry it by hand. Due to the numerous trips and weight of the files/boxes, there was a danger of back injuries or tripping resulting in an Injured on Duty. This exercise was also very time consuming.	Purchase a trolley to use in the Registry.	 Registry trolley
26. **Cost Centre Dundee** **S Shafer - Savuka Team**  The project underway	Extra parking space was required for general public and staff from other offices. When meetings were held, there was a shortage of parking. The vehicles could not be parked in the street because of break-ins.	Remove the hedge/ garden behind existing garages and build a parking area. Technical staff decided what needed to be done. Hedge/garden/grass was removed. Departmental labour/equipment was used to build parking area.	 New tarred parking area
27. **Cost Centre Dundee** **K Mc Alpine - Savuka Team**	Office signs were old and tattered – not a world class environment	Have a new signs made with Perspex that looks better and clearly indicate directions – direction arrows.	\ New signs
28. **Cost Centre Dundee** **S Shafer - Savuka Team**  The parking area without markings	A parking bay was allocated for the disabled. The able public and staff parked in this bay as there was no sign indicating that it was for the disabled.	Mrs Schafer suggested that a wheel chair sign must be painted at the bay to inform the public/staff that it was only for the disabled.	 Disabled parking facility
29. **Cost Centre Dundee** **Brian Mkhwanazi - Savuka Team**	New building extension for Regional Engineer Office. There was no ramp entrance for the disabled to use or get items into the building that was on wheels unless it was picked up and carried.	Building of a ramp.	 New ramp at entrance
30. **Cost Centre Dundee** **Geetha - Savuka Team**	The gardener had to use a stepladder to trim the hedge. It was not safe as the step ladder used to sink into the soil surrounding the hedge.	Cut the hedge to a shorter length make maintenance trimming easier. The ladder would then be the right high to perform the trimming.	 The freshly trimmed hedge

Before	The Old Method	The Improvement Idea	After
31. **Cost Centre Dundee** **R G Dlamini - Savuka Team**	When the Messenger/Cleaner was required in the office whilst cleaning their hut or having tea there, the staff had to walk to the hut to call them. This was time consuming, as it is quite a distance to walk.	Mr Dlamini suggested that an intercom system to be installed similar to the one used in the old Registry Office to open the front door. The Registry Clerk calls on the intercom when the Messenger/ Cleaner is needed in the office.	 **The intercom link**
32. **Cost Centre Dundee** **Savuka Team**	Due to a lack of office space, it was decided by the team to remodel / change the situation of the kitchen / archives.	The team decided that the archives should be moved to the old Ass. Engineer's Office and the kitchen should be moved to the old tearoom adjoining the board room.	 **Organized filing system**
33. **Cost Centre Dundee** **Kelly Mc Alphine – Savuka Team**	Modapts was very poor. Computers were not linked to desks, many of the clerks did not have adequate work stations. The old desks made computer work very painful as typist did not sit correctly.	Purchase new desks which have adequate working space and have built in space for computers and a sliding keyboard shelf.	 **New PC table**
34. **Cost Centre Dundee** **S Shafer - Savuka Team**  **Prior to renovations**	Extra office space was required when the unit staff amalgamated with Regional Engineers Office.	Mrs Schafer suggested the tea-room be converted into a kitchen as well. The old kitchen was converted into an office and a external contractor was used to perform the alterations.	 **Newly renovated kitchen**
35. **District Superintendent Dundee** **Sharks Team** **Unsecured parking area**	The parking area that is not clearly visible to the Guard Room for security. Constant theft of batteries, small plant and spare wheels on vehicles.	Provide a parking area that can be locked at all times. The benefit is that it theft of departmental property eg. batteries, small plant and spare wheels on vehicles.	 **New fenced of parking area**
36. **Cost Centre Dundee** **S Fulton – Savuka Team**	Manuals/handbooks which were of no value were simply stored in the Library.	Establish a Reference Library where books, manuals and documents of interest can be stored.	 **New reference library**

Before	The Old Method	The Improvement Idea	After
37. **Cost Centre Dundee** **Geetha – Savuka Team**  The plastic chair used as a ladder	A high chair was used to reset the modems in the Computer Room when requested by Sita. It was not easy to get onto the plastic chair and there was always a risk of an accident happening.	Purchase a small stepladder to use in the office.	 The new small step ladder
38. **Cost Centre Dundee** **VS Ndlovu – Savuka Team** Refreshments carried by hand	The messenger and cleaner used trays to carry the tea to the staff. These trays were very heavy to carry.	Purchase a tea trolley.	 The new tea trolley in use
39. **Cost Centre Dundee** **Savuka Team**	There was no proper facility for tenders to be submitted in.	Make a lockable tender box where tenders can be deposited.	 The lockable tender box in the Reception Area
40. **Cost Centre Dundee** **Liz Bugden– Savuka Team**	Administrative staff are not familiar with technical issues relating to a vehicle and can thus not help themselves when they experience problems whilst making use of a departmental vehicle.	That the administration staff is provided with training regarding pre-checks of vehicles and the changing of tyres.	 Going through the motion of changing a tyre
41. **Area Office Vulindlela**	There was poor communication with the field staff.	Install a radio in the office. Staff can now communicate with field staff.	
42. **Ulundi Fleet Services**	The guard house was in poor condition and was not located near the entrance gate.	To refurbish the guard house and to move the entrance gate to next to the guard house. The guard house is now an area which instills pride in the officials using it. Furthermore, the entrance point is now right next to the gate, improving the security situation.	

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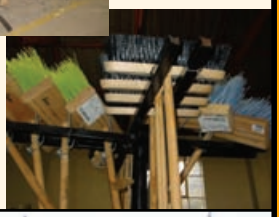
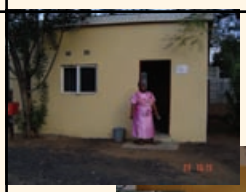
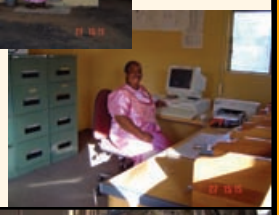
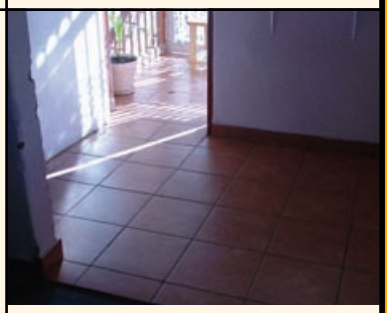
Before	The Old Method	The Improvement Idea	After
43. **Vryheid Area Office Stores**	The brooms had no stand and were stacked against the wall in the store room.	Create a stand for the brooms The brooms can now be easily retrieved and stock on hand is clearly evident.	
44. **Area Office Pongola**	There is now a cleaner and neater entrance to the District Area office.	Blacktop the yard between the office and stores	
45. **Pongola Area Office**	There was no facility to store vehicle keys. Keys got lost.	Made a lockable box for the safeguarding of car keys. Access to vehicle keys can now be controlled.	
46. **Pongola Area Office Admin Team** 	The Stores building was old and looked unprofessional. Being a corrugated iron structure made it very hot and unbearable in the summer and very cold in the winter.	A new store was built. The building looks new and professional. The customers can be better accommodated. The Store Manager is now protected against adverse weather conditions.	 
47. **Nongoma Area Office** 	Disabled people were not able to enter the offices in Nongoma due to the stairs leading up to the office.	A ramp was installed to allow access to wheelchairs.	 The office is now wheel chair friendly and poses no problem for disabled visitors.
48. **Hluhluwe Cost Centre**	There was no proper parking for visitors at the Cost Centre Hluhluwe. Visitors parked in official parking designated for Hluhluwe staff.	To make a designated visitors parking area.	

Before	The Old Method	The Improvement Idea	After
49. **Hluhluwe Cost Centre**	There was a shortage of office accommodation for the administrative and technical staff at the existing Hluhluwe offices.	Hire a park home to provide additional office accommodation. Staff now have adequate official accommodation to perform their tasks.	
50. **Hluhluwe Cost Centre**	There was no proper signage showing the Cost Centre Hluhluwe and visitors struggled to find the place.	Erected a new sign on the Hluhluwe main road. A contractor was selected to design a sign based on the criteria given by the department. The Signs team manufactured the stand that the sign needed to be placed on. Once the sign was made by the contractor it was mounted on the sign stand.	
51. **Hluhluwe Cost Centre**	There was no proper access available for disabled people to enter the building.	A ramp was build at the entrance of the pathway into the building. Disabled people in wheelchairs can now access the building. Heavy equipment such as photocopiers and heavy furniture can also be wheeled into the building making moving easier.	
52. **Eshowe Area Office** **Admin Team** **Mrs Mgenge**	Reception area is unprofessional and difficult to keep clean	Tile the reception area. Cleaning will be easier, as well as creating a professional image in the entrance to the District Office.	
53. **Mkondeni Motor Licensing Bureau** **D Naidoo**	Drivers license applicants were waiting on the verandah and often did not her the examiner calling for them which caused confusion and the odd argument between members of the public.	A specific area in the courtyard was demarcated which organizes the applicants.	There is now no more confusion as all role players know where to wait. **No photo**
54. **Cost Centre Dundee** **Shalini Jogi – Savuka Team**	The entrance at the Regional Engineer's Office did not look pleasing to the eye or professional.	To renovate and reshuffle the foyer to look more professional and project a corporate image.	**No photo**