



SAIMAS NEWSLETTER

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FROM THE EDITOR

There are still two webinars that will be presented following the conference of which the last one will be presented in the coming new year. The SAIMAS Council members are looking forward to the Annual Conference, looking forward to meet up with SAIMAS members after two years! All the SAIMAS council members will be attending the conference this year. Please take note of the President's message and we feature the feedback on Business Process Re—engineering webinar that was presented by Mr Cobus Terblanche. Also featured is an article that was originally published in 2018 on enhancing Productivity in Local Government. We decided to re-publish this particular article based on a question raised during the last Webinar, which was presented by Barnes Sookdeo, relating to how to increase productivity within Local Government.

Upcoming Events

19 – 21 October 2022: ANNUAL CONFERENCE

24 November 2022: Preparing for the 2030 workplace – 6 challenges for managers
Dr John Eliastam

27 January 2023: Developing and using a Value Chain to gain competitive advantage
Mr Cobus Terblanche

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MESSAGE FROM EXECUTIVE PRESIDENT

Dear fellow SAIMAS Members,

The impact of the Fourth Industrial Revolution, the Covid-19 pandemic and the hybrid working conditions has brought its own challenges for organisations. Usually with challenges come new opportunities. For example, remote working was previously strongly opposed to by some organisations, but it has now become the new way of working after some organisations were forced to make it work during various lockdown levels and the chose to continue with remote working.

Looking at trends emerging in Organisational Development it seems some of the fastest emerging trends in 2022 involves the use of mobile technology, social media, online learning, and flexible learning principles. This will change organizational effectiveness, as well as the results we are aiming for and how we measure the results, as the needs of both employers and employees are different, caused by



the last two year's global events. Although what we want, where we are going and how to get there are changing, which makes Maslow's Hierarchy of Needs perhaps even more relevant today.

Given the pace of changes in the macro and micro-environment some organisations are fighting for survival, to remain sustainable by finding new ways to approach performance and productivity. Organisational Development is still, in my viewpoint, the most meaningful approach to organizational change, as it uses a more holistic approach with transforming behaviours of organisations.

Given the purpose of Organisational Development to design, create and build a new reality to ensure sustainability, then maybe now it is a good opportunity for our Organisational Development /work study field to play a major role in reshaping/ redesigning organisations. The skills embedded in our field's practitioners, such as higher-level systems thinking, can be utilised by organisations to adapt and be resilient in handling the changes required.

The SAIMAS Council members are looking forward to seeing you at the upcoming SAIMAS Annual Conference from 19 to 21 October 2022 at which topics such as '*The impact of Fourth Industrial Revolution on role and functions of Management Services*' and '*The role of Robotics in organizational effectiveness enhancement*' will be covered.

SAIMAS greetings
Ria Loubser

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Business Process Reengineering

“Re-engineering by any definition means changing everything what people do, how they do it, who they interact with and the systems they use. Nothing is immune to change.”

EDI World



Reengineering Pioneers



According to Hammer and Champy: “Re-engineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.

The Essence of Reengineering

- The usual methods for boosting performance process rationalization and automation haven't yielded the dramatic improvements companies need.
- In particular, heavy investments in information technology have delivered disappointing results largely because companies tend to use technology to mechanize old ways of doing business.
- They leave the existing processes intact and use computers simply to speed them up.
- At the heart of reengineering is the notion of discontinuous thinking of recognizing and breaking away from the outdated rules and fundamental assumptions that underlie operations.
- Unless we change these rules, we are merely rearranging the deck chairs on the Titanic.
- We cannot achieve breakthroughs in performance by cutting fat or automating existing processes.
- Rather, we must challenge old assumptions and shed the old rules that

made the business underperform in the first place. Managers have tried to adapt their processes to new circumstances, but usually in ways that just create more problems.

- If, say, customer service is poor, they create a mechanism to deliver a service but overlay it on the existing organization.
- Bureaucracy thickens, cost rise and enterprising competitors gain market share.— Hammer and Champy, July -August 1990 issue of Harvard Business Review

Think Big

Reengineering triggers changes of many kinds, not just of the business process itself. Job designs, organizational structures, management systems anything associated with the process must be refashioned in an integrated way. In other words, reengineering is a tremendous effort that mandates change in many areas of the organization.

Hammer and Champy, July August 1990 issue of Harvard Business Review

What BPR is not

- BPR is not a quick fix for business problems
- BPR is not automation
- BPR is not restructuring, right or downsizing
- BPR is not the same as TQM
- Don't fix stuff you shouldn't be doing in the first place

Improvement Approach

- The main difference between the two approaches has to do with the pace, depth of change and the implications of these concepts
- Continuous improvement is incremental change based on a business model. The changes are applied in small continuous steps so that the (possible negative) impact on the business is minimised
- The Business Process Reengineering approach is more radical the business model and the processes are constantly changed and may bring substantial improvements but also imply a higher risk of failure
- By questioning every aspect of the existing business, BPR may encounter strong resistance from the human resources and even fail because of this reason.

BPR - A Radical Approach

Re engineering does not happen in small steps. It is an all or nothing concept. Radical steps are quickly taken in order to eradicate entrenched processes

Reasons to embark on BPR

- Too many levels of decision makers
- Lack of quick decision making
- Outdated controls
- Poor quality rework and waste
- No single process owner lack of interaction
- Poor relation between core, management and support processes
- No sound communication with customers and suppliers

- Processes are not well documented
- Performance measures don't exist

Rules for Engineering

- Top priority for top management
- Process improvement is a process with metrics of its own
- Process improvement is continually funded
- CPI and quantum improvement are part of the same process
- Include all stakeholders
- Organisations work for processes not vice versa
- Engineering is not driven by automation
- Introduce an engineering philosophy
- Communicate, communicate, communicate

Principles of Reengineering

- Organize around outcomes, not tasks.
- Have those who use the output of the process perform the process.
- Subsume (include) information processing work into the real work that produces the information.
- Treat geographically dispersed resources as though they were centralized.
- Link parallel activities instead of integrating their results.
- Put the decision point where the work is performed and build control into the process.
- Capture information once and at the source.



***Michael Hammer & James Champy,
Reengineering the Corporation***

Rethinking Business Processes

- Several tasks are combined into one
- Workers make decisions
- Process steps are performed in a natural order
- Processes have multiple versions (end of standardization)
- Work is performed where it makes most sense
- Checks and controls are reduced
- Reconciliation is minimized
- A process manager or customer service representative provides a single point of contact
- Hybrid centralized/decentralized operations are prevalent

Michael Hammer & James Champy, Reengineering the Corporation

Reengineering Values

- Customers pay all our salaries: I must do what it takes to please them
- Every job in the organisation is essential and important: I do make a difference
- Showing up is no accomplishment: I get paid for the value I create
- The buck stops here: I must accept ownership of problems and get them solved
- I belong to a team: We fail or we succeed together
- Nobody knows what tomorrow holds: Constant learning is part of my job

Michael Hammer & James Champy, Reengineering the Corporation

Pitfalls of Reengineering

- Resistance to change (RC factor)
- Inadequate leadership during implementation
- Unrealistic expectations
- Lack of a methodology
- Eliminating people instead of work
- Enhancements are driven by automation
- Wrong focus
- Failure to involve/integrate all levels
- No full-time involvement
- Lack of clear vision/targets
- Poor communication
- Declaring victory too soon
- Not anchoring changes in the corporate culture

Benefits

- Increased customer focus
- Improved profitability
- Effective and efficient products and services
- Improved quality
- Improved corporate flexibility
- Increased speed of service delivery
- Sustainable strategic advantage
- Improved interdependency between processes
- Performance management based on service delivery

Adapted from Understanding BPR in a week John MacDonald

“To improve is to change. To be perfect is to change often.” Winston Churchill

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ACTION LEARNING FOR OD PRACTITIONERS IN LOCAL GOVERNMENT

Ms Futhi Kgwefane

Cooperative Governance and Traditional Affairs (CoGTA) is mandated to ensure that **the three spheres of government work together (cooperate) to provide the citizens of South Africa with a comprehensive package of services**. The Constitution states that the three spheres have to assist and support each other, share information and coordinate their efforts.

Therefore, CoGTA hosted a two-days roll-out session in November 2017. The session was for Organisational Development (OD) Managers and Practitioners in Gauteng municipalities. The sessions incited continuous and rigorous knowledge sharing within the Organisational Development and Design (OD&D) forum. OD managers/practitioners were capacitated in understanding, reflecting and using the OD&D Framework booklet as a point of reference, to assist them when implementing specific chapters in their respective Municipalities. The learning approach that was followed for the roll-out sessions was Action Learning. The practitioners were encouraged to share their experiences and reflections. Hence their awareness and understanding on the OD core functions was improved. The achievement of this project is demonstrated in the 10 chapters that were presented in session one and two of Phase one of the Roll-out. See table below.

Chapters	Highlights of Presentations, Engagements and Action Learning Exercises	Municipality/ Organisation
Chapter 1: Introduction to Organisational Development	Great awareness of the Organisational Development process, stages and standards was brought to the surface. Through in-depth illustration from a broader municipal context, which was inclusive of service delivery expectations. <ul style="list-style-type: none"> • The Organisational Development & Design was also outlined through the Five-star model described to be: • Strategy, purpose and values: What business are we in, diversity of product offerings, goals and standards of performance; • Structure: Choices about division of labour, departmentalisation, distribution of power; • Systems & Processes: Workflow, decision mechanisms, design of information systems & databases; • People & Leadership: who will be part of the organisation, values skills and leadership competencies and Capabilities, training and development, transfers and • Rewards: performance management, compensation Job Design and Promotion. 	UNISA School of Business Leadership (SBL)

Chapters	Highlights of Presentations, Engagements and Action Learning Exercises	Municipality/ Organisation
<p>Chapter 2: Strategy and Policy</p>	<p>The alignment of OD Strategy and Policy was demonstrated in detail. Stages of Policy development and pitfalls were carefully presented. A robust engagement on policy development took place in Commission 1. Action learning was undertaken through a practical exercise. The following aspects were covered in the exercises:</p> <ul style="list-style-type: none"> • How to develop and review policies; • Pitfalls of Policy Development; and • How to deal with challenges of policy development in Municipalities. <p>OD practitioners took ownership of chapter two and embraced the core function to be practised in their respective Municipalities.</p>	<p>CoGTA: MIS Directorate</p>
<p>Chapter 3: Organisational Design</p>	<p>The highlights of this chapter covered:</p> <ul style="list-style-type: none"> • Reviewing, developing and Optimising Organisational Structures; • Ineffective organisational structures; • Conducting Annual Organisational Structure Reviews and • Restructuring business unit. <p>Action learning was exercised through a practical Organisational Design Case study; wherein principles of Organisational design were explored. Commission 2 undertook this exercise and provided feedback on the exercise.</p>	<p>Mogale City Local Municipally</p>
<p>Chapter 4: Job Description Development & Job Evaluation</p>	<p>The approach and methodology of Job description and Job Evaluation development was presented. Action learning took place in the form of Commission 3 undertaking practical exercises of following:</p> <ul style="list-style-type: none"> • Rectifying two examples of a bad Job descriptions (JDs) • Rectifying two examples of Job adverts • Justifying one good JD and previous advert form the past. <p>This exercise was an eye opener to the forum, when commission 3 reported back.</p>	<p>Ekurhuleni Metro & Emfuleni Local Municipality</p>
<p>Chapter 5: Workforce Planning</p>	<p>OD & D task team members, identified Midvaal Local Municipality as a Municipality that practices workforce planning according to the approach and principles outlined in the OD & D Framework. This was also greatly affirmed by their presentation.</p>	<p>Midvaal Local Municipality</p>

Chapters	Highlights of Presentations, Engagements and Action Learning Exercises	Municipality/ Organisation
	<p>Midvaal presented that their workforce plan, follows the principles, of being Relevant,</p> <p>Practical, based on evidence or research and be integrated. Some other shared highlights were that;</p> <ul style="list-style-type: none"> • Workforce Planning is not just about creating new positions. It is also looking at existing staff and their development to reach objectives. • Requests for new positions must only be considered if there is a demonstrable link to a service need or a resources requirement or if it enhances the achievement of the key priorities contained in the IDP, for which funding has been allocated in the budget and which has been planned as per the department's SDBIP. 	
<p>Chapter 11: Organisational Change Management</p> <p>Chapter 12: Organisational behaviour Culture & Climate</p>	<p>City of Ekurhuleni (from 2002) and City of Tshwane (from 2011) were requested to present on their journeys undergone during the past merger processes.</p> <p>Ekurhuleni was not able to obtain and retrieve this explicit information, but was still relevant and demonstrated a clear roadmap towards of municipality's institutional Review (IR) from 2015 - 2017 (to date) in line with chapter 11-12 of the OD &D Framework.</p> <p>The following were highlights of the presentation:</p> <ul style="list-style-type: none"> • the Change Management role and approach adopted by CoE, which included 5 phases namely: Preparation, Mobilisation, Transition, Consolidation and Stabilisation phase. <p>This was supported by a clear implementation plan and timelines of the IR as per change management context.</p> <p>The change management and communication roll-out activities were communication at all levels which included information sessions, industrial theatre, one on one sessions and promotional merchandise distributed, competitions and print media, that was used to support face to face interaction.</p>	<p>City of Ekurhuleni Metropolitan Municipality (CoE)</p>

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	<p>On 19 May 2011, the municipalities of Tshwane, Metsweding, Kungwini and Nokeng Tsa Taemane merged and became one Municipality, currently known as City of Tshwane Metropolitan Municipality.</p> <p>The key principles in alignment of basic pay after placement were followed to be;</p> <ul style="list-style-type: none"> • Where a person's maximum salary notch was lower than that of the CoT, the person will be placed on the CoT scale. • Where a person's maximum salary notch was higher than that of the CoT, the person retained his/her scale "contractual to incumbent". The basic pay was corrected with effect of the 1st of the month following the conclusion of the Placement Committee's work, thus after everyone have been placed. <p>A Placement Committee as well as an Appeals Committee were established in terms of the collective agreement. The Appeals Committee considered each appeal in terms of the provisions of the Placement Collective agreement. Written feedback was given to each appellant. The persons not satisfied by the Appeal Committee ruling, the Placement Collective agreement made provision for the matter to be referred to the SALGBC for a dispute resolution process.</p>	<p>City of Tshwane Metropolitan Municipality (CoT)</p>
	<p>Rand West City Local Municipality was established following the Local Government Elections held on the 3rd of August 2016 wherein Randfontein and Westonaria Local Municipalities were amalgamated.</p>	<p>Rand West City Local Municipality (RWCLM)</p>
<p>Chapter 13: Form Design & Management</p>	<p>This chapter was presented by a Knowledge Partner. Multidimensions offers 19 programmes and short training programmes of creating digital content. However, the InDesign programmes presented for Form Design and Management are;</p> <ul style="list-style-type: none"> • InDesign digital & interactive; • InDesign Basic to intermediate; • Graphic Design essentials. <p>The programmes can also be customised for clients.</p> <p>Adobe software licencing is required for use of programme.</p>	<p>Multidimensions</p>

Chapters	Highlights of Presentations, Engagements and Action Learning Exercises	Municipality/ Organisation
	<p>Adobe software, is downloadable at any computer. The licencing per month is R280.</p> <p>The pricing for programmes mentioned above is: R2400 per delegate excluding vat.</p> <p>The Programme allows for the following:</p> <ul style="list-style-type: none"> • Interactive PDF's and interactive buttons; • Placing video into PDF's; • Creating interactive forms for user input <p>Though interaction of forms is only limited to those officials who are trained in using the software. InDesign digital & interactive is also used for creating designs and printing security documents; from magazine layouts to brochures, posters, adverts and exhibition material. Furthermore, InDesign programme essentials are to Photoshop and design any vector graphics, from logos ,billboards and infographics.</p>	
<p>Chapter 14: Benchmarking</p>	<p>This chapter was presented to reflect on the change approaches employed by CoE, CoT and RWCLM regarding chapter 11 and 12 of the OD & D Framework.</p> <p>Although CoE presented on the Institutional Review, COT on the Merger Process 2011 with specific reference to migration and placement of staff and RWCLM presented on the Merger process. All presentations gave expression to learning approaches specifically to the migration and placement of staff in context with chapter 11 and 12. Appreciation was alluded to all three presenter's for the wealth of organisational knowledge shared with the OD & D Forum.</p>	<p>CoGTA: MIS Directorate</p> <p>Emfuleni Local Municipality</p>
<p>Chapter 15: Knowledge Enablers & Skills</p> <p><u>10 Competency Cluster/ roles</u></p>	<p>This chapter was presented by a Knowledge Partner. The emphasis was the primary goal of Organisational Development, that is to improve organisation effectiveness in an healthy way. Therefore, the primary role of an OD practitioner is to help in establishing relationships within the organisation, with and between individuals and groups to achieve the set objectives. Worldsvieiw Academy carefully illustrated the importance of the OD Competency</p>	<p>Worldsvieiw Academy</p>

Chapters	Highlights of Presentations, Engagements and Action Learning Exercises	Municipality/ Organisation
<ul style="list-style-type: none"> ○ Organisational Design ○ Organisational Communication ○ Personal development ○ Project Management ○ Consulting ○ Change Management ○ Strategy ○ Business acumen ○ Team development ○ Facilitation skills 	<p>Framework which outlines four core skills that OD practitioners must acquire namely;</p> <p>organizational skills, people skills, direction-setting skills, and process skills.</p> <p>The competency framework in chapter 15 of the OD & D Framework was adapted from Worldview academy. Research was done by the academy, in which they derived that an OD competency framework comprises of 60 competency intersections.</p> <p>Worldview Academy then packaged the 60 competency intersections to 10 competency clusters/roles. The significance of these competency roles was well illustrated through the practical life of an OD Practitioner.</p> <p>The academy also offers the OD programmes in Higher Certificates, Short Certificate Programmes and Skills Programmes.</p>	