TABLE OF CONTENTS

CHAPTER 3

THE RESEARCH METHODOLOGY AND THE INSTRUMENT USED   26

CHAPTER 4

CHAPTER 5

LIST OF TABLES

CHAPTER ONE

BACKGROUND TO THE STUDY

1.3   Introduction

Since the first democratic elections in 1994, the new government has committed itself to building a state based on "Batho Pele" or People First, and this philosophy has to be located within a culture of tolerance, freedom and human rights.

Corporate communications both in the private and public sector is a valued strategic tool used by organisations for establishing and maintaining competitive advantage. When it is not clearly defined and given the importance it deserves, an effective early warning system is switched off, often leading to crises management. Corporate communications has been defined by Dolphin & Fan (2000:100) as the "strategic management process by which an organisation communicates with its various audiences to the mutual benefits of both and to its improved competitive advantage." Goodman (2000:1) defines it as "the total of a corporation's efforts to communicate effectively and profitably." Even though 'corporate communications' is not new per sé, but as a functional area of management it is of equal importance to finance, marketing and production according to Radford and Goldstein (2002:252).

Effective communication is a strategic element that will enhance service delivery. A comprehensive communications strategy should include "media liaison and management, campaign management, development communication, understanding of government policy, marketing and advertising, and managing the corporate identity of government" (Government Communication and Information System, 2002:2).

A comprehensive strategy in communications will result in effective, integrated and coordinated communications, ensuring that all elements of government speak in one voice. Managing public perceptions and realizing these goals is a key challenge facing all government departments. Fire-fighting responses to internal and external communication problems are not strategic and endanger the corporate mission (Oliver, 1997:161).

The province of Gauteng is the economic hub of the country and the Government Communication and Information System (GCIS) is a forerunner in implementing government communication policy.

1.4   Background to the GCIS

The GCIS vision is to help meet the communication and "information needs of government and the people, to ensure a better life for all; and its mission is to provide leadership in government communication and to ensure that the public is informed of government's implementation of its mandate (About GCIS:1).

The GCIS is located in the Presidency and its prime responsibility is to link government and its services to the people, especially in disadvantaged areas (formerly black areas under the apartheid regime). GCIS also drafts strategies and programmes for government and tries to integrate the communication operations of all government departments.

Its key objectives are to:
- Provide excellent media and communication services to government departments
- Make Government Information Centres (GICs) and Multi-purpose Community Centres (MPCCs) critical elements of government communication. An MPCC is a one stop centre where local, national and provincial government service will be located, as well as on-line information terminals offering various services to the common citizen. A total of 37 of the proposed 60 MPCCs have been opened by May 2003 (Pahad, 2003:2). The long term aim (within 10 years) is to establish a one-stop government centre in every municipality in South Africa. The *Batho Pele* Gateway project, an initiative of the Department of Public Service Administration, will also be located within the MPCC.
- Assist in developing government media, communication and information policy
- Ensure efficient services to the media
- Produce information publications for dissemination to citizens
- Integrate the international marketing of South Africa, through bodies like the International Marketing Council of SA, a state-private initiative

- Continually transform GCIS and to develop its management and employees to meet the demands of its mandate (About GCIS:1-2)

The GCIS has a structure operating at three levels at the Head Office in Pretoria. The CEO is assisted by two Deputy CEO's, one for Strategy and Content Management who is also in charge over the Communication Service Agency, the Government and Media Liaison, Information Management and Technology as well as Policy and Research. The other deputy CEO is in charge over Centralised Services, and has five divisions: Corporate Services, Provincial and Local Liaison, Finance and Provision Management, Internal Audit and the Project Desk. The national office of GCIS administered a budget of R176 million Rands for the 2003-04 financial year.

This study will focus on one of the Regional Offices, the one located in the Johannesburg city centre and which coordinates all projects and activities within Gauteng. This office has a two-tiered structure, headed by a Regional Manager (Deputy Director level), who is in charge over eleven Senior Communication Officers (SCOs), an Administration Officer, and an Information Resource Centre administrator, all on the same level. The eleven SCOs are deployed throughout the province, and meet at least once a month at the Johannesburg Regional office for briefing and reporting sessions.

All posts are currently filled and there is a full staff complement of 14 at the office, including a secretary and a cleaner/messenger.
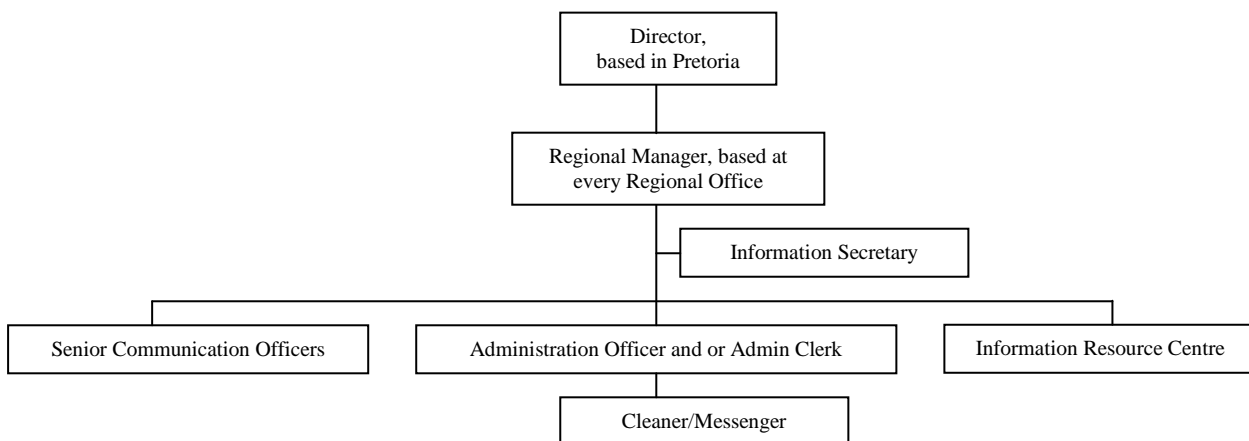
Figure 1: The JRO organogram (Job descriptions, 2004)

The Johannesburg Regional Office (JRO) of GCIS has the potential to use various modes of communication with all its stakeholders, including print, radio, outdoor and indoor advertising, the internet and a host of printed publications which include newsletters and brochures.

The key performance areas for the JRO (GCIS, Job descriptions: 1-2) are to:
- Promote and develop Communication, Local Content and Distribution
- Support Local government in all their campaigns
- Analyse the Media environment
- Establish and rollout the MPCCs
- Ensure the smooth functioning, evaluation and monitoring of MPCCs
- Coordinate training and human resource development
- Provide leadership and administrative support to SCOs in the field

Another key activity is to hold local *Imbizos*, which are contact meetings between high profile government figures and ordinary citizens. These public meetings are held regularly in community halls or MPCCs, and is government's way of interacting directly with local communities, listening to their problems and then addressing these issues as a matter of urgency.

1.3   Rationale for the use of the McKinsey 7-S model

Models to improve organisational design have been discussed in chapter two.

Waterman and Peters in their article "Structure is not organization" (1980) and their books "The Art of Japanese Management" (1981) and "In Search of Excellence" (1982), describe how the 7-S model can be used as a diagnostic tool by companies or strategic business units (SBUs) in pursuit of excellence.

The model is based on the premise that an organization is not just structure but consists of seven integrated and related elements. These are distinguished in the so-called hard S's and soft S's. The hard S's comprise Strategy, Structure and Systems. The Soft S's are made up of Style or Culture, Staff, Skills and Shared Values.

The three hard elements can be found in strategy statements, corporate plans, organizational charts and other documents. The soft S's are intangible because of the changing nature of capabilities, values and the various elements of corporate culture. Although these are below the surface they have a profound impact on the strategies, structure and systems of all organizations or SBUs.

Effective organizations try to achieve a fit between these seven elements. A change in one element will affect change in all other elements.

Unfortunately mainly organizations focus their effort on the harder elements at the expense of the soft S's. These soft elements can, however, make or break a change process because new structures or strategies are difficult to build upon on inappropriate cultures or values.

The 7-S model can be used in 2 ways:

- The link between each of the S's can identify strengths and weaknesses in the organization. None of the S's is a strength or weakness in its own right. It is only its degree of support or not for the other S's which is relevant.
- The model highlights how a change in any one S will have an impact on all the others. A new alignment is necessary after any change is effected.

Efficient organizational action cannot be taken if the 7 elements work at cross purposes with each other. Once aligned they become a powerful vehicle for change and a sustainable source of competitive advantage.

1.5   The research process

1.4.1 The research problem

The aim of this study is to have a better understanding of the workings of the JRO of GCIS with the view to making improvement and adding value both to this specific office, as well to the organisation in general.

The research will assess the effectiveness and impact of the activities of the JRO, and ascertain the scope for improvement. Staff in the Johannesburg Regional Office will be surveyed by way of a questionnaire to elicit responses on the seven elements of the McKinsey framework.

The problem statement is:

An analysis of the efficacy of the GCIS's Johannesburg Regional Office using the McKinsey 7-S model with a view to recommending improvements

1.4.2   The research questions

The research question is:

How can the JRO be improved after an assessment using the McKinsey 7-S model?

1.4.3   Investigative questions

Related investigative questions are:

1.   How can the Johannesburg Regional Office align its strategy, structure and systems to its corporate culture, its staff and the skills available, all within a common set of shared values?

2.   How can weaknesses identified be converted into opportunities and strengths

1.5   Research design and methodology

The study will be exploratory and descriptive in nature and therefore qualitative research techniques will be used. Data will be collected by means of questionnaires.

Questionnaires will be distributed to all employees of the JRO to determine the extent to which the Johannesburg Regional Office covering the 7 elements of the McKinsey

model. The findings will be triangulated by one focused interview held with staff located at the JRO.

1.6   Collection of data

All members of the JRO will be given a questionnaire to complete. The advantages and disadvantages of questionnaires will be discussed in chapter three. After an analysis of the data received, recommendations will be made on how to improve the efficacy of the JRO.

1.7   Analysis

The questionnaires will be analysed in the following way. The responses to closed questions will be enumerated and tallied and then discussed. The open ended responses will be sorted out in terms of key ideas, words, phrases and verbatim quotes. These ideas will be used to formulate categories of concerns. The categories will be clustered into themes and through the process of reduction, patterns will emerge (Miles and Huberman, 1984:90).

1.8   Interpretation of data

Once tabulated and analysed, the data will give an indication of how strong each of the elements of the 7-S model are in terms of the JRO, as well as the degree of alignment between each, and gaps or weaknesses that are evident.

1.9   Ethical considerations

The questionnaires received will be numbered, and respondents names will not appear next to what they have said in order to ensure anonymity. Since anonymity will be guaranteed, it is hoped that the respondents will feel free enough to give honest responses without fear of reprisal from their superiors.

1.10   Research constraints

The research method used was a survey (according to Leedy & Ormrod 2001:196), who describe survey research as: "Survey research captures a fleeting moment in time, much as a camera takes a single frame photograph on an ongoing activity. By drawing conclusions from one transitory collection of data we may in time extrapolate about the state of affairs over a longer period of time. At best, the extrapolation is a conjecture and sometimes a hazardous one at that, but it is the only way to generalize from what we see."

This study will not compare one line department to the other within the Gauteng Provincial structure, nor one Regional Office of GCIS to the other, as each has its own peculiarities, methods of operation, and budgetary allocations. The findings will relate specifically to the Johannesburg Regional Office of the GCIS's Head Office, but certain aspects may apply to other Regional Offices within GCIS.

1.11   Chapter and content analysis

The following chapter will contain a detailed literature review on organisational change and change management in both the public service as well as private sector organisations, as well as an analysis of the seven elements within the McKinsey 7-S model. Chapter 3 will describe the data gathering techniques used, and the analysis of the information. Chapter 4 will evaluate the results and discuss the findings. Chapter 5 will have the recommendations emanating from the study and the conclusion. A list of references, and three appendices will follow at the end (Copies of the letter sent out to respondents, the questionnaire administered, and the composite results of the questionnaire).

1.12   Conclusion

A study of this nature was never conducted in the GCIS, and will go a long way to solving some of the key challenges faced by this Regional Office. The study will also help in charting out a new strategic framework for Regional Offices within GCIS, and may impact on various other sites within the organisation.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

The aim of this chapter is give an overview of what "world class" organisations are and how they can be defined.

This will be followed by a description of organisational development, culture, climate and values. The importance and relevance of knowledge management to learning organisations will be discussed, with a look at models for improving quality. Organisational change in the public service will be described.

Finally, the McKinsey 7-S framework is then discussed in detail.

2.2   What is a 'World class" organisation?

In the 21st century the nature of business has changed dramatically. The world has become borderless, with increased networking and global competitiveness becoming the norm. The two key driving forces of globalisation are increased market growth and cost reduction initiatives in the private sector, whilst in the public service it is a "people first" attitude within the context of cost reduction and value for money service orientation.

With companies striving to be the "best" they are in relentless pursuit of excellence, in products and services within a futuristic perspective. Pralahad & Hamel (1994) state that any organisation that cannot imagine the future will not be around to enjoy it. These visionary organisations continuously reinvent themselves through ongoing research and development, creativity and innovation, and thus ensure their superiority through both strategic and operational excellence. Satisfying customers is a relentless pursuit, and underpinning this quest is the value they place in their employees.

Training, motivation and reward are given priority to ensure that personnel give their best at all times. Progressive organisations view training and development as giving them a competitive edge, producing twice the gains as do mere "investment in plant and machinery" (Khan, 1999:3). Knowledge management or intellectual capital is a key determinant of organisational success (Scarborough and Swan, 2001). Knowledge management is defined as "the process or practice of creating, acquiring, capturing, sharing and using knowledge wherever it resides to enhance learning and performance in organisations' (Scarborough, et al 1999:2). It is not only about managing information and ICT, but also about managing people. Visionary leadership is another key element to the success of "world-class" organisations.

According to Dale (2002:28-32) organisations wanting to be "world class" should address three key elements: Organisation management and change; planning, introduction and sustaining total quality management (TQM); and systems, tools and techniques. Under organisation management and change, the main assessment factors include customer or market focus, communication, financial management, recruitment, quality systems and processes, innovation and new practices, regulatory adherence and corporate culture. Conformity within the ISO 9000 standard is also a basic requirement. With planning, introducing and sustaining TQM, the elements of stagnation within organisations should be studied carefully, also how teams are formed and how effective they are, as well as critical self review at regular intervals. Integrated management systems include quality management, environmental management, occupational health and safety, as well as data protection.

Becoming 'world-class' in its most simplistic sense is becoming competitive with other organisations, and benchmarking your performance against the 'best' in the industry or sector, like other public sector organisations abroad.

2.3   Organisational Development

The backdrop to this study lies in theories of organisational development that started in the 1960's. Organisational development as a field of study has since grown considerably, and has had a profound effect on our understanding of organisations in both the private and public sector.

Organisational development can be defined as response to change, a complex educational strategy intended to change the beliefs, values, attitudes and structure of organisations so that they can adapt to new technologies, markets and challenges, and the dizzying rate of change itself (Bennis, 1969:2).

As a behavioural science, organisational development stresses the use of theory and practice to improve the effectiveness of organisations and the people in them to bring about planned change.

2.4   Organisational culture, climate and values

Organisational culture consists of the way people think, reason and make decisions (Pettigrew, 1979). At its deepest level it consists of a set of values, beliefs and assumptions that define how a business carries out its functions, or a public service organisation interacts with its stakeholders. It is a normative system of shared values and beliefs that shape how employees think and behave, as well as how they do things within the organisation and solve problems. Culture is about meanings, not figures or numbers.

In comparative studies carried out by Pascale and Athos (1981) and Peters and Waterman (1982) they reiterated the fact that organisations that have competitive advantage are invariably those that have shared values, even though sub-units within the organisation may have different or competing cultures. Shared values are the glue that bonds employees, creating a sense of loyalty.

Culture and climate are closely related concepts. Culture is made up of a collection of fundamental values and belief systems which give meaning to an organisation, whereas organisational climate are behavioural and attitudinal characteristics that can be empirically measured. Another difference is that culture is made up of shared perceptions (or attitudes and values alone), while organisational climate has to do with shared assumptions, in addition to attitudes and values (Ashforth, 1985). The artefacts of culture include symbols, myths and metaphors which evolve over time within organisations.

Values are a component part of culture, so while culture is observable like the tip of the iceberg, underlying it are various personal and organisational values that make up the iceberg. For value congruence, there has to be alignment between a person's individual values and the organisational value system.

Claver, et al (1999:457-8) describe the differences between a bureaucratic and citizen-orientated culture. A bureaucratic culture, while giving a sense of stability, is very often anti-innovation. This culture is characterised as having the following qualities:

- a management style that is authoritarian
- little communication between employees
- limited scope for initiative and innovation
- a repetitive decision-making process
- high degree of conformity
- a belief system that is reluctant to change

On the other hand, a "citizen-orientated culture" has the following attributes:

- All tasks and activities are aimed at fully servicing citizens
- The emphasis is on quality service at all times
- There are shared values among employees
- There is frequent contact with citizens
- Problems that arise are analysed and solved promptly and to the satisfaction of the citizen/customer

In a nutshell, a spirit of batho pele (people first) permeates at all levels in a citizen-orientated culture.

The process of cultural change in the public service is based, according to Metcalfe and Richards (1987), on a transition from a sub-service culture (anything goes) to a culture of shared responsibility (even though this is not part of my job description, I am prepared to help and solve the problem); from a continuity culture (it was always done this way) to a culture of innovation (there is a shorter and more cost effective way of doing it and we are prepared to business re-engineer the process); from a budgeted cost culture (the costs are given, and we have to spend our budget allocated) to a culture of cost awareness (let us save costs by looking at traditional spending patterns differently);

and from a stability culture (sticking to the status quo) to a culture of high performance (not afraid of taking risks, improvising and taking tough decisions). This changed culture is not yet prevalent in the South African public service, and is one that has to be striven for.

2.5   Knowledge management and learning organisations

The public service is being modernised to accommodate the impact of globalisation, the new information society and demographic changes, all in order to achieve "efficiency, effectiveness, value-for-money and quality in public service delivery" (Sotirakou and Zeppou, 2004:69). New public management involves a shift away from traditional bureaucratic management to a more entrepreneurial one, called new public management (NPM). The aim is to improve the public service, by making it leaner, more flexible, and responsive to the needs of its citizens.

Trying to run government as an enterprise is a challenge that requires collaboration and trust. NPM programmes aim to use the techniques like Total Quality Management (TQM) to increase productivity and service quality. Attempting change does not merely involve restructuring departments or rearranging functions or personnel, it includes changing both the individual employee and the organisational culture. A "learning organisation" is defined as an "organisation that facilitates the learning of all its members and consciously and continuously transforms itself and its context" (Pedler et al, 1997:3). Becoming a learning organization involves transferring knowledge into problem-solving, creating new knowledge, being innovative, and successfully adapting to new environmental demands and challenges (Goh and Richards, 2002). It also includes unlearning old ways that need revision, and a collective capacity to reflect and learn. By becoming a true learning organisation, it can result in achieving organizational change and ensure its competitiveness. In the new economy, intellectual prowess, not machine capability, would be the critical resource, according to Graham (1996). A culture that values knowledge and experimentation provides the environment for exploration to take place. While strategy, systems and processes are important, the workforce is the real driving force for organisational success.

Pedler et al (1997) describe many characteristics of productive organizational learning. These include a flat, decentralized organizational structure, horizontal cooperation and dialogue, participative policy making, transparent information system, a fair reward system that supports reflective behaviour, an internal environment that encourages continuous learning and self development. From these characteristics it can be observed that it is not merely knowledge acquisition, but the "management of knowledge creation, dissemination and sustainability that determines success in administrative reform"(Sotirakou and Zeppou, 2004:72).

Knowledge management has been defined by Scarborough, et al (1999:2) as "the process or practice of creating, acquiring, capturing, sharing and using knowledge wherever it resides to enhance learning and performance in organisations." This implies the use of information and communication technology systems optimally by highly skilled employees. Also, it includes "anti-bureaucratic, organic and flexible forms of organisation" (Tyler and Swailes, 2002:235) which demand particular capacities and predispositions from managers in such organisations. The culture of the organisation should also reward the sharing and use of knowledge (be a true learning organisation), and its recruitment strategies should include the hiring of employees (also called knowledge workers) who are willing to share and apply the knowledge in their decisions and actions. Employees should share the same language and vocabulary, adhere to common norms, have strong trust between themselves to effectively work in teams, and be able to share collective narratives. In short, knowledge management is about managing two elements: people as well as information and ICTs in the creation of new knowledge. By questioning past practice and challenging assumptions, new knowledge is created by what Argyris and Schon (1996) call "double-loop learning" or "deutero learning". Employees ensure this happens, thus replacing the traditional bureaucratic organizational learning to more innovative and reflective organizational learning. Employees should be managed as "knowledge workers" and teamwork is of paramount importance.

Knowledge resides at four levels within each organization: the individual, the team, the organizational and the inter-organizational level. All four elements should work in harmony to ensure strategic organizational focus.

2.6   Models for improving quality

The International Organisation for Standardisation based in Geneva, Switzerland, has produced various ISO standards. ISO 9000 defines the minimum characteristics of a quality management system that have mutual benefit to suppliers and customers, and "focus on process rather than product quality" (Magd and Curry, 2003:245). It has to do with achieving compliance to pre-determined standards, and provides a sound basis for assuring the quality of products and services, and the processes that create them.

A big advantage of the ISO 9000 is its ability to "work to a useful and recognised standard and the capability to quantify wastage costs that may otherwise be obscured by standard costing and accounting procedures" (Curry and Herbert, 1998:340). Organisations can also be recognised for their quality adherence by a neutral third party. Companies also use this certification for marketing purposes. Within the JRO their publications and services offered at the MPCCs can be measured using ISO 9000.

However, external certification systems like the ISO 9000 series that try to improve consistency of performance have been criticised for use within the public service as having to spend huge sums of money to implement and gain certification, money which could have been spent more efficiently by improving services rendered by staff which would have a more direct effect on consistency of performance. A further problem is that ISO certification gives no guarantee that the quality or service of an organisation is better than the quality of other organisations (Magd & Curry, 2003:248).

2.6.1   Total Quality Management (TQM)

Another management philosophy which goes further than ISO 9000 is that of Total Quality Management (TQM). It has been defined by Jeffries, et al (1996:5) as "a comprehensive and integrated way of managing any organisation in order to meet the needs of the customers consistently and achieve continuous improvement in every aspect of the organisation's activities".

This implies an understanding of the processes involved, continuous improvement within all spheres of activity, empowering employees in achieving higher productivity

15

and improved quality, and focusing on the customer. In other words, it is a total philosophy and an attitude of the mind, a "journey – not a destination" (Aggarwal, 1993:66).

By empowering employees is meant giving them knowledge and information about organizational performance, the power to make decisions and influence organizational direction, and basing their rewards on organizational performance.

For service organisations, three types of quality have been identified by Overtveit (1991). These are client quality, professional quality and management quality. Client quality relates to the type of service expected by individuals, and is checked through consumer satisfaction measures and techniques, like ServQual. Since the aim of this study is not to look at customer expectations or their perceptions of service actually delivered, ServQual will not be studied in depth.

Professional quality has to do with the use of appropriate techniques and procedures to satisfactorily meet consumer needs; and this is measured through standard setting and the process of organizational audit. Management quality includes the most efficient and productive use of resources to address consumer needs.

While ISO 9000 is about providing compliance and certification, TQM focuses on "continuous improvement and achieving and maintaining customer satisfaction" (Magd and Curry, 2003: 247). TQM is for internal organisation use, whereas ISO 9000 is for external assessment needs. ISO 9000 can create stability and consistency in the organisation's work, and TQM could enhance employee motivation and operational efficiency (ibid, 2003:248).

From a study completed by Sun (1999) covering over twenty countries, he found that implementing ISO 9000 alone did not contribute much to quality improvement within organisations, but implementing TQM as well did result in marked improvement. He adds that for a higher level of organisational performance, both aspects should be implemented.

Gaucher and Coffey (1990) in their study of why TQM has failed in the health sector attribute it to poor leadership, lack of management commitment, and sticking to older ways of doing things. They did, however, note that revitalisation did rejuvenate the process if management tasked with implementing the process breathed enthusiasm into it.

2.6.2   Other models

Another business excellence model for quality improvement is the Malcolm Baldridge National Quality Award founded in 1987. The Baldridge process is not just an award, but a road map for a journey, a framework for "both incremental and breakthrough improvement and business excellence" (Downey-Ennis and Harrington, 2002: 319).

Based on the Baldridge model, the European Foundation for Quality Management (EFQM) was established in 1988, focusing on the need for organisations to self assess. This model aims to structure and review the quality management process of organisations through self assessment, benchmarking, external review and quality awards. The EFQM model has been attracting considerable interest in all sectors and has become a well recognised quality-management framework (ibid:320).

In South Africa, the South African Excellence Foundation has initiated, since 1998, a prestigious Award for Organisational Excellence. This Award celebrates and showcases performance excellence. The public service sector features in three of the six categories for recognition, and the JRO of GCIS should strive to compete for these awards.

Each model has its own advantages and will be considered within the context of the GCIS after the analysis of the data emerging from the questionnaire to be administered.

2.7   Change Management

Change-capable companies are organisations that recognize change as a constant element in the landscape and view stability as an exception. The new organisational environment demands speed, innovation and flexibility which is opposite to the stability of organisations of the past.

Change management is different from organisational development in that it is concerned with economic potential and competitive advantage whereas organisational development is concerned with human potential, participation and development. Organisational development may involve change management but change management may not involve OD" (Cummings & Worley, 2001:3).

2.8   Organisational change in the public service

Organisational change lies at the heart of organisational life, whether in the private or public sector.

There is no one best way to manage organisational change, because it can be very diverse. The two broad categories of change are that of a Planned approach (originating with Kurt Lewin's work in 1947), or an Emergent approach as a reaction to the former.

The Planned approach suggests that there is a definitive cyclical process, starting with diagnosis, followed by action and then evaluation. Change is in incremental bits, introduced in top-down bureaucratic manner, on the assumption that all parties agree to the change and want it to happen, and that it suits all types of organisations in all situations. Examples of planned approaches include action planning and Lewin's Three Step Procedure for Change.

There has been widespread criticism against planned change. Some believe that they focus too much on the internal environment at the expense of the external environment, others feel that the politics of the organisation is overlooked, resulting in conflict and power struggles because of the inability to reach consensus.

In reaction to this approach, an alternative Emergent approach was proposed to accommodate the situation at hand. This "contingency" model approached change strategies on basis of "optimum fit" (Coram and Burnes, 2001:96). Proponents of this approach included Kanter et al (1992), Kotter (1996) and Pettigrew (1985). They felt that change was a continuous process of experimentation and adaptation, occurring at many levels simultaneously, and was a political-social process, instead of an analytical-

rational one. Managers had to create the environment for change to happen, becoming facilitators rather than doers themselves. It also assumed that all organisations operate in a dynamic ever-changing environment, which may not necessarily be the case because some organisations only require fine-tuning rather than drastic change.

The contingency or emergent model has arisen because of the belief that change has a chaotic quality. It involves the elements of surprise, goal posts shift regularly, and unexpected combinations of changes occur (Cummings & Worley, 2001). The Emergent Approach looks at changes in the external environment that need to be accompanied by concomitant changes in the internal environment of a business organisation. Since one dimensional changes will only deliver short term results, a multi-dimensional approach like the McKinsey 7-S framework which stresses combined changes in strategy, structure, skills, staff, style and systems should be used. These elements can act as constraints to proposed change or as drivers to encourage change. This model will work better in a flatter organisation where managers act as coaches and facilitators.

While the Planned approach could apply to organisations in stable environments, the Emergent is more applicable to turbulent environments. There is space for both approaches, depending on the sector or industry, and also the period during which the Planned or Emergent approach is applied to the particular organisation under review. Planned change is more top-down, and has a beginning, a middle and an end, whilst emergent change is more bottom-up and open-ended, according to Sadie (2004:25)

Figure 2: Conditions for Planned and Emergent Approaches to Change

Planned Change

- Stable environment
- Small scale
- Localised change
- Technical or structural focus

Emergent Change

- Turbulent environment
- Organisation-wide change
- Behavioural/attitude focus
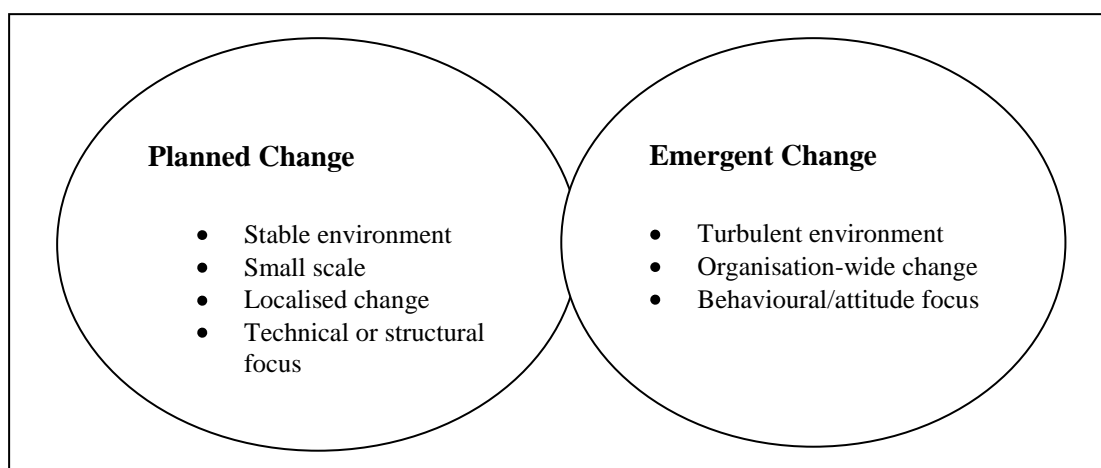
Source: Burnes (1996: 339)

2.9   Organisation theory

The two main approaches to organisation theory will be discussed briefly.

In the Culture-Excellence approach, dominantly found in European and North America, companies are flat, anti-hierarchical structures that favour innovation and entrepreneurship, have a small band of middle management staff, reward contribution of employees rather than their position per se or their length of service, consider brain power more important than muscle power, and have strong flexible cultures that reward innovation and entrepreneurship (Burnes, 1996:81).

In this model, structures become less important as a directing and controlling mechanism. Although people are seen as assets, only those that perform exceptionally well are valued. Wilson (1992) has criticised the above approach because this type of emphasis can create intense competition amongst different groups for resources in the organisation and impact negatively on performance in the long term.

The other approach is the Japanese Approach which places a great deal of emphasis on life-long employment, a strong sense of loyalty to the company and staff development. There is a strong emphasis on teamwork, strong commitment to hard work, welfare benefits and on quality of the product, according to Sadie (2004:16). Open communication, security and equality are encouraged.

The writer feels that this type of approach is too highly authoritarian because it stresses absolute conformity within the rank and file.

2.10   The McKinsey 7-S Framework

The McKinsey 7-S framework is a holistic framework with which to analyse and improve organisational effectiveness. It is a model of organisational performance which would help to determine what to measure and how to interpret data during the process of organisational assessment (Lawler, Nadler & Camman, 1980). It allows an organisation to survey its operations, articulate its vision, compare the present with the future and articulate intended changes.

The 7-S Organizational Change Model highlights seven issue clusters that influence planned organizational change. The framework was first developed by Mc Kinsey Consulting and later described by Waterman et al (1980). It has been chosen for its simplicity and familiarity with many planners.

Figure 3: The 'McKinsey 7-S Framework'
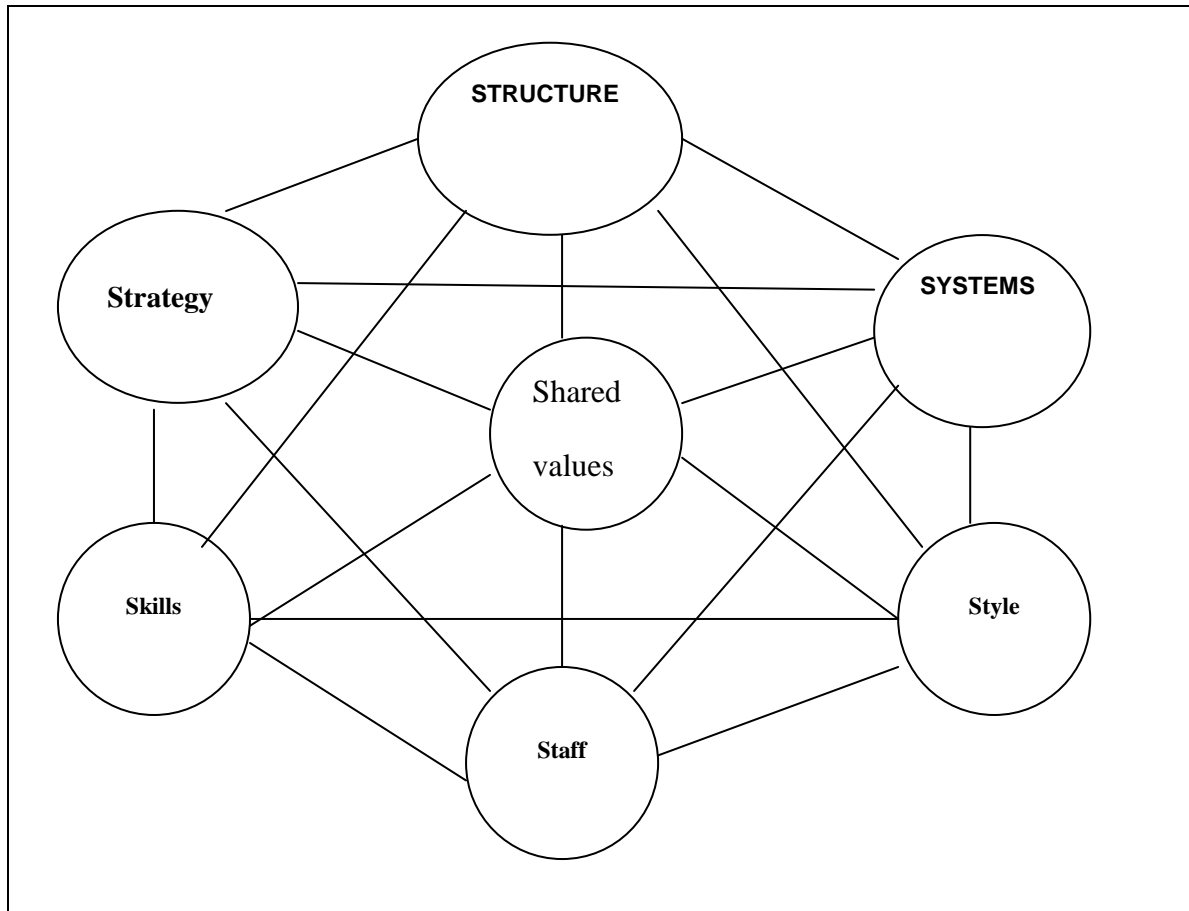
Source: Peters & Waterman (1982: 10)

Effective organisations try to achieve a fit between these 7 elements. If one element changes, it will affect the others. In change processes many organisations focus their efforts on the hard S's – strategy, structure and systems and they overlook the soft S's, namely the skills, staff, style and shared values. According to Peters and Waterman's "In Search of Excellence" the soft factors can make or break a successful change process because new structures and strategies are difficult to build on where cultures and values are inappropriate.

21

The writer agrees with Waterman et al (1980) that as implementation issues may relate to a combination and alignment of factors the categories of 7-S are not mutually exclusive.

2.10.1   Strategy

Strategy has to do with the direction and scope of the organisation over the long term. Organisations plan for allocating resources to identified goals. The issues relate to clarity of goals in terms of planned initiatives, linkages to broader organisational goals, stakeholder understanding of reasons for particular initiatives, etc.

2.10.2   Structure

Structure relates to both formal and temporary (or informal) structures such as task forces, teams, business units, etc; as well reporting lines, areas of expertise and responsibility (Anonymous, 2001:2).

Organisational structure should be adaptable with a few hierarchical levels as possible because fewer levels mean greater adaptability. Instead of permanent and unchangeable departments it is necessary to establish dynamic teams that involve themselves in processes to deal with daily challenges.

2.10.3   Systems

This category, according to an internet article (Anonymous, 2003:4), relates to procedural reports, processes and technologies (eg. Meeting formats, information technology, reward systems, etc). Systems in the organisation implies all the methods of creating and organising knowledge, whether management information systems or point of contact customer systems, like the Call Centre or communications, both internal and external.

2.10.4   Skills

This category deals with capabilities and competencies that exist within the organisation; and whether key people have the knowledge, skills, and ability to make the required changes. Adequate analysis of this category would require the planning team to identify key performance area (task analysis and assess the skills requirement, both current and required competences) for each of these performances (Sanchez, 2001).

Skills imply learning from one's own and others' successes and failures and to be able to respond to today's requirements and readiness to respond to challenges.

2.10.5   Style

Style implies the leadership approach of top management and the organisation's operating approach. The direct involvement of managers in processes within the organisation should be considered, not only as people that create and supervise processes, but who participate and are aware of the necessity to constantly improve every process and so ensure its survival over a long term period.

Style also characterizes how leaders and managers behave in terms of setting and achieving organisation goals. Leadership style elements include communication style, decision making preferences, symbolic behaviour, social needs, individual values and attitudes, etc.

2.10.6   Staff

The issue of staff addresses questions like: Do we have the right people in the right positions in terms of their training, experience and interests? It relates to the organisation's people resources, and how they are developed, trained and motivated. Both quantitative staffing levels as well as the qualitative backgrounds of staff should be considered in relation to planned initiatives. It also deals with how communications flow among personnel.

2.10.7   Shared values

Shared values relate to the significant principles, guiding concepts and beliefs that an organization fosters in its members. They might include norms, values, attitudes and the cultural elements present within the organisation.

Shared values are those common values that all employees share, no matter which hierarchical level they belong to and how much responsibilities and rights they have in managing the organisation, or of offering value to the customer in every process.
One of the basic responsibilities and rights of managing structures is creating an organisation culture. Every organisation has its own peculiar culture. Company culture embodies the method in which a company carries out its activities and the way in which it would like to carry them out, both in the long term and short term.

Due to ever increasing competitive relations and change ability in the market, a company should be adaptable and aspire to the proactive approach in discovering the circumstances that can influence its success. The strategy of a company should be to present the mission of what the company can be in the long term given that the vision is the ability of the company and all its employees to respond to challenges in a manner that surpasses its competitors.

Customer orientation should be the joint value of all employees. Products and service change, but company culture is difficult to change and remains a constant value.
Once a company culture is created and perceived by all employees, authority and hierarchical levels become less important.

2.11   The benefits of using the 7-S model for organisational re-design

Shell Chemicals Canada Ltd (Shell Chemicals Canada Ltd, undated article on the internet) introduced the 7-S organisational model at their Scotford Chemical plant to determine the desired future organisation in terms of strategy, staff and style. The company found that:
- There was a tremendous buy-in from the organisation
- Desired outcomes were achieved in a shorter period compared to past practice.

- Existing organisational inefficiencies were addressed
- Better understanding of roles and constraints of other departments
- Implementation was achieved in a cooperative way
- Improved confidence and higher trust levels in the plant because employees understood long term plans

They found that the model worked for the following reasons:
- Employees representing the entire plant were involved in the re-design process
- There was active participation on the part of leadership in clarifying goals and needs.
- The leadership team lived up to espoused values and principles
- There was continuous communication with all employees
- Participants had a high degree of ownership in product with individuals communicating effectively with sceptical peers.

Experienced leaders attest that there is often a significant gap between what they plan and the results they obtain upon implementing their plans.

2.12   Conclusion

This chapter gave an overview of what constitutes a "world-class" organisation and a description of organisational culture and change models. The elements that constitute a learning organisation were discussed. This was followed by a description of the McKinsey 7-S framework, and this framework was used in this study.

Chapter three will describe the data gathering process and instrument used. The data emerging from the questionnaire administered will be organised into categories for analysis in chapter four. The analysis and recommendations will follow in the final chapter.

CHAPTER 3

THE RESEARCH METHODOLOGY AND THE INSTRUMENT USED

3.1   Introduction

This chapter will enunciate the research propositions based on the McKinsey 7-S framework. The research methodology will give a background into the different research paradigms and discuss why the questionnaire was used as the data gathering instrument. The questionnaire design, pilot testing, data collection and analysis will be discussed. Issues of validity and reliability will be considered and a conclusion drawn.

The data emerging from the analysis of the questionnaire will be graphically illustrated through the use of tables. A brief record of the observations emanating from the study and findings will be stated in the light of the literature review, and this will be tied up to global trends within the public service and private sector world class organisations.

The recommendations emanating from this study will be stated in the following chapter, and appropriate conclusions made.

3.2   The research propositions

The research propositions follow the outline as described earlier in the McKinsey 7-S framework (Waterman et al 1980) that is:

1. Strategy
2. Structure
3. Systems
4. Style
5. Staff
6. Shared values
7. Skills

The assumptions to be tested in this study are the following:

1. The Johannesburg Regional Office (JRO) of Government Communications Information Systems (GCIS) does not have a coherent strategy

2. The structure of the JRO is not appropriate

3. JRO systems are not adequate enough

4. The management style is not appropriate

5. Staff are not properly recruited, motivated or retained

6. There are insufficient shared values which hold the JRO office together.

7. The employees at the JRO do not have the required skills.

This research will generate a set of recommendations based on the propositions noted above.

3.3   Research methodology

3.3.1   Research paradigms and data gathering instrument

There are two different paradigms for doing research, namely the positivistic and the phenomenological. This study will follow the positivistic route and the survey method using a questionnaire was used to elicit information. A questionnaire was designed based on the McKinsey 7-S framework. The questionnaire was administered and a set of recommendations emerged.

The JRO has a staff complement of fourteen members, five of whom are office based and the rest are Senior Communications Officers located at various MPCCs throughout the province. All members of staff were contacted and a questionnaire was given to each to fill in, and these were either collected back in sealed envelopes, two were faxed back and one was e-mailed back to the researcher. Two members were excluded due to literacy or medically related problems, and one had to be omitted due to not having submitted her completed questionnaire even after repeated efforts were made to solicit her responses.

3.3.2   The advantages and disadvantages of written questionnaires

There are many advantages to using questionnaires as a data gathering instrument. Questionnaires are:

- Very cost effective, especially in dealing with studies where there are large sample sizes or they include large geographic areas. In this case, the JRO of GCIS is located in Johannesburg, but the Senior Communications Officers are located all over Gauteng, which is a large geographic area.
- Easy to analyze.
- Are familiar to most people and many have had experience completing questionnaires, so the instrument does not make people apprehensive or scared.
- Potentially less bias. There is a uniform question presentation. The researcher's own opinions will not influence the respondent to answer in a certain manner. There are no verbal or visual clues to influence the respondent's answers on a questionnaire.
- Less intrusive then either face-to-face surveys or even telephone interviews. Respondents are free to answer it in their own time and they are also not interrupted by the research instrument. Also the anonymity can be guaranteed, especially if questionnaires are not marked or numbered in any way. The respondent's identity can remain secret.

Some of the disadvantages of written questionnaires are:

- There could be low response rates. In this case, out of twelve questionnaires distributed, eleven were actually received, making it a response rate of 92% which is fairly high and acceptable.
- Inability to probe on responses.
- Gestures and other visual cues are not available.
- Lack of personal contact.
- People get bombarded with questionnaires and get fed up with them.
- Many people complain they do not get feedback or see the results of their effort.
- If a questionnaire arrives by mail, is the respondent actually the same person to whom the questionnaire was sent to. Sometimes this is not actually the case. This is an example of a confounding error inherent in questionnaires.

28

- Questionnaires are not suited for some people, especially those who are poorly educated because they might have problems related to literacy, or even just reading and understanding, or even expressing themselves. In compiling this report, there were two such cases, where one respondent had a literacy problem and the other a medical one.

There were 2 sequential phases. Firstly, questionnaires were sent to all employees of the JRO. The questionnaire was detailed, covering all seven elements of the McKinsey 7-S framework. Secondly, a set of recommendations were developed based on the results. The output of the study is a set of recommendations which are aimed at improving the JRO as an organization.

Phase 1 included a descriptive survey. It was observation drawn from questionnaires. It is a highly effective method for getting a considerable amount of feedback. Because of the vastness of the data that was received, it could be organized easily and systematically presented.

3.3.3   The population and sample

The sample consisted of all fourteen members of the JRO of GCIS in Johannesburg. This is the entire population. There were only three exceptions who did not fill in the questionnaire. One person was on long leave having experienced a stroke and was medically unfit and not reporting for duty for the past year. He was on the verge of being medically boarded so he had to be excluded from the survey. The second was a lady whose literacy levels were not good enough to have attempted to answer the questions on the questionnaire. The third was a person who was just "too busy" to do so.

3.3.4   Questionnaire design

The questionnaire was aimed to give a holistic picture of the organization based on the 7-S McKinsey framework. It was based on central issues that emerged after doing an extensive literature review. The researcher went through the literature review and identified the most important issues and captured this in the questionnaire. The validity

of the questions asked was verified by two persons based at the JRO. The questionnaire was refined on a number of occasions and the language was assessed for its readability, and its flow in terms of the items, their position and their sequence. The questionnaire was then shortened considerably ensuring that only the essential issues were questioned. The questions were of both types, open and close ended. The open type was inserted to give respondents greater flexibility in addressing issues that were not covered by the closed type. The Likert scale, a version of a semantic rating scale, was used. The neutral option was specifically excluded to prevent the problem of central tendency. Rating scales also sometimes have a problem of leniency where raters can be regarded as either 'easy raters' or 'hard raters' according to Cooper & Schindler (1998). In this study it was anticipated that easy raters would be more prevalent because the respondents were all rating themselves and close colleagues, tantamount to doing a self assessment, and this was factored into the expectations of the research. In some close ended questions a 'don't know' option was included so that it gave persons who had no knowledge about a particular area to choose an answer and not to bias the other responses received.

3.3.5   Pilot testing

The pilot testing was done by passing the questionnaire through two people within the JRO office to ensure that the key issues were captured. Then it was also checked by five other people of different age groups to ensure that questions were worded unambiguously, that they were not double-barreled and that all the possible answers were incorporated, especially in the close ended questions. Issues that were peripheral to the main focus of the study were excluded so there was an aim for a well-designed questionnaire, one that was objective, relevant and suitable to the problem situation. Although there are many standardized questionnaires, the writer felt that a customized one was more suitable for this type of research, as it related directly to the aim of the study.

3.3.6   Data collection

The researcher distributed all questionnaires, some delivered by hand in sealed envelopes addressed to the persons concerned, a few were e-mailed with specific instructions as to how they should fill it in and return it by e-mail, and some were even

faxed and a return fax number was given. There was no place to write a name so a degree of anonymity was achieved. Appendix 1 has a copy of the covering letter with instructions sent out to all respondents, appendix 2 has a copy of the questionnaire administered, and appendix 3 the composite results.

3.3.7   Data analysis

Tables were constructed to organize and display the data; information was analyzed and grouped to facilitate discussion on the key findings.

A set of recommendations had emerged after the data analysis was complete. Many of the questions in the questionnaire were directed at suggestions for improvement. Content analysis was used to analyse the data from open-ended questions. In this section, similar suggestions were grouped and these suggestions were then ranked. The raw scores were provided for each table and all the suggestions were analysed as they threw light on how the JRO office could be improved.

3.3.8   Validity and reliability

Validity is a question of how we can be sure that a test or an instrument measures the attribute that it is supposed to measure, according Easterby-Smith et al (2002:134). Validity is the extent to which the research findings accurately represent what is really happening in the situation. Elements that may detract or make the study have less validity are research errors which could be faulty research procedures, poor samples and inaccurate or misleading measurement.

Internal validity is the extent to which the design and the data allow the researcher to draw accurate conclusions about cause and effect, according to Leedy and Ormrod (2001:103). The questionnaire was aimed at measuring what it was supposed to measure and it was field tested by members within the JRO office as well as other outsiders.

External validity is the 'extent to which its results apply to situations beyond the study itself' (ibid:105). This criteria is about generalizing the findings of the study. The issue

of generalisibility will only occur if a sample is taken from a bigger population and then conclusions are made inferring from the sample to the bigger population at large. As this study was merely a project report covering only one specific office of the GCIS in the country, the external validity criterion was not applied as generalisibility was not an aim.

Reliability is the 'consistency with which a measuring instrument yields a certain result when the entity being measured doesn't change,' (ibid: 31). It is primarily a matter of stability, ie. if an instrument is administered to the same individual on two different occasions, the question is whether it will yield the same result. Reliability, according to another definition by Hussey & Hussey (1997:57), is 'concerned with the findings of the research and is one aspect of the credibility of the findings.' Reliability has to do with whether the evidence and the conclusions drawn stand up to the closest scrutiny.

The accuracy of the measurement depends on the consistency of the measurement. In the case of this study the same questionnaire was distributed to all respondents at the same time to ensure reliability. The data received was therefore a snapshot of the JRO during the period of the study.

Because the positivistic paradigm focuses on the precision of the measurement and the ability to be able to repeat the experiment reliably, there is always the danger that the validity would be very low as a result of it. In other words, if the reliability is high the validity can be low.

3.3.9 Triangulation

The results obtained through the questionnaires administered and the subsequent recommendations will be validated through a focused group interview with two key personnel at JRO.

3.4 Conclusion

The research method was the survey method. This involved collecting reliable data on the efficacy of the JRO office of the GCIS. The questionnaire was the key instrument

used, eleven out of fourteen questionnaires were returned and analyzed and the data was collated into appropriate tables and content analysis was used to determine recommendations. Chapter four will contain the key findings after an analysis of the responses. Chapter five will have the recommendations.

CHAPTER 4

DATA AND ANALYSIS OF THE QUESTIONNAIRE

4.1   Introduction

This chapter provides the results of the research that was conducted at the JRO of the GCIS. The responses to the questionnaire were collated into numerous tables and the chapter follows the propositions raised in section 3.1 above in the same sequence.

Fourteen questionnaires were distributed to all personnel employed at the Johannesburg Regional Office of the GCIS and eleven were returned. The detailed results of all the eleven questionnaires received back are indicated in Appendix 3. For the purposes of the analysis, the modal ratings are indicated for all the close-ended questions and explanations given for trends observed. For the open-ended answers, all the responses are tabulated, and placed in rank order if more than one respondent indicated a particular point as a matter of concern. A short discussion and analysis follows each table.

4.2   Strategy

Under strategy the following areas were probed:
- Implementation of strategy
- Efficiency of information flow
- Monthly meetings and reports
- Internal and External communications
- Handling of queries
- Value enhancing activities
- How to improve the strategy

From the modal ratings obtained from the questionnaire it appears as if all the elements are fine since they were either "Good" or "All the time".

Ques. No.	Question	Modal rating
Table 1: Modal ratings for JRO strategy		
1.1	What is the extent of the implementation of this strategy?	Good
1.2	How efficient is the information flow within the JRO?	Good
1.3	How well does the system of monthly reports function?	Good
1.4	How effective is the monthly review meeting?	Good
1.5	Is there a strong correlation between internal (within the GCIS) and external (outside stakeholders) communication?	Yes
1.6	Are queries addressed to the JRO handled promptly?	All the time
1.7	Does the JRO involve itself in value-enhancing activities and projects?	All the time

The actual results obtained were:

The JRO has its own strategy
1.1 What is the extent of the implementation of this strategy?
Don't know 2   Very poor   Poor 2   Good 5   Excellent 2

1.2 How efficient is the information flow within the JRO?
Very poor   Poor 2   Good 8   Excellent 1

1.3 How well does the system of monthly reports function?
Very poor   Poor 1   Good 7   Excellent 2

1.4 How effective is the monthly review meeting?
Very poor   Poor 1   Good 9   Excellent 1

1.5 Is there a strong correlation between internal (within the GCIS) and external (outside stakeholders) communication?   Yes 7   No 1

1.6 Are queries addressed to the JRO handled promptly?
Not at all   Sometimes 2   Often 4   All the time 5

1.7 Does the JRO involve itself in value-enhancing activities and projects?
Not at all   Sometimes   Often 4   All the time 6

Probing a bit deeper with some of the results that were obtained, there are certain aspects that could be improved. The same question number is used for the discussion that follows:

1.1 The extent of the implementation of the strategy is an area of concern because four respondents ranked this as below "Good". The problems could be either that the strategy may not have filtered down to all employees and therefore lacks ownership by all, or needs to be discussed through a strategic planning exercise.

Since one was already held in January 2004, another one may be necessary again, considering the feedback from respondents.

1.2 At times there appears to be blockages that result in a lack of information flow. These areas should be identified to ensure an efficient flow at all times. This aspect relates to the lack of published materials arriving on time for distribution, and this is enunciated under Systems in section 3 below.

1.5 Since three respondents left this answer blank, it would imply that they doubt the correlation between internal and external communication, or that even if there is a degree of correlation, they are unable to perceive it.

1.6 Since six respondents had an answer of less than "All the time", this element can be improved.

1.7 Since four respondents answered 'Often" it implies that the nature of projects approved and undertaken should be evaluated more regularly, and post mortems done on each to ensure full commitment by staff. If they can be assured that they are adding value through their involvement, they would be more highly motivated in achieving results.

Table 2: Question 1.8 Suggestions to improve on the strategy of the JRO		
Ranking	**Suggestion**	**No. of responses**
1	Improve the level of communication (JRO and outside stakeholders)	2
1	Lack of commitment from communication officials	2
2	More clarity on deadlines	1
2	More effort to market JRO within community	1
2	Improve on relations with stakeholders	1
2	Implementation of strategy	1
2	Need management course training	1
2	Too few inputs on strategic planning	1
2	SCOs to change attitudes towards goals and jobs	1
2	SCOs to adapt to change	1
2	Strategy needs to be tailor made for Gauteng	1
2	Give support to each other	1
2	Not sure what strategy is	1
2	Don't attend monthly meetings	1
2	Need more financial resources	1
2	Need developmental resources	1

The open-ended question 1.8 revealed further areas of concern, the two primary ones mentioned by at least two respondents include being the poor level of communications between the Head Office and Johannesburg Regional Office; and amongst some of the

Johannesburg Regional Office employees. The level of commitment among employees of the Johannesburg Regional Office is also a hindering factor to successfully executing the agreed-upon strategy.

Other aspects include:

- More aggressive marketing of the JRO amongst communities by improving relations with diverse stakeholders.

- Senior Communications Office (SCO) should make inputs into the strategy, and be prepared to change their attitudes and mindsets to make the strategy work, and work co-operatively as teams.

- While the head office (HO) gives a broad framework, the JRO strategy should be customized to address its own realities in the Gauteng province

4.3   Structure

Under structure the elements that were probed include the following:

- Whether the existing structure was effective, and to suggest improvements
- Whether opportunities existed to take leadership roles
- Whether tasks are allocated equitably
- Whether projects undertaken are based on the JRO strategy
- Whether SCOs are autonomous
- If an open supportive system exists where differences are valued
- Whether there is a democratic decision making process
- If teamwork exists among employees
- Suggestions for improvement on the structure

Table 3: Modal ratings for JRO structure		
Ques. No.	Question	Modal rating
2.1	Do you find this structure effective?	Yes

Table 4: Question 2.2 Ways to improve the effectiveness of the structure of the JRO		
Ranking	**Suggestion**	**No. of responses**
1	More decision making power to be devolved regionally	2
2	Directors in Pretoria work in compartments	1
2	Lack of communication horizontally among directors	1
2	Confusion among communication officers due to line of command not being clear	1
2	Too bureaucratic. Wait too long for decisions/approval from Pretoria	1
2	Proper job descriptions from the department are needed	1
2	Should differentiate between Senior Communications Officer and Deputy Office Manager	1

Table 5: Modal ratings for JRO structure		
Ques. No.	**Question**	**Modal rating**
2.3	Are staff members given opportunities to take leadership roles?	All the time
2.4	Are tasks or work allocated equitably within the JRO?	All the time
2.5	Are projects that are taken on based on the strategic plan of the JRO?	Between Most of the time and All the time
2.6	How autonomous are the Senior Communication Officers?	Autonomous to a certain extent
2.7	Can the JRO be described as an open supportive system where differences are valued and encouraged?	All the time
2.8	Is there a democratic decision making process in place before decisions are made in the JRO?	All the time
2.9	Is teamwork encouraged within the JRO?	All the time

From the modal ratings most elements were rated well, except for two elements:

- All projects undertaken by the JRO are not aligned to the Strategy Plan of the JRO. This implies a tendency to undertake ad hoc and non-planned activities/projects from time to time, affecting the efficiency levels of the JRO.

- The autonomy of SCOs within JRO are questionable. This is further alluded to by the related questions of 2.3 where five respondents ranked the "Opportunities to take leadership roles" as less than "All the time".

The actual responses received were:

2.1   Do you find this structure effective?
        Yes 7   No 3

2.3   Are staff members given opportunities to take leadership roles?
        No 1   Sometimes 1   Often 3   All the time 5

2.4   Are tasks or work allocated equitably within the JRO?
        No 1   Sometimes 1   Often 3   All the time 5

2.5   Are projects that are taken on based on the strategic plan of the JRO?
        Don't know 1   No Sometimes   Most of the time 5   All the time 5

2.6   How autonomous are the Senior Communication Officers?
        Not autonomous at all 1   Autonomous to a certain extent 7   Fully autonomous 2

2.7   Can the JRO be described as an open supportive system where differences are
        valued and encouraged?
        Not at all 1   To a certain extent 4   All the time 5

2.8   Is there a democratic decision making process in place before decisions are made
        in the JRO?
        Not at all 1   Sometimes 4   All the time 5

2.9   Is teamwork encouraged within the JRO
        Not at all   Sometimes 1   All the time 10

Areas that require some attention are:

Question 2.7 had five respondents who felt that there wasn't an open supportive system
where differences are valued and encouraged.

Question 2.8. also had five respondents who stated a concern about the lack of democratic
decision making process within the JRO.

The key shortcoming identified in Question 2.2 was the lack of a smaller decision making
body within the broader framework of the JRO, and related to it was the need to appoint
formally a Deputy Office manager within the existing structure.

While the study focused on the JRO, some respondents alluded to problems within the
HO structure, and those included working in narrow silos, the lack of communications
among directors there, and the long and bureaucratic process of decision-making and
approval for projects to be undertaken.

The HO needs to take cognisance of these areas of concern, to streamline their operations,
to undertake business process reengineering and so enhance efficiencies which will filter
down to the entire organisation.

Table 6: Question 2.10 Ways to improve on structures of the JRO		
Ranking	**Suggestion**	**No. of responses**
1	Set up a small management committee structure	2
2	Enhance communication between manager and other officials	1
2	More team building sessions	1
2	More work-shopping	1
2	Do mentoring for new SCOs	1
2	Define the roles of more senior officials	1
2	Give credit in terms of ability	1
2	Change the culture of thinking and taking decisions	1
2	Appoint a deputy manager in major events	1
2	In major events staff members must be given specific tasks	1
2	Need to have more SCOs (short staffed)	1
2	Give duties even after launch	1

In Question 2.10, which was a repeat of Q2.2, new elements that surfaced include:

- Mentoring and coaching of new SCOs, defining their roles clearly, and making them understand their job descriptions and functions through workshops, encouraging team work, and ensuring that all members play their parts before, during, and after launches/projects are undertaken, in other words, they should carry their weight.

- Changing the culture of decision making

4.4 Systems

The areas probed under systems included:

- Internal communications
- Five systems: Procurement, Leave, Obtaining of Government cars (GG cars), Training courses and Repairs to equipment
- External communications, on-line and printed publications
- Handling of external complaints
- Providing quality service
- Whether dealing adequately with external clients
- Suggestions to improve system

Table 7: Modal ratings for systems

Ques. No.	Question	Modal rating
How effective has the internal communication been between the following:		
3.1.1	Regional Manager and the Senior Communication Officers	Good
3.1.2	Regional Manager and the Administration Officer	Good
3.1.3	Regional Manager and the Information Resource Centre	Good
3.1.4	Staff among themselves	Good
How efficient are the following systems within the JRO?		
3.2.1	Procurement of goods and or services	Good
3.2.2	Leave approval	Good
3.2.3	Obtaining a GG car	Poor
3.2.4	Obtaining approval to go on a course or attend a workshop	Good
3.2.5	Repair of equipment (eg computers, printers,etc).	Good
3.2.6	Service Level Agreements with vendors or service-related companies	Good
How effective is the JRO's external communication efforts been through the following:		
3.3.1	Switchboard	Good
3.3.2	GCIS website	Good
3.3.3	BUA News	Good
3.3.4	Other GCIS publications	Good

Table 8: Question 3.3.5   Elaborate on any of the above (3.3.1 to 3.3.4)

Ranking	Suggestion	Ranking
1	GCIS should provide more publications and other promotional material	3
2	When available, GCIS publications arrive too late	2
3	Website needs to be updated	1
3	Publications should be more user-friendly to the public	1
3	We rely on publications from other governmental departments	1
3	Only few know about BUA news	1
3	The National Communications Strategy does not reach officials	1
3	Procurement between HO and JRO creates more problems	1
3	Process of procurement too bureaucratic	1

The actual results obtained were;

3.1   How effective has the internal communication been between the following:
3.1.1   Regional Manager and the Senior Communication Officers
           Don't know   Poor   Fair 2   Good 5   Excellent 4

3.1.2   Regional Manager and the Administration Officer
           Don't know 2   Poor   Fair 2   Good 4   Excellent 2

3.1.3   Regional Manager and the Information Resource Centre
           Don't know 2   Poor   Fair 1   Good 5   Excellent 2

3.1.4   Staff among themselves
           Don't know   Poor   Fair 3   Good 7   Excellent 1

3.2   How efficient are the following systems within the JRO?
3.2.1   Procurement of goods and or services
        Don't know   Very poor   Poor 2   Good 7   Excellent 1

3.2.2   Leave approval
        Very Poor   Poor   Good 7   Excellent 2

3.2.3   Obtaining a GG car
        Don't know 2   Very poor   Poor 3   Good 3   Excellent 2

3.2.4   Obtaining approval to go on a course or attend a workshop
        Very poor   Poor 3   Good 6   Excellent 1

3.2.5   Repair of equipment (eg computers, printers,etc).
        Don't know   Very poor   Poor 3   Good 8   Excellent

3.2.6   Service Level Agreements with vendors or service-related companies
        Don't know 1   Very poor   Poor 2   Good 7   Excellent

3.3   How effective is the JRO's external communication efforts been through the
        following:
3.3.1   Switchboard
        Don't know 1   Very poor   Poor   Good 8   Excellent 2

3.3.2   GCIS website
        Don't know   Very poor   Poor   Good 8   Excellent 3

3.3.3   BUA News
        Don't know 1   Very poor   Poor 3   Good 5   Excellent 2

3.3.4   Other GCIS publications
        Don't know   Very poor 2   Poor 2   Good 6   Excellent 1

3.4   Are complaints from external clients handled promptly within the JRO?
        Not at all   Sometimes 2   All the time 8

3.5   Do you feel you are providing quality service to clients?
        No   Sometimes   Most of the time 5   All the time 6

3.6   Are you informed about projects within the GCIS to adequately deal with
        external clients?
        No   Sometimes 3   Most of the time 3   All the time 5

The modal ratings for most questions was "Good".

Probing certain responses received a bit deeper, the following emerged:

    3.1.4   Internal communications amongst staff members at JRO can be improved

            since three respondents felt it was only "fair"

3.2.1,4 and 5   The system of procurement, identifying and going on relevant training courses, as well as repairs to equipment was found to be lacking. At least 2 respondents felt these to be "Poor"

3.3.3   The publications of the GCIS like BUA news were felt to be "poor" by three respondents, and one did not even know about its existence! This is an indictment, reflecting badly on the entire organisation that its own internal newsletter is not reaching its employees

Table 9: Modal ratings for systems		
Ques. No.	**Question**	**Modal rating**
3.4	Are complaints from external clients handled promptly within the JRO?	All the time
3.5	Do you feel you are providing quality service to clients?	All the time
3.6	Are you informed about projects within the GCIS to adequately deal with external clients?	All the time

Table 10: Question 3.7 What can you suggest to improve systems within the JRO?		
Ranking	**Suggestion**	**No. of responses**
1	Dependant on other departments, therefore needs to improve relationship with service providers	1
1	Provide us with information that speaks to us	1
1	Information should develop and capacitate communications officers in that field	1
1	Some SCOs need spoon-feeding of information. Do not understand big picture	1
1	People at provincial level have no ideas about which projects are vital for their province	1
1	Need a monthly update of projects	1
1	Need to know from Head Office which projects ware approved	1
1	Appoint volunteers to assist during communication officers during absence at the GICs (equivalent to MPCCs)	1
1	Need to be given materials such as posters and pamphlets in time for national events	1

The worst area noted in question 3.3.5 was the fact that generally publications of the GCIS were too few, produced too late, and as a result distributed after the event. Another result is that SCOs have to rely on publications from other government departments for display and distribution which in itself is problematic because the messages may not be clear, the design may not be professional, and the quantities received insufficient, to mention a few problems.

- External clients are also not dealt with adequately (6 respondents felt it was less than "All the time"
- The area of procurement is also too bureaucratic, with too many persons involved at the Head Office with it. This should be streamlined, and efficiencies sought.

4.5   Shared values

The areas probed included:
- Identifying the shared values within the JRO
- Whether these shared values are actually practiced.
- Whether the vision is aligned between HO and JRO.
- Whether a work ethos prevails at JRO.
- The role of the Regional Manager in developing shared values.
- How to improve the shared values.

Shared values were very hard to identify. Only one value of "team work" was common among four respondents, another six values were identified by two respondents each, and these were "shared vision, respect, the role they had to play, providing quality service to the public, keeping communities informed and having a work ethic". The remaining values were mentioned only once each, making it a value not shared with any others.

Four respondents left this section completely blank, which shows that a substantial number of employees do not know what values are being striven for, which in turn reflects on a deficiency within the strategy of the JRO. Alignment between strategy and shared values is necessary.

Ranking	**Table 11:** Question 4.1 What are shared values in the JRO	
Ranking	**Suggestion**	**No. of responses**
1	Teamwork	4
2	Shared vision	2
2	Respect	2
2	We have a role to play	2
2	Quality service to the public	2

2	Inform communities	2
2	Work ethic – are here to do work	2
3	Identify needs of communities	1
3	Support one another	1
3	Office hours agreed upon	1
3	Attitude of some SCOs need to be improved	1
3	We are important as employees	1
3	Communicate needs back to the government	1
3	*Batho Pele* (people first)	1

Table 12: Modal ratings for JRO shared values		
Ques. No.	**Question**	**Modal rating**
4.2	Are the above shared values practiced within the JRO?	To a certain extent
4.3	Do you think the vision of the JRO is aligned with that of the GCIS in general?	To a certain extent
4.4	How would you rate the work ethos amongst members of the JRO?	Good
4.5	How would you rate the role that the Regional Manager plays in developing the shared values within the JRO?	Good

The modal ratings in this section also show that the values are not practised all the time, and that the vision is not totally aligned between the HO and the JRO.

The actual responses received were:

4.2 Are the above shared values practiced within the JRO?
Not at all   To a certain extent 8   To a great extent 2

4.3 Do you think the vision of the JRO is aligned with that of the GCIS in general?
Not at all   To a certain extent 6   To a great extent 4

4.4 How would you rate the work ethos amongst members of the JRO?
Very poor   Poor 2   Good 6   Excellent 1

4.5 How would you rate the role that the Regional Manager plays in developing the shared values within the JRO?

Very poor   Poor   Good 6   Excellent 5

Table 13: Question 4.6 What can you suggest to improve the shared values within the JRO		
Ranking	**Suggestion**	**No. of responses**
1	Lack of recognition and rewards	3
2	Training to develop management skills	2
3	Hardworking officials feel abused	1
3	We are very fortunate to be able to work	1

3	Need a motivator from outside GCIS to talk to us	1
3	Reflect on what's done/achieved	1
3	Develop junior personnel to become managers	1
3	Staff members need to treat each other professionally	1
3	Attitude needs to be worked on	1
3	Prevent overall negative image	1
3	More openness	1
3	More consultation	1

Suggestions to improve the shared values (indicated by three respondents) include the lack of recognition and rewards. This is also enunciated by the fact that hard-working officials need to be given public accolades and SCOs need to be treated professionally. The negative image that some SCOs have created can also be changed if their attitudes are changed through training, consultation and openness.

4.6   Skills

The areas probed under skills include:

- The skills level of the SCOs, the administration office and the Information Resource Centre official.
- Whether training is considered an investment.
- Whether staff have been deployed appropriately.
- Whether the potential of staff is fully utilised.
- Whether staff are encouraged to be innovative and creative.
- Suggestions to improve on the skills level of staff.

The actual responses received are indicated below:

5.1   How would you rate the level of the skills of personnel working in the following units:

5.1.1   Senior Communication Officers
Very poor   Poor 2   Good 8   Excellent

5.1.2   Administration Office
Very poor   Poor   Good 7   Excellent 3

5.1.3   Information Resource Centre
Very poor   Poor 2   Good 6   Excellent 2

5.2   Is training and development considered an investment in the JRO?
No   Sometimes 4   Most of the time 2   All the time 5

5.3   Have staff in the JRO been appropriately deployed (in terms of their skills and the kind of work they are doing)? Elaborate with one example.
No   Sometimes   Most of the time 5   All the time 4

5.4   Do you feel your potential has been utilised?
No 1   Sometimes 2   Most of the time 4   Always 4

5.5   Are you encouraged to be innovative and creative?
Not at all 1   Sometimes 3   All the time 7

Table 14: Modal ratings for JRO skills		
Ques. No.	**Question**	**Modal rating**
How would you rate the level of the skills of personnel working in the following units:		
5.1.1	Senior Communication Officers	Good
5.1.2	Administration Office	Good
5.1.3	Information Resource Centre	Good
5.2	Is training and development considered an investment in the JRO?	All the time
5.3	Have staff in the JRO been appropriately deployed (in terms of their skills and the kind of work they are doing)?	Most of the time

Table 15: Question 5.3 Elaborate on answer (to 5.3 above)		
Ranking	**Suggestion**	**No. of responses**
1	Monthly staff meetings	2
2	Induction is conducted for new staff	1
2	There are quality reviews	1
2	All expected to execute duties in the same way, not all can do that	1
2	Staff members seem to have been placed by mistake	1
2	Staff meetings' reports very flimsy	1
2	SCOs are leaders in their field	1
2	Some SCOs cannot even manage a small meeting	1
2	Do a skills audit by an outsourced organisation	1
2	SCOs to do work in operational areas they know most	1
2	Some officials act is if their job is only to distribute materials	1
2	Not appropriately trained in development communications	1
2	I am personally deployed correctly	1

As for the skills level, there is room for improvement among some of the SCOs and the Information Resource Centre official (two respondents indicated the level to be "Poor"). The lack of training and development is also quite critical. Four respondents indicated "Sometimes" as a response, showing that training and development is not considered important or taken seriously enough.

Table 16: Modal ratings for JRO skills		
Ques. No.	Question	Modal rating
5.4	Do you feel your potential has been utilised?	Between Most of the time and Always
5.5	Are you encouraged to be innovative and creative?	All the time

Table 17:	Question 5.6 Suggestions to improve on the skills level in the JRO	
Ranking	Suggestion	No. of responses
1	Need to be given training	3
1	Shortage of personal staff development	3
1	More short courses (management and financial skills)	3
2	Outside studies should be encouraged	2
3	Feel pushed into a corner	1
3	Only allowed to do what you are employed to do	1
3	Need to be given a chance to help within the office	1
3	SCOs need to be kept abreast with new developments in the communications field	1
3	Monies not available	1
3	SCOs must be encouraged to be creative, innovative and be given different significant roles to play	1
3	Manager must take the SCO with him to plenary meetings of the launch	1
3	Develop high level of discipline	1

On the positive side, staff are encouraged to be creative and innovative, and their potential is utilised optimally.

In the open-ended question 5.3 on suggestions to improve skills, the need for appropriate training after a thorough skills audit was deemed important to ensure that SCOs do their work entrusted to them, are able to coordinate meetings, become leaders in their field, write decent reports, fulfil all functions allocated to them and do more than merely distribute materials.

These ideas are reiterated in their answers to 5.6 where further suggestions included:
- a larger budget had to be set aside for development and training needs of employees, outside training had to be encouraged through the effective use of bursary schemes currently available through the GCIS (and SCOs should be encouraged to apply for these), and practical hands-on experience be given to SCOs to manage projects and assist the Regional Manager in executing his

duties. Employees should be empowered to be creative and be innovative, keeping abreast with developments in the communications field.

The elements of training, staff development and short courses each had three respondents each and encouraging outside courses (two respondents) indicating a concern felt by some employees for the need for training and development by some personnel at the JRO.

4.7 Staff

The elements probed under staff include:
- Whether office is fully staffed.
- Motivation level of staff.
- Absenteeism rates.
- Performance management of staff.
- Rewards and recognition for staff.
- The calibre of staff employed.
- Whether there is a high turnover of staff.
- Whether staff have clear job descriptions.
- Whether career pathing has been done.
- What is the level of trust and loyalty among JRO staff.
- Whether new staff are recruited using a transparent process.
- Suggestions to improve staffing.

The actual responses received were:

6.1 Does the JRO have a full staff complement?
        Yes 6   No 4

6.2 How motivated is the staff in the JRO generally?
        Low 1   Average   9   High 1

6.3 How high is the rate of absenteeism amongst staff?
        Low 8   Average   2   High

6.4   How often is the performance management of staff carried out?
        Not at all   Now and then 3   Regularly 7

6.5   Are rewards and recognition provided in an ethically fair manner?
        No   Sometimes 6   Most of the time 3   Always

6.6   What is the calibre of staff recruited by the JRO?
        Very poor   Poor 3   Good 7   Excellent

6.7   Is there a high staff turnover within the JRO?
        Yes 2   No 7

6.8   Do you have a clear job description?
        Yes 9   No 2

6.9   Has career pathing been done for you?
        Yes 6   No 4

6.10   How would you rate the degree of trust and loyalty among members of the JRO?
        Very poor   Poor 3   Good 8   Excellent

6.11   Are new staff recruited and selected in a transparent and equitable manner?
        Yes 6   No 1

Ques. No.	Question	Modal rating
	Table 18: Modal ratings for JRO staff	
6.1	Does the JRO have a full staff complement?	Yes
6.2	How motivated is the staff in the JRO generally?	Average
6.3	How high is the rate of absenteeism amongst staff?	Low
6.4	How is the performance management of staff carried out?	Regularly
6.5	Are rewards and recognition provided in an ethically fair manner?	Sometimes
6.6	What is the calibre of staff recruited by the JRO?	Good
6.7	Is there a high staff turnover within the JRO?	No
6.8	Do you have a clear job description?	Yes
6.9	Has career pathing been done for you?	Yes
6.10	How would you rate the degree of trust and loyalty among members of the JRO?	Good
6.11	Are new staff recruited and selected in a transparent and equitable manner?	Yes

The modal ratings indicate an overall positive image and probing a bit deeply shows a few areas for concern:

6.2   The level of staff motivation is only "average" showing a lack of commitment and passion for work

6.5   The rewards and recognition is only "sometimes" fair and ethical.

6.6   The calibre of staff employed was deemed "poor" by three respondents.

6.8 and 6.9   Clear job descriptions were not given to two respondents, and four felt the need for career pathing.

6.10   The level of trust and loyalty was also regarded as "poor" by three respondents.

Table 19:	Question 6.12 Suggestions to improve staffing in the JRO	
Ranking	**Suggestion**	**No. of responses**
1	Training	2
2	Staffing should be based on abilities and capabilities	1
2	Increase the salary levels of staff members from level 8 to 10	1
2	Meagre salary level does not encourage excellent workers to excel	1
2	Look for qualities to perform the desired work	1
2	Check previous performance record from previous employer before appointing SCOs	1
2	Recruit staff that are qualified in communication	1
2	MPCCs should be fully staffed	1
2	This is a function of the HR at Head Office	1

Question 6.12 asked for suggestions to improve staffing in the JRO. Again the need for training ranked supreme. The calibre, competence and qualifications of staff employed was questioned, as well as the need to check the previous track record of new employees before their appointment. Also, additional staff are required at MPCCs to ensure that these centres function optimally.

4.8   Style

The areas probed under style included:
-       Rating the Regional Manager's leadership role at JRO
-       The extent of participative decision-making at JRO.
-       The degree of ethics prevailing at JRO.
-       Suggestions to improve the management style.

The actual responses received were:

7.1   How would you rate the leadership provided by the Regional Manager
Very poor   Poor   Good 6   Excellent 4

7.2   Does the Regional Manager of the JRO engage in participative decision making?
        No   Sometimes 2   Most of the time 2   All the time 6

7.3 Does a high degree of ethics prevail within the JRO?
        Yes 6   No 2

Table 20: Modal ratings for JRO style		
Ques. No.	Question	Modal rating
7.1	How would you rate the leadership provided by the Regional Manager	Good
7.2	Does the Regional Manager of the JRO engage in participative decision making?	All the time
7.3	Does a high degree of ethics prevail within the JRO?	Yes

Table 21: Question 7.4 Suggestions to improve the management style in the JRO		
Ranking	Suggestion	No. of responses
1	Regional Managers should be at Directors level	1
1	Dress code is a problem especially among women	1
1	Encourage staff members	1
1	Note suggestions of staff members	1
1	Utilize those that have relevant communications qualifications to take lead in publications such as press releases	1
1	At HO some people need to know where, who and how to manage	1
1	Management style is perfect, no improvement necessary	1
1	Don't understand management style	1

The Regional Managers leadership was ranked as "Good", leaving some room for more improvement.

The decision-making process was participatory in nature, reflecting positively on the Regional Manager's approach.

The level of ethics was also fairly high, even though three respondents abstained from committing themselves to either a "Yes" or a "No".

The suggestions to improve management style (question 7.4) included a suggestion that the Regional Manager should be a Director level post (not Deputy Director).

Staff members should be encouraged to be assertive, to make suggestions, and to take a lead role. The proposals made by the SCOs should be taken note of.

The implementation of an agreed upon dress code for women should be instituted.

Once again, HO management was questioned. Some managers at HO need "to know where, who and how to manage."

4.9   Conclusion

This chapter gave a concise overview of the key findings emanating from the questionnaire analysis. In the next chapter these findings will be tied up to the literature review completed both in terms of the Mc-Kinsey framework and world class principles, and recommendations will be stated.

CHAPTER 5

RECOMMENDATIONS

5.1   Introduction

The assumptions made earlier in chapter three of this study that were tested were the following:

1.   The Johannesburg Regional Office (JRO) of Government Communication Information System (GCIS) does not have a coherent strategy
2.   The structure of the JRO is not appropriate
3.   JRO systems are not adequate
4.   The management style is not appropriate
5.   Staff are not properly recruited, motivated or retained
6.   There are insufficient shared values which hold the JRO office together.
7.   The employees at the JRO do not have the required skills.

Each of these propositions will be analysed based on the responses received through the questionnaire. Both the close- and open-ended answers were used to come up with an overall assessment for each of these seven areas.

5.2   Strategy

The proposition was: The Johannesburg Regional Office (JRO) of Government Communications Information Systems (GCIS) does not have a coherent strategy
This proposition was rejected, since the JRO has a coherent strategy, but a few related areas that need attention include the following:

- There has to be ownership by all employees of the strategy
- The information flow was not efficient enough, possibly due to a lack of published materials
- The correlation between internal and external communication is lacking
- The queries handled by JRO are less than prompt

- There is poor communication between the Head Office (HO) and the JRO
- The commitment of some JRO officials was questioned. They need to change their attitude towards work
- There is a need for more aggressive marketing of JRO activities
- The JRO strategy should be customised more to address the realities of the province

5.3 Structure

The proposition was: The structure of the JRO is not appropriate
This proposition was also rejected as it was generally thought to be adequately servicing the province.

Some minor modifications or tweaking suggested by respondents include:
- A deputy office manager be officially appointed to assist the Regional Manager, and he/she should have a clear job description. This person should also lead a smaller decision-making body whose function it would be to coordinate all projects in the absence of the Regional Manager.
- The Head Office should also break out of the mode of working in narrow silos, have better communications among directors there, and fast track decision making processes and approvals on projects.

5.4 Systems

The proposition was: The various systems in place in JRO are not adequate enough

This proposition was accepted as four systems were found to be lacking and needed to be re-engineered. These include:
- Procurement (Head Office function)
- Training – While a budget is available for some training at JRO, the bursary scheme offered by the GCIS was not utilised by employees requiring further development
- Repairs to equipment (Head Office function)
- Distribution of materials/publications (Head Office function)

In addition, inter-staff communications can be improved, and external client relations management or Customer Relations Management (CRM) should be enhanced by instituting a customised CRM policy that fits the stakeholders covered by GCIS activities. The CRM policy will also need a champion and training.

5.5 Shared values

The proposition was: There are insufficient shared values which hold the JRO office together.

This is one aspect the JRO has to seriously re-look at and decide collaboratively what shared values should be striven for collectively by all employees, and it should emanate from the strategic vision of the organization. These values should also be aligned, both within the JRO, and between the HO and the JRO.
Other areas of concern were:
- The lack of recognition and rewards
- Hard workers should be publicly acknowledged
- Some SCOs need to change their attitude into a more positive one, and develop a work ethic conducive to a caring public service, through more focused training, mentoring and more transparency.

5.6 Skills

The proposition was: The employees at the JRO do not have the required skills.
This proposition was accepted, as the need for appropriate training and development was identified as a top priority.

Some SCOs required skills in basic functions related to their day to day work, like the ability to chair meetings, write good reports, fulfil all functions allocated to them, manage projects assigned, and display leadership ability.

All SCOs should also be encouraged to pursue further studies, to keep abreast with developments in the communications field, and to empower themselves by developing a

strong and positive self image. They should be encouraged to apply for bursaries that are available.

5.7 Staff

The proposition was: The staffs are not properly recruited, motivated or retained
This proposition was accepted, as all three areas required some attention.

The suggestions made in this regard were:

- Since recruitment is a Head Office function, HO should ensure that new staff are appointed based on competence and appropriate qualifications, and their track record should be verified before appointment.
- Clear job descriptions should be given for more senior employees, and career pathing done to groom junior personnel for more senior positions. Because of the relative flat structure of the organisation, this may be a limiting factor for junior personnel within JRO.
- Existing staff should be motivated through a clear system of rewards and recognition that are both fair and ethical. If done properly, it will result in engendering more trust and loyalty among staff members.
- MPCCs also require some additional staff to function optimally.

5.8 Style

The proposition was: The management style is not appropriate
This proposition was rejected, as this is a very strong element at the JRO.

The Regional Manager has displayed a strong, assertive and participatory leadership style. He has displayed transformatory leadership qualities, by bringing about a more transparent and democratic decision making culture at the JRO where previously an autocratic one prevailed. Much has changed positively since his appointment during the last year. A high level of work ethic is beginning to permeate all activities.

Considering the span of control, a suggestion was made by one respondent to convert the Regional Manager's current Deputy Director post into a Director level post. This

proposal obviously has budgetary implications for all Regional Offices, and the Head Office will have to consider this carefully.

An agreed upon dress code for women was suggested by one respondent, while a dress code for men was not an issue.

The abilities of some Head Office managers were once again questioned, as there were a few who did "not know where, who and how to manage."

5.9   Synthesis of the above

In summary, the strongest elements at JRO were strategy, structure and style. The weakest element was shared values. The other three components (systems, skills and staff) were not totally weak, but had to be beefed up in certain areas in order to enhance the workings of the JRO.

The main areas of concern for the JRO in order of priority were therefore:

1. Inculcating shared values: Decide collaboratively what are the shared values for the JRO, and ensure that all employees own and internalise these. Align these values to the strategic vision.
2. Increasing motivation: Devise and implement a sustainable system of rewards, motivation and incentives for employees.
3. Training and development: Empower personnel by encouraging further study and specific training, based on a skills audit. Harness intellectual capital through effective knowledge management and skills development.
4. Reengineering of key systems: Revamp procurement (both ICT and people management aspects), fast track the distribution of published materials, and improve the turnaround time for repairs to equipment
5. Improving internal communications: Aim for improvement at two levels, among staff at JRO, and between HO and JRO
6. Have customer focus: Institute a customised Customer Relations Management system

7. Improve recruitment practices: Appoint staff who are competent and appropriately qualified. Appoint a deputy office manager. Be lean but do not compromise on quality of personnel, as the real strength of any organisation is in the quality of its people employed.

8. Empowerment and team work: Set up a smaller second tier management structure to handle day-to-day affairs. Give SCOs space to be autonomous, empower personnel, and have broad based consultation. Encourage team work.

9. Strategise on all activities: HO should minimise ad hoc or non-planned activities or projects, and eliminate non-value adding activities.

The above nine areas will be looked at more closely in terms of what the literature says, or in terms of what industry best practice is.

5.10   Inculcating shared values

Strategy, according to Swanepoel & Slabbert (1998:7-4), "relates essentially to the overall integrated whole plan for achieving the ultimate goals of the organisation" All the important goals of the organisation have to be aligned at three levels, the strategy / structure, corporate culture and the people. Failure by organisations to align themselves on all three levels is the most common cause for why organisations fail.

According to a survey conducted by Ernst & Young (as cited by Norton, undated internet article), they found that the ability to execute strategy is more important than the strategy itself. This is because if a company has a strategy its chances of successfully executing it are only one in ten. The odds against successful executing strategy are high, i.e. the deck is stacked against the company. The three most important things that featured when studying these companies is that the number one quality was to craft a clear strategy, one that is clearly described so that all employees have a common understanding of it. Secondly, the strategy has to be focussed, and thirdly, it had to aim for successful implementation within the organization.

The new term "strategy focussed organisation" described the different approaches that were used by these organisations to successfully execute strategy. The five main principles on which the strategy focussed organisation hinge on are:

- they translate strategy into operational terms
- they link and align the organisation to the strategy
- they motivate the organisation by making strategy everyone's job
- they learn and adapt by making strategy a continuous process
- the executives mobilise the organisation by creating a process of ongoing change

According to Manning (1991: 4) the entire business system must empower employees to meet or exceed customer needs. The importance of this line of thinking of Manning is illustrated by the so-called SYS-TAO system of the Japanese. SYS means the "*what*" and TAO means "*how*". This means having a profound knowledge of the entire process to better service the customer. "*In order to improve our system we must know how. We must know the way.*" This means that every employee must know how things happen in the organisation. Each employee must know the 'big picture.' The "*way*", the company explains, is to symbolically "*Staple yourself to an order*", which takes on another meaning for all its employees. Every action by every employee in the organisation is in one way or another part of the "*way*" that processes the quality of the product or the service that is delivered. Each employee must know how and to what extent his/her contribution impacts on achieving the end result. Every employee should therefore feel obliged to make his/her contribution. Within this context, if this mindset can be developed at JRO, all employees will work passionately for the organisation.

The JRO needs to articulate a well developed vision that not only provides a picture of the future to which the GCIS strives, but also directs the activities of the JRO towards the formulation and implementation of strategies to achieve the vision. The vision is the heart of the organisation. The mission which is the statement of purpose for 'being', should define the boundaries for the organisation. A shared vision would provide focus and energy to what the leadership wants the organisation to be and would inspire commitment from everyone to achieve it.

Employees must not only understand the organisation's strategy, but they must accurately understand the actions that are in line with the strategy. The "line-of-sight", a term used by Boswell and Boudreau (2001: 851), relates to a shared mindset, or shared

vision for the organisation. The organisation will only be able to reach its goals if there is a shared mindset among all employees.

The challenge facing the JRO is to develop this shared mindset by caucusing at all levels within the organisation, and jointly coming to a common understanding of the values that should be striven for collectively.

5.11.1 Increasing motivation

Leaders in visionary or world class organisations define motivation by exhibiting the following five mental qualities, namely, integrity, credibility, enthusiasm, optimism, and determination. They define motivation by how they communicate, how they work and how they treat people. According to Tompkins (1995:55) the big challenge for visionary leaders is to balance the friendly aspects of being pleasant, personable, likeable, and interesting with the organisational aspects of competitiveness, aggressiveness and high expectations. It is this balance that creates the determination required to pull a business organisation onward from peak-to-peak performance.

Proper performance and consequence measures are used by world class organisations to translate and communicate organisational strategy to their employees. Reward is therefore linked to strategic behaviour.

When recognizing someone, the resulting behaviour must always be anticipated to ensure alignment with the organisation's vision. Care should be taken not to recognise mediocre, non-value adding performance, or recognising the doing of normal routine work, because that will foster mediocre performance instead of creating stretch targets The underlying reason being that if specific behaviour is recognised, that behaviour is certain to be repeated. Little doubt can therefore remain that recognition has the potential to motivate behaviour and drive performance. Recognition also tells the individual or group what the organisation values, and how the organisation values him or her. This can be very uplifting but also devastating.

Although performance appraisal has a negative connotation, performance appraisals are powerful tools that could be used by the organisation to generate peak-to-peak performance if the objectives are clear, the goals upon which it is based are clear and the outcome expected to flow from it is predictable and understood by all.

Porter's et al (1974) study showed a positive relationship between job satisfaction and individual performance. One of the consequences of low job satisfaction is absenteeism as well high labour turnover. Job satisfaction can also lead to conflict within the organisation and amongst employees.

In a major study commissioned by the Kent County Council's Social Services Department in 1993, managers as well as staff were asked about what makes the local government organisation responsive to customer concerns, and this survey came out with a "towards excellence" programme in direct response to these discussions. One of the key areas of a learning organisation that made this council turnaround was the issue of staff morale, which was at a low level because staff felt detached from the organisation. They were not involved in shaping the direction of the organisation or its operations. They said that nobody consulted them and when they did express their views, managers were not even interested in listening to them. Staff felt that their work was neither appreciated nor recognised because managers don't really know what they do so they cannot acknowledge it nor reward it. Another reason for poor performance was shortage of resources and this was cited as the main reason for not delivering on quality service. There was also an 'us and them' syndrome. Another problem was the fact that there was very little listening going on in the organisation. The key principles emanating from what the staff were saying were that:

- Each member of staff must be valued, well motivated and well equipped.
- Staff must be clear about what the organisation expects of them
- All members of staff must be given the tools which they need to do the job with.
- Achievement must be recognised.
- Creativity must be encouraged.
- We must learn from and respond to each other
- Managers have a crucial role in achieving these changes.
- An open and honest culture is the seed-bed in which these changes can grow

According to Davis & Stocking (1996:11) the three key themes on which both staff and managers were to work on was communication, learning from each other and the promotion and recognition of quality work Recognition of work was done through public presentations made by ordinary staff members to the rest of the staff and made everybody feel like a winner. In terms of promoting motivation, they came up with Area Quality Service Awards where any member of staff could nominate a colleague for a piece of work that was of outstanding quality. Whoever was nominated for a quality award was given a certificate at an annual public presentation. The system of communications would only work if there was a culture of openness and honesty. There should be less of a reliance on the grapevine as a source of information. Another innovation was the formation of a learning organisation group. They shared learning, valued each other's suggestions, motivated one another and in the process, staff were developed. The role of supervisors and managers was therefore one of inspirational leadership developing personal and professional skills.

In the private sector, top performing companies pay employees for performance. They also give stock options as a financial reward and in this way try to create a sense of working towards the ownership of the company. There are also non-financial rewards because people want to feel important based on the work they do. The only way they can do that is if they are recognised in public meetings for the difference they make to the organisation. Rewards does not only have to be money, it could include things that do not cost much. The important element is that rewards should be given consistently and only for performance that is aligned with mission and strategy.

The JRO should consider both the financial and other rewards mentioned above as a means to incentivizing their staff.

5.11.2 Training and development

Winning organisations are knowledgeable and competent in dealing with and developing all its people and not just a select few. There is a definite correlation between high performing organisations and the sum knowledge and skills of its people. Using their expandable and renewable knowledge, experience and capabilities, people leverage the enabling resources of the organisation to work in concert to satisfy

customer needs. Visionary organisations have people and processes coming together with common vision, who add value and operate across cultural, functional and product boundaries.

The JRO should strive to be a dynamic learning organisation and search for improved methods of learning at all levels of the organisation whether individual, team, management or even unit or organisation-wide level.

During the process of strategic change, organisations may go through phases as "competitive learning", "teaching", or "static" organizations. "Static" organisations are characterised by their lack of learning focus, whereas "teaching" organisations are characterised by the dominant role of senior management in terms of the learning function, according to Hosley, et al (1994:15).

As regards learning, there has to be individual learning, where each employee goes through active, passive, concrete and abstract types of learning. Then there should be learning in terms of the team, and Belbin (1981) has done significant research in team leadership. He showed that successful teams were composed of members offering a wide coverage of team roles and a fair spread of mental capabilities. He found that the ideal team size was one that consisted of six members.

Organisational learning would depend on how the organisation is defined. Learning at this level can be either single or double loop learning. Single loop learning is where individuals respond to changes in their internal or external environment. They do this by identifying and even correcting errors so as to maintain the main features of the organisation's norms, whereas double loop learning is where the current organisational norms are questioned, and a new set of norms are established.

A "static" organisation views their employees as a cost to be minimised rather than assets to be developed. These organisations show a lack of responsiveness to the external environment, they inhibit learning, and when they do undertake learning this is sporadic and there is very little distribution of that learning or new found knowledge because of the limited channels for communication. Whereas a competitive learning organisation places a high value on the learning of all members of the organisation, the

individual, team, and the organisation. They encourage double loop learning, with continuous emphasis on questioning the underlying assumptions.

There is also open two-way communication channels through which the learning gets distributed and each employee appreciates the need for focused learning as well as the dynamic nature of the learning. They continually focus and reinvent themselves to embrace the shifting competitive environment they find themselves within.

The JRO has to encourage learning at all four levels, individual, team, management and organisation-wide, by identifying who needs what, and then allocating resources accordingly based on priority.

5.13   Reengineering of key systems

5.13.1 Procurement

Since procurement is a HO function, the process should be made more streamlined, more innovative, and more economical.

The two trends that are taking on in the public service sector in the UK are:
1- Global enterprise resource planning or ERP since the 1980s as well as
2- Shared Services Centres or SSCs in the 1990s.

The aim of these two processes is to develop web technology that aids full integration of business processes, featuring electronic links to suppliers, partners and customers. In addition, according to May (2002:28), web enabled SSCs manage all non-core processes with ERP, linking to supply change management systems and customer relation management systems, and there is a move today towards complete so-called 'lights out' processing and towards virtual financing by replacement of transaction processing using web based systems, maintenance and audit. Another common strategy is to outsource all non-core activities such as finance and IT.

While the Gauteng Shared Services Centre is a move in the SCCs direction, streamlining all government department purchases and centralising the HR and IT

functions, it has still many teething problems, even more than a year since its establishment. The JRO should study its procurement processes, and identify which aspects could be reengineered and made shorter, thus eliminating part of the bureaucracy that bedevils the procurement of goods and services.

A recent initiative by the Centre for Public Service Innovation in Pretoria launched a project entitled "From Red Tape to Smart Tape", and has encouraged citizens to suggest ways of enhancing efficiencies in the public service. Studies Commissioned by the Organisation for Economic Co-operation Development have indicated that on average about 4% of a nation's GDP was lost due to red tape-related costs (Momberg, 2004: 10). This realisation has prompted the Ministry of Public Service and Administration to speed up the process of integrated public service delivery. The GCIS has to take stock of itself and improve on efficiencies within its domain.

5.13.2 Publications

A brand image is a cluster of attributes and associations that consumers connect to a brand name, according to Biel (1992). These associations come from the consumer's experience with the brand and from the marketer's efforts to manage brand image. Marketers focus on three aspects in creating brand images. According to Gutman & Miaoulis (2003: 106), the three aspects are:

1- The image of the provider of the product or service i.e. corporate image
2- The image of the user
3- The image of the product or service itself

Brand is basically what people think of, or attributes that come to mind when you think of an institution or organisation.

The JRO should market its brand of publications more aggressively by researching what communities or stakeholders really need to know, then packaging it appropriately in the language of the target audience, using both text and picture-based messages (for illiterate clientele) and ensure that it gets printed and distributed timeously.

5.13.3 Repairs

The repairs to equipment, also a HO function, should be outsourced to a service provider since it is a non-core activity for JRO. A service level agreement should be entered into to ensure timeous repair. All SCOs should have networked connectivity to e-mail and internet at all times, and should have laptops to facilitate their movement around the province and from project to project.

5.14   Improving internal communications

Some organizations are characterised by so called "turfism" or defensive organizational relationships or "not invented here" syndrome or even display resistance to change. These four things should be changed into a situation where there is cross-organizational policy development, problem solving, "futures planning groups" (Robenson & Hurley, 1996:19) become more common place, and where barriers between the organization's functions are lowered significantly.

Communication and information can be improved by setting goals, having performance expectations, and providing feedback and direction. By trying to achieve these commonly shared goals, the levels of frustration and the internal politics become less.

The element of business process reengineering (BPR) in terms of improved communications includes the use of IT. In this context, the company has to analyse the issue of usage versus investment. The investment made into IT should add real value to the end process. In order to get the most mileage out of it, employees have to be educated to use IT both as a strategic initiative and as a tool in the reengineering process. Some of the IT systems that they need to get going would be networking systems, like the internet, e-mail, video, audio systems and video-conferencing. Some of the advantages of having an integrated IT and audio-visual system would be that it speeds up communication flow as well as the decision making processes. It is able to get the same message out to geographically dispersed groups who can then work together in teams. It eliminates departmental borders, allows sharing of databases, making organisations truly global. It allows for direct access for customers, eliminates intermediaries from the communication process, encourages staff networking as well as

training and encourages the redesign of business processes, according to Belmiro et al (2000 290). The organisation must repeat its communications through as many channels and forms as possible to ensure consistency and accuracy of the message and only in that way can they guarantee messages will be relayed timeously. This applies to the JRO very directly, as MPCCs are scattered all over the province, and SCOs are challenged to disseminate information concurrently.

The only true way of changing culture is by empowering people, sharing responsibilities and stimulating their sense of belonging, because if they felt they own this bit of the work, then they will really take care of it and ensure that it gets done. The major focus of IT is not merely to automate processes, but rather to optimise processes, satisfy customer requirements, and to see immediate results. The communication plan should clarify the roles, responsibilities and duties of each employee. It should also suggest the tools, the forms, the frequency and the targets to be reached by the organisation. This also involves the people, the processes and the technology that would enable this to happen.

The JRO should improve the current printed and other information available at the MPCCs, and use IT systems optimally to reach out to customers. For a start, each SCO should be allocated a laptop with internet and e-mail connectivity to enhance their own internal communications.

5.15   Have customer focus

Any organisation that does not fulfil the needs of its internal customers will not be able to provide quality service to its external customers. This philosophy should be embedded in the culture of the institution. This shift in thinking implies that the needs of customers must be fully understood, and every effort made to satisfy all these needs.
Tools like complaints and suggestion systems, customer satisfaction surveys and customer analysis would help to get an idea of customer perceptions and expectations of the services provided.

In any organisation it is the people who are in direct contact with the customer. Parker (1998:50-51) describes a four quadrant model to illustrate the various relationships

between employees and customers. If people feel good about themselves and the organisation they work for, it will surface in the way they treat their customers, as evident in quadrant 4. There is no doubt that people who feel 'driven' and unappreciated as in quadrant 2, cannot be expected to treat the customer as 'king' and to walk that proverbial extra 'mile'. On the other hand, a co-operative group of people who are focused on establishing and maintaining friendly relations at the expense of the customer as in quadrant 3, are likely to promise the customers the 'world' but will not consistently deliver on their service promise. Over time they are likely to become ineffective and will join the organisations who are known as 'nice people' not to do business with. Organisations in quadrant 1, who do not pay much attention to either, are more than likely suffering from arrogance, "take it or do without" is not an unusual attitude. Such an organisation will be an open invitation to competitors, not surprisingly assisted by their own employees who will be willing to undermine their own organisation at every opportunity.

Figure 4: Focus on customers vs Focus on people
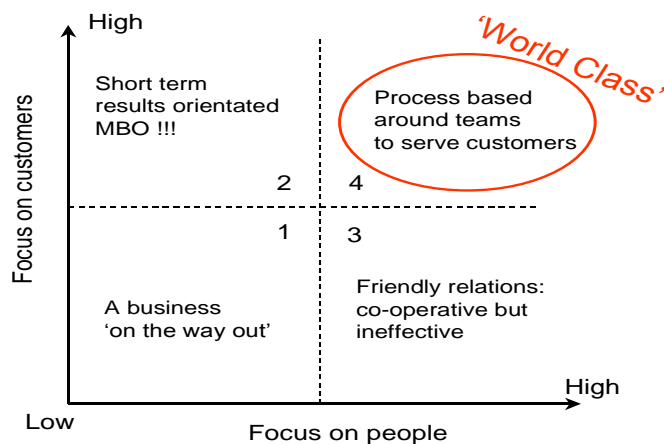
Source: Parker, 1998:51

The JRO should be focused both on its people (employees) and its customers (external stakeholders), by striving for improved service based on a team approach.

5.15.1 ICT usage and the public

The impact of information and communication technology (ICTs) in the field of government is having a tremendous impact. People realise how easy it is to do business over the Internet and they are now demanding the same level of service from government. A challenge in the public sector is to make sure that the progress made towards the information society makes government formulate the appropriate legal and regulatory environment so as to allow so-called free market forces to assert themselves unhampered by excessive government regulation, as cited by Zwass (1998). Another challenge is to transform themselves into lean and nimble organisations in order to accomplish their governance goal, supported by a pyramid- like structure where information flows vertically, being multiplied as it flows down and refined as it flows up the pyramid (Stamoulis, et al, 2001:147). They further state that "the aim is to provide a seamless cooperation between government and all its customers, is not only an issue of electronic interfaces, but very importantly it has to do with high quality and reliable services, and government can use a plethora of user-friendly electronic delivery channels." Underlying an improved customer-centric service should be a very strong and solid business strategy. The ultimate aim through this e-transformation in the government public service is to support G2G (government to government) service delivery by increasing inter-departmental coordination and collaboration), G2B (government to business) transactions, and G2C (government to citizen) service offerings.

In South Africa, the Department of Public Service and Administration launched the hi-tech Batho Pele Gateway Portal on 1 August 2004 (Pelesa, 2004:5). This project aims to install computers at centres such as post offices and MPCCs to make access to government services more accessible to all. This Portal is already operational at ten municipal districts, and there are plans for another sixty by end of 2004. The GCIS is already involved by having one SCO located at each MPCC in Gauteng province, and will participate in the roll out of this initiative.

5.15.2 E-government

Some of the realities about government or public service going the internet route include the following: There is a possibility of a more better informed and more participative democracy emerging if concepts like e-citizen or e-business or even e-government take off, but the reality is that radical change in the public sector is a massive and complex undertaking. The public service has to understand the needs of users, and create systems that will address these needs. There is also the problem of access to computers as well as the low level of usage in sectors of communities that government wants to reach out to. In a report by Sofres (as cited in Sturgeon, 2002) it is stated that "a meagre 13% of the UK electorate have used the internet to access online government services." In the Portfolio Commissions Communications Research (as quoted in Hayday, 2003) it was found that mass e-government may be more than a decade away in the UK. If this is the problem in the UK in the current decade, South Africa's position is far more critical, with mass electrification, poverty and huge unemployment still formidable challenges to overcome.

Other problems relate to making IT infrastructures accommodate the diversity of needs of various people, and in this way the potential of opening itself up to security threats. Another problem relating to e-service in the public service is the fact that many thousands of jobs would be lost in the public sector as a result of these e-government initiatives. Some have even questioned the technological readiness of people to actually embrace ICTs, and whether government can really accomplish this goal of making citizens find government service to work within the comfort of their own homes, through their own PCs. Another problem is the cost of provision or even the cost of customisation of government websites and to make online public service available and accessible to all people on a 24 hour basis as well as seven days a week. While government is aiming to be smarter, cheaper and faster in terms of its service, the main problem could be that building the IT infrastructure as well as offering this service in reality might be nothing more than a financial black hole for government (Al-Kibsi, 2001). On the positive side, if government has imagination, flexibility and a commitment on all sides to work in partnership to offer these services, it can succeed

just like the Toronto government has done in terms of bringing government services to the people using technology.

The challenges for the JRO is to offer customers more than merely online or printed publications, and to make true customer service and orientation a reality in all facets of their work. A customised Customer Relations Management policy should be researched and implemented at the JRO.

## 5.16   Improve recruitment practices

The quality of the human dimension and management practices in any organisation will therefore make a big difference between success and failure. The resources capable of enlargement in any organisation can only be human resources because all other resources are dictated to by the laws of mechanics. They can be better or worse utilised, but they can never have an output greater than the sum of inputs. People with their skills, labour, willingness to work, or invest in the organisation, and the organisation's ability to mobilise these factors of production in the most efficient way, can generate a sufficiently high growth rate and successful returns.

Attracting and maintaining the very best people is one of the most important ways that investors use when judging the value of a company, according to Ernst & Young. Through attracting and maintaining the right people, this increases the loyalty and commitment from employees. In order to build a strong workforce that adds value and is loyal to the organisation, the organisation should look at issues like mission and strategy, selection and training, company culture, communication and information and rewards. According to Michlitsch (2000: 29),the mission and strategy gives constancy of purpose and is an enabler for success. In order to have the right people you have to attract them, train them and develop them. They should be able to work within teams and thrive in a team atmosphere. They should be able to handle ambiguity and change, learn rapidly, and creatively solve customers' problems. In terms of reward, while salary is very important, there should also be opportunities for upward mobility and advancement. Organisations should also challenge their people and encourage 'stretch' assignments to encourage development. This will help them develop skills and meet challenges. The importance of communication and information as well as the right kind

72

of rewards will result in enthusiastic and energised employees. Boredom should be avoided at all costs, because it produces uninspired and non-productive employees.

Williams (1997) in "A New World Leadership Model" describes four models of management with consequential performance results and contends that the combination of being "Hard on Results" and "Soft on People" is the ideal formula for leaders to adopt. 'Performance' infers excellence in customer service by only accepting "a high level of continuous performance improvement" from all parties. Being 'Soft on People' means that the organisation should "do a better job of meeting the needs, wants, and rights of associates in a non threatening manner".

Figure 5: Correlation between Williams' Hard / Soft models and the customer and people focus quadrant
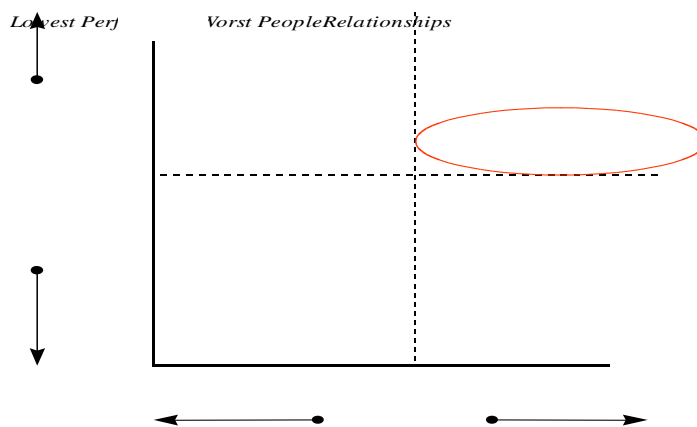
Source: Williams (1997)

Worker satisfaction could be measured by analysing worker attendance, worker turnover and attitude surveys. Community satisfaction could be determined by how well partnerships have developed with the community.

For the JRO, they would have to employ the right kind of employee, and then give continuous opportunity for growth and development, through appropriately conceived "stretch" assignments.

73

5.17   Empowerment and team work

'World class' organisations are 'Lean organisations', they define value from a customer perspective, and work on the principles of lean organisation, lean production, lean equipment. World-class organisations have stopped defining jobs in a tight, vertical, functional manner and are now asking their people to do things more horizontally - a move that sacrifices depth but provides a team with broader, more well-rounded players. They are moving away from traditional concepts which view work from a "*scientific*" perspective by breaking it down into respective parts. Instead, 'world-class' business organisations are giving up on a multitude of specialists in favour of generalists who are multi-skilled.

'World class' organisations understand that future success depends on their ability to develop teams that are rich in their diversity, their thinking, background and culture.

Empowerment is not giving power or redistributing power but the building, developing, and increasing of power through a synergistic process of co-operation, sharing, and working together. Leaders also need to understand that individuals cannot grow power through synergy, only teams can do this. Synergy by definition is what teams do, and so empowerment cannot be an individual thing but must be a team thing (Tompkins 1995:126-127).

Effective teams operate within a climate of trust and innovation and build in continuous learning. According to Wilson (1992), the complexity of work and involvement of teams in entire work processes means that people do very little alone. Team members must interact with one another and members of other teams. Teams that manage cross and multi-functional processes will replace functional silos.

Managers who are progressive and transformational do not have a need to put anyone else down in order for them to perform. There is no perceived threat or competition, and their belief is always that boats could rise in the same tide. Working in this kind of environment is very pleasant and a very productive process.

A positive organisation will have a good supporting structure, is well resourced, has many professional services and a set of good supervisors as well as good subordinates. The subordinates are competent, knowledgeable and committed, and middle management ensure that resources, materials, facilities, technology, communication and finances are available to get the job done. When organisational levels and job specifications are de-emphasised, it is easier to achieve true teamwork as well as honest interactions between employees.

The team-based work environment enhances knowledge creation and ensures transfer of information through two processes:

- Through mutual trust among members of the team which in itself accelerates the shared perspectives among team members.
- These shared perspectives are more easily conceptualized and create continuous dialogue among team members and this in itself strengthens the team.

People within the team also feel less threatened outside their comfort zone. They work towards a common goal. Another advantage of team work is that employees at all levels take responsibility for addressing problems, rather than simply leaving it to management to sort out. Performance management can also be based on three components:

- The individual level
- At a team level
- At the organisational level

At the individual levels it has to do with the personal development of each person. At the team level, team issues are discussed and decided, and individual growth can be monitored in relation to the team. The team can also be assessed in terms of its contribution to broader organisational goals. At the organisational level measurements can be put in place by management to see how each person aims for securing organisational goals. Through this process, knowledge creation and sharing is something that everyone is encouraged to do and this is based on the reward system that can be put into place as a result of an organisation having this perspective.

In order to get a fuller and better understanding of the mentoring and coaching role that is expected of leadership at the JRO, the example of sheep herding and shepherding should be followed. Sheep-herders drive the flock whilst shepherds work with the flock. The flock develop a 'partnering' oneness with the shepherd. These differences are illustrated below.

Figure 6: Sheep herding versus shepherding

	Sheep Herder	Shepherd
Technique	→ Directing	→ Developing
Work Focus	→ The flock itself	→ The flock's surroundings
Location	→ Behind the flock	→ In front of the flock
Purpose	→ Move the sheep	→ Create other shepherds
Methodology	→ Barking and heel nipping	→ Clear the path
Result	→ Create dependence	→ Create self-reliance

Source: Central Training Unit (1995) Applied Research Unit

5.18   Strategise on all activities

All activities or projects undertaken by the JRO should be aligned to the strategy of the GCIS (from HO) or to that of the JRO.

Non-value adding activities should be eliminated as they result in burn out and fatigue of employees. . A strong emphasis has to be placed on concepts such as partnerships, empowerment which is actually sharing and/or delegating more responsibilities.

5.19   Conclusion

From the above characteristics it can be observed that becoming "world-class" is no easy feat and only a select few organisations would actually realise these ideals. In the

public service achieving all the above is an even more formidable task, as bureaucracies have to be turned into autonomous, service-orientated centres of excellence.

When placing a value to any organisation, there are both tangibles and intangibles that have to be considered. The intangibles make up about 75% of the total, showing the importance of customers, the organisation's capabilities, and the organisation's real assets, its employees.

Finally, the JRO needs to make strides in terms of developing its "corporate reputation" as illustrated in the model below.

Figure 7: Corporate valuation model
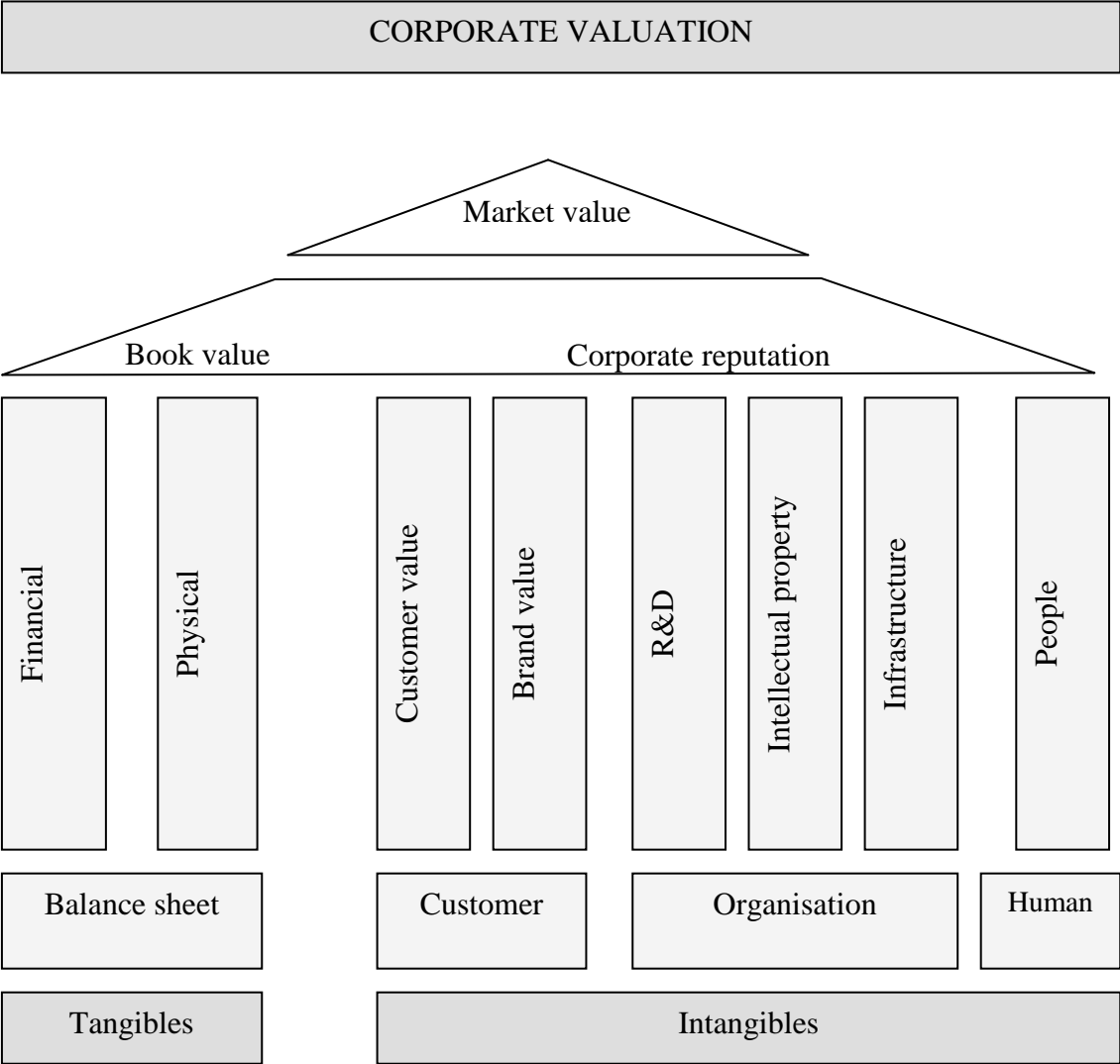
Source: May (2002: 28)

LIST OF REFERENCES

About GCIS, (2003): Government Communication and Information System website, 2p http://www.gcis.gov.za/about/index/html. Accessed 19.05.2004

Aggarwal S (1993): A quick guide to Total Quality Management. Business Horizons, 36(3):66-68

Al-Kibsi, G & deBouer, K & Mourshed, M & Rea, Mp (2001): Putting citizens on-line, not in line. The McKinsey quarterly, 2, 64-73

Anonymous, (2001): Did you know? Internet resource www.buildingbrands.com/ didyouknow/14-7s-Mckinsey-model.shtml. (Accessed 24 April 2004)

Anonymous, (2003): Pest analysis. Internet resource www.ucc.ie/quality/internet/pestanalysis.pdf (Accessed 24 April 2004)

Argyris C and Schon D (1996): Organizational Learning II: Theory, Method and Practice. Reading, MA: Addison-Wesley.

Ashforth, BE (1985): Climate formation: Issues and extensions. Academy of Management Studies, 10, 837-847.

Belbin, M (1981): Management teams: Why they succeed or fail? London: Heinemann.

Belmiro, T.R & Gardiner, P.D. & Simmons, J.E.L. & Santos, F.C.A. & Rentes, A.F (2000): Corporate communications within a BPR context: Business Process Management, Journal, Vol 6 (4) 2000 pp. 286-303

Bennis, WG (1969): Organisation development: Its nature, origins and prospects. Reading: Addison-Wesley

Biel, AL (1992): How brand image drives brand equity. Journal of advertising, 32(6): 6-12

Boswell WR & Boudreau, JW (2001): How leading companies create, measure and achieve strategic results through "line of sight". Management Decision, 39(10): 851-860

Burnes, B. (1996). Managing change: A strategic approach to organisational dynamics. London: Pitman Publishing.

Central Training Unit, (1995). Applied Research Unit. Unpublished report, and no other details available.

Claver E, Llopis J, Gascó JL, Molina H and Conca FJ (1999): Public administration: From bureaucratic culture to citizen-oriented culture. The International Journal of Public Sector Management, 12(5):455-464

Cooper, D & Schindler, PS (1998). Business Research Methods. Boston: Irwin McGraw-Hill.

Coram R and Burnes B (2001): Managing organizational change in the public sector - lessons from the privatization of the Property Service Agency. The International Journal of Public Sector Management, 14(2): 94-110

Cummings, TG & Worley, CG (2001): Organization Development and Change. Cincinnati: South-Western College Publishing.

Curry A & Herbert D (1998): Continuous improvement in public services - a way forward. Managing Service Quality, 8(5), 1998:339-349

Dale, BG (2002): European quality challenges for the new millennium. Measuring Business Excellence, 6(4), 2002: 28-32.

Davis, JE &Stocking BA (1996): Unearthing buried treasure. Empowerment in Organizations, 4(2): 8-15

Dolphin RR & Fan Y (2000): Is corporate communications a strategic function? Management Decision, Vol 38 (2) 2000 pp. 99-107

Downey-Ennis K and Harrington D (2002): Organizational Effectiveness in Irish health-care organizations. Managing Service Quality, 12(5): 316-322

Flowers VS & Hughes CL (1978): Value system analysis: Theory and management application. Dallas: Center for Values Research

Gaucher EJ and Coffey RJ (1990): Total Quality in Healthcare. San Francisco: Jossey-Bass

Goh S and Richards G (2002): Learning capability, organization factors and firm performance. 3rd European Conference on Organizational Knowledge Proceedings. Athens: ALBA University.

Goodman MB (2000): Corporate communications: The American picture. An International Journal of Corporate Communications, 5(2): 69-74.

Government Communication and Information System (2002): Government Communications Handbook, Pretoria: GCIS.

Government Communication and Information System (undated): Job Descriptions. Unpublished working document. Johannesburg: GCIS.

Graham A (1996): The Learning Organization: Managing Knowledge for Business Success. New York: The Economist Intelligence Unit

Gutman J & Miaoulis G (2003): Communicating a quality position in service delivery: An application in higher education. Managing Service Delivery, 13(2): 105-111

Hayday, G (2003): Mass e-government takes up 'a decade away' report. Accessed from website www.silicon.com Accessed 24 June 2004

Hosley, SM, Lau ATW, Levy FK & Tan DSK (1994): The Quest for the Competitive Learning Organization. Management Decision, 32 (6) 1994: 5-15.

Hussey, J & Hussey, R (1997): Business Research – A practical guide for undergraduate and postgraduate students, New York: Palgrave.

Jeffries D, Evans B and Reynolds P (1996): Training for Total Quality Management. Practical Training Series. London: Kogan Page

Job descriptions, (2004): GCIS Johannesburg Regional Office. Unpublished document. 17p

Kanter R (1989): When giants learn to dance: mastering the challenge of strategy, Management and Careers in the 1990's. London: Simon &Schuster.

Kanter RM, Stein BA & Jick TD (1992): The challenge of organizational change. New York: Free Press

Khan, A (1999): Strategies for developing world-class organizations. http:adtimes.nstp.com.my/jobstory/feb22a.htm. Accessed 3 April 2004.

Kotter, JP (1996): Leading Change. Boston: Harvard Business School Press

Kotter JP (2001): What leaders really do? Harvard Business Review. December, 2001: 85-98

Lawler, E, Nadler, D & Cammann, C (1980): Organizations, Behavior, and Measurement. In: Lawler, E., Nadler, D. & Cammann, C. (Eds.). Organizational Assessment (1-20). New York: Wiley.

Leedy, PD & Ormrod, JE (2001): Practical Research: Planning and Design. Upper Saddle River: Merill Prentice Hall.

Lewin K (1947): Frontiers in group dynamics. In Cartwright D (1947): Field theory in social science. London: Social Science Paperbacks.

Magd H and Curry A (2003): ISO 9000 and TQM: Are they complementary or contradictory to each other? The TQM Magazine, 15(4): 244- 256

Manning T (1991): ''World-class'' strategies for winning with your customers. Kenwyn:Juta

May, M (2002): Generation next. Financial Management, Sep 2002 : 28-29

Metcalfe L and Richards S (1987): Evolving public management cultures. In Eliassen KA and Kooiman J (1987): Managing Public Organizations. Oxford: Sage, 65-86

Michlitsch JF (2000): High-performing, loyal employees: The real way to implement strategy. Strategy and Leadership, 28(6): 28-33

Miles, M.B. & Huberman, A.M. (1984): Qualitative data analysis – A sourcebook of new methods. London: Sage Publications.

Momberg, E (2004): Cutting red tape would save some cash. Pretoria News, Pretoria. 5 August 2004:10

Norton, D undated: The balanced scorecard collaborative http://forums.llamastry.com/showthread.php?t=3798 (Accessed 4 June 2004)

Oliver, S (1997): Corporate Communication – Principles, Techniques and Strategies. London: Kogan Page Limited.

Ovretveit, J (1991): Quality Health Services, BIOSS, Uxbridge: Brunel University. Page, C, Wilson, M, Meyer, D & Inkson, K (2003): "It's the situation I am in": The importance of managerial context to effectiveness. The journal of management development, 22(10): 841-862

Pahad, E (2003): Opening address: GCIS Budget Vote, National Assembly. 6p. http://www.gcis.gov.za/media/minister/030515.htm. Accessed 19.05.2004

Parasuraman, A, Zeithaml, VA & Berry, LL (1996): SERVQUAL: A Multiple-item Scale for Measuring Consumer Perceptions of Service Quality. Journal of Retailing, 64(3):12-40.

Parker, AJ (1998): The role of Employment Relations Management in the business strategy of a South African Organisation's pursuit of world class. MA Dissertation, Rand Afrikaans University.

Pascale, R (1990): Managing on the Edge: How the Smartest Companies Use Conflict to Stay Ahead. New York: Simon and Schuster.

Pascale RT and Athos, AG (1981): The Art of Japanese management. New York: Warner.

Pedler M, Burgoyne J and Boydell T (1997): The Learning Company: A strategy for sustainable development. London: McGraw-Hill.

Pelesa, M (2004): Launch of project to put service delivery online. City Press, Johannesburg. 1 August 2004:5

Peters, T and Waterman, RH (1981): The Art of Japanese Management.

Peters, T and Waterman, RH (1982): "In Search of Excellence. Lessons from America's Best-Run Companies. New York: Harper &Row.

Pettigrew, AM (1979): On studying organizational cultures. Administrative Science Quarterly.

Pettigrew AM (1985): The awakening giant: Continuity and change at ICI. Blackwell: Oxford

Porter ZL, Steers R, Mowday R & Boulian, P (1974): Organizational commitment, job satisfaction and turnover amongst psychiatric technicians. Journal of applied psychology, 59:603-609

Pralahad CK & Hamel G (1994): Competing for the future – Breakthrough strategies for seizing control of your industry and creating the markets of tomorrow. Boston: Harvard Business School Press.

Radford, PG & Goldstein, ZS (2002): The role of research methods in corporate communication. Corporate communications: An international Journal, Vol 7 (4), 2002 pp. 252-256

Robbins, SP (1998): Organizational Behaviour. Upper Saddle River: Prentice Hall.

Robenson, G & Hurley, C (1996): Management Development and transformation in the Guersney public sector. Industrial and commercial training 28 (3): 19/25

Sadie S (2004): Organisational effectiveness of the Education District in curriculum delivery. Unpublished MBA dissertation. Johannesburg: University of the Witwatersrand

Sanchez JI (2001): Cognitive Task Analysis. Personnel Psychology, 54 (2): 496 -505

Scarborough H & Swan, J (2001): Explaining the diffusion of knowledge management: the role of fashion. British Journal of Management, 12 (1), 3-12.

Scarborough H, Swan J & Preston, J (1999): Knowledge Management: A Literature Review. London: IPD.

Shell Chemicals Canada, Ltd (Undated): Scotford Chemical Plant - Best practices. Accessed from the internet 29.05 2004, www.learningin action. Com/about-3.html

Sotirakou T and Zeppou M (2004): The "MATE" model: A strategic knowledge management technique on the chessboard of public-sector modernization. Management Decision, 42(1): 69-88.

Stamoulis, D, Gouscos, D, Georgiadis, P and Martakos, D (2001): Revisiting public information management for effective e-government services. Information management and computer security, 9(4):146-153

Sturgeon, W (2002): UK e-government figures disappoint. Accessed from the website www.silicon.com Accessed 17 June 2004

Sun H (1999): The patterns of implementing TQM versus ISO 9000 at the beginning of the 1990's. International Journal of Quality and Reliability Management. 16(3): 201-215

Swanepoel BJ & Slabbert JA (1998): Strategic thinking and choice in employment relations – Towards "World-class". In Slabbert J, Prinsloo JJ, Swanepoel BJ, Backer W editors 1999: Managing Employment Relations in South Africa. Durban: LexisNexis Butterworths.

Tompkins J (1995): The genesis enterprise creating peak-to-peak performance. New York; McGraw-Hill Inc

Waterman, RH, Peters, TJ & Phillips JR (1980): "Structure is not organization". Business Horizons. June 1980.

Williams A (1997): ISO 9000 as a route to TQM in small to medium sized enterprises: Snake or ladder? The TQM Magazine, 9(1): 8-13

Wilson, D (1992): A Strategy for Change. London: Routledge.

Zwass, V (1998): Structure and Macro-level impacts of electronic commerce: From technological infrastructure to electronic marketplaces. In Kendall, K.E 1998 Emerging information technologies. 1000 oaks, CA, Sage Publications

Websites visited:

www.gcis.gov.za (Accessed 19 May 2004)

The 7 S's of organization. http://www.mardon-y2k.com/seven.htm. (Accessed 2 June 2004)

www.buildingbrands.com/ didyouknow/14-7s-Mckinsey-model.shtml. (Accessed 24 April 2004)

www.themanager.org/Models/75%20Model.htm (Accessed 24 April 2004) Article entitled The 7-S model

www.ucc.ie/quality/internet/pestanalysis.pdf (Accessed 24 April 2004) Article entitled Pest Analysis

www.saef.co.za/asp/home/ (Accessed 3 August 2004)

APPENDIX 1

THE COVERING LETTER SENT TO ALL RESPONDENTS WITH THE QUESTIONNAIRE

<div align="right">
A.M.Mahomed
Box 42586
Fordsburg
2033

21 June 2004
</div>

All personnel at GCIS
Johannesburg Regional Office

Colleagues

RESEARCH QUESTIONNAIRE

In your last monthly meeting in Johannesburg, Peter Gumede introduced me to you, and I gave an overview of the proposed MBA study that I would like to conduct within the Johannesburg Offices of the GCIS.

Both Baby Tyawa and Nebo Legoabe have blessed this venture by granting permission to go ahead, and they are hopeful that the results of the study would add value to the GCIS. I feel confident that with your cooperation the study will have the desired result, and can improve your work environment. Organisational change and change management require all staff to be fully committed to the process, and your participation will enhance the quality of the findings.

Attached is a ten page questionnaire for completion by all members at the Johannesburg Regional Office, which should take about 45 minutes to complete.

a)   Filling in a hard copy

Hard copies can be filled in using a pen, placed into the envelope provided, and left with reception at JRO and I will collect on Thursday at 12:30 on 24 June 2004.
These could also be faxed at 355 0206 for attention A.M.Mahomed. If faxing, phone to confirm that fax was sent and I will ensure fax is collected from machine.

b)   Filling in the e-mailed attachment

e-Mailed copies can be filled in by saving the document on your hard drive, then make your choice from the multiple choice type answers **by highlighting** or **making bold** and underlining (choose **B and U**) from the formatting palette above; and in the open-ended answers, remove the blank lines drawn and in that same space type in your answer in sentence, bullet or paragraph format.

Example 1: If you choose Yes, then do the following

Yes / No

Example 2: If you choose Sometimes, then do the following:

Not at all	**Sometimes**	Often	All the time

Once completed, save the changes made and then send the attachment back to me by e-mail by the same deadline.

If there are any clarity seeking questions, please phone me at 011 355 0732 or 083 453 3682.

I will do telephonic confirmations that the questionnaire has been received, and will acknowledge that completed questionnaires have been received.

Your input is appreciated and I look forward to receiving your completed questionnaires.

Thank you

A.M.Mahomed

APPENDIX 2

THE QUESTIONNAIRE

This questionnaire is a diagnostic tool to determine the efficacy (achieving the desired result) of the Johannesburg Regional Office (JRO) of the Government Communication Information System (GCIS). This questionnaire uses the McKinsey's 7 s model as a framework to analyse the various elements of the JRO.

The seven elements are:

1. STRATEGY   The vision, direction and action plans in anticipation of changes within the organisation.

2. STRUCTURE   The hierarchy and directorate subdivisions and organisational flow – how people and tasks or projects are organised.

3. SYSTEMS   Processes, procedures, tools and information flows that link the JRO together.

4. SHARED VALUES   The long term vision, culture and values that shape the destiny of the JRO.

5. SKILLS   The current and required competencies for effective functioning of the JRO.

6. STAFF   Personnel issues, and how staff are deployed, trained and developed.

7. STYLE   Management and staff behaviour, interpersonal relationships, organisational culture (How managers spend their time and focus their attention).

Questions are posed on each element to better understand the JRO and to make recommendations based on the findings. There are no right or wrong answers.

The questionnaire will take about 45 minutes to complete. You can remain anonymous. Your input is appreciated and will add value to the GCIS as an organisation.

Circle the option you think applies. In the open ended answers fill in your response.

1. Strategy

The JRO has its own strategy

1.1 What is the extent of the implementation of this strategy?

Don't know	Very poor	Poor	Good	Excellent

1.2 How efficient is the information flow within the JRO?

Very poor	Poor	Good	Excellent

1.3 How well does the system of monthly reports function?

Very poor	Poor	Good	Excellent

1.4 How effective is the monthly review meeting?

Very poor	Poor	Good	Excellent

1.5 Is there a strong correlation between internal (within the GCIS) and external (outside stakeholders) communication?   Yes / No

1.6 Are queries addressed to the JRO handled promptly?

Not at all	Sometimes	Often	All the time

1.7 Does the JRO involve itself in value-enhancing activities and projects?

Not at all	Sometimes	Often	All the time

1.8 What can you suggest to improve on the strategy of the JRO?

_____

_____

_____

_____

_____

_____

_____

## 2.	Structure

The JRO has the following traditional hierarchical structure.

```
                    ┌─────────────────────┐
                    │      Director,      │
                    │  based in Pretoria  │
                    └─────────────────────┘
                               │
                    ┌─────────────────────┐
                    │ Regional Manager, based at │
                    │  every Regional Office   │
                    └─────────────────────┘
                               │
                               ├──────────┐
                               │    ┌─────────────────────┐
                               │    │ Information Secretary │
                               │    └─────────────────────┘
      ┌────────────────┬───────┴─────────────┬───────────────────┐
┌───────────────────┐ ┌─────────────────────────────┐ ┌───────────────────────────┐
│ Senior Communication│ │ Administration Officer and  │ │ Information Resource Centre│
│     Officers       │ │   or Admin Clerk            │ │                           │
└───────────────────┘ └─────────────────────────────┘ └───────────────────────────┘
                               │
                    ┌─────────────────────┐
                    │  Cleaner/Messenger  │
                    └─────────────────────┘
```
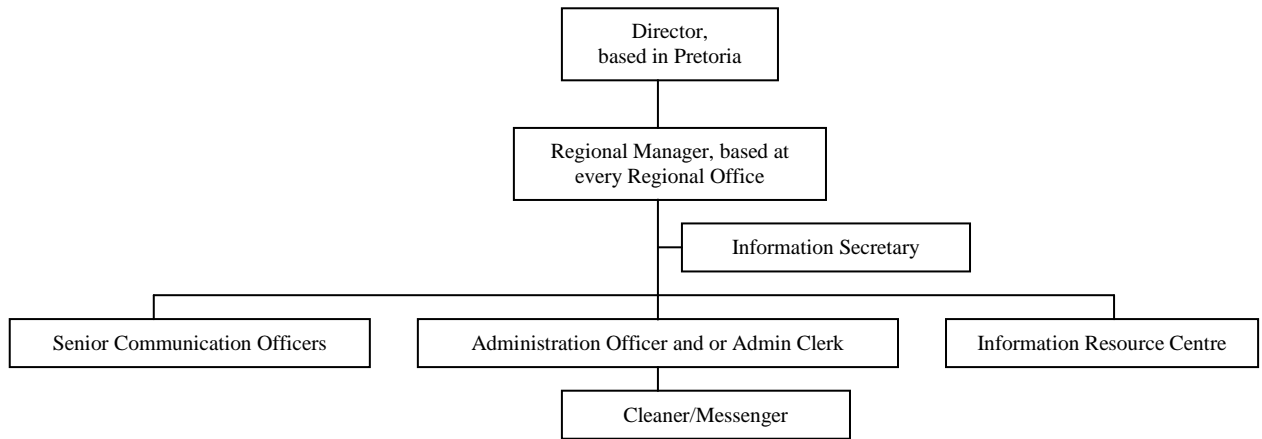
2.1	Do you find this structure effective?	Yes / No

2.2	If no, suggest a way or ways to improve it

_____

_____

_____

_____

_____

2.3	Are staff members given opportunities to take leadership roles?

No	Sometimes	Often	All the time

2.4	Are tasks or work allocated equitably within the JRO?

No	Sometimes	Often	All the time

2.5	Are projects that are taken on based on the strategic plan of the JRO?

Don't know	No	Sometimes	Most of the time	All the time

2.6	How autonomous are the Senior Communication Officers?

Not autonomous at all	Autonomous to a certain extent	Fully autonomous

2.7   Can the JRO be described as an open supportive system where differences are
        valued and encouraged?

Not at all	To a certain extent	All the time

2.8   Is there a democratic decision making process in place before decisions are made
        in the JRO?

Not at all	Sometimes	All the time

2.9   Is teamwork encouraged within the JRO

Not at all	Sometimes	All the time

2.10   What can you suggest to improve on structures in the JRO?

_____

_____

_____

_____

_____

_____

_____

_____

2   Systems

3.1   How effective has the internal communication been between the following?

3.1.1   Regional Manager and the Senior Communication Officers

Don't know	Poor	Fair	Good	Excellent

3.1.2   Regional Manager and the Administration Officer

Don't know	Poor	Fair	Good	Excellent

3.1.3   Regional Manager and the Information Resource Centre

Don't know	Poor	Fair	Good	Excellent

3.1.4   Staff among themselves

Don't know	Poor	Fair	Good	Excellent

3.2   How efficient are the following systems within the JRO?

3.2.1   Procurement of goods and or services

Don't know	Very poor	Poor	Good	Excellent

3.2.2   Leave approval

Very poor	Poor	Good	Excellent

3.2.3   Obtaining a GG car

Don't know	Very poor	Poor	Good	Excellent

3.2.4   Obtaining approval to go on a course or attend a workshop

Very poor	Poor	Good	Excellent

3.2.5   Repair of equipment (eg computers, printers,etc).

Don't know	Very poor	Poor	Good	Excellent

3.2.6   Service Level Agreements with vendors or service-related companies

Don't know	Very poor	Poor	Good	Excellent

3.3   How effective is the JRO's external communication efforts been through the following:

3.3.1   Switchboard

Don't know	Very poor	Poor	Good	Excellent

3.3.2   GCIS website

Don't know	Very poor	Poor	Good	Excellent

3.3.3   BUA News

Don't know	Very poor	Poor	Good	Excellent

3.3.4   Other GCIS publications

Don't know	Very poor	Poor	Good	Excellent

3.3.5   Provide a comment or two to elaborate on any of the above:

_____

_____

_____

_____

_____

3.4   Are complaints from external clients handled promptly within the JRO?

Not at all	Sometimes	All the time

3.5   Do you feel you are providing quality service to clients?

No	Sometimes	Most of the time	All the time

3.6   Are you informed about projects within the GCIS to adequately deal with external clients?

No	Sometimes	Most of the time	All the time

3.7   What can you suggest to improve systems within the JRO?

_____

_____

_____

_____

_____

_____

_____

_____

3   Shared Values

Shared values are the common threads that hold the JRO together (the culture, values, beliefs, attitudes and vision)

4.1   What are the shared values in the JRO?

_____

_____

_____

_____

_____

_____

_____

_____

4.2   Are the above shared values practiced within the JRO?

Not at all	To a certain extent	To a great extent

4.3   Do you think the vision of the JRO is aligned with that of the GCIS in general?

Not at all	To a certain extent	To a great extent

4.4   How would you rate the work ethos amongst members of the JRO?

Very poor	Poor	Good	Excellent

4.5   How would you rate the role that the Regional Manager plays in developing the shared values within the JRO?

Very poor	Poor	Good	Excellent

4.6   What can you suggest to improve the shared values within the JRO?

_____

_____

_____

_____

_____

92

_____

_____

5   **Skills**

5.1   How would you rate the level of the skills of personnel working in the following
        units:

5.1.1   Senior Communication Officers

Very poor	Poor	Good	Excellent

5.1.2   Administration Office

Very poor	Poor	Good	Excellent

5.1.3   Information Resource Centre

Very poor	Poor	Good	Excellent

5.2   Is training and development considered an investment in the JRO?

No	Sometimes	Most of the time	All the time

5.3   Have staff in the JRO been appropriately deployed (in terms of their skills and
        the kind of work they are doing)? Elaborate with one example.

No	Sometimes	Most of the time	All the time

_____

_____

_____

5.4   Do you feel your potential has been utilised?

No	Sometimes	Most of the time	Always

5.5   Are you encouraged to be innovative and creative?

Not at all	Sometimes	All the time

5.6   What can you suggest to improve on the skills level in the JRO?

_____

_____

_____

_____

_____

_____

_____

_____

6   Staff

6.1   Does the JRO have a full staff complement?   Yes / No

6.2   How motivated is the staff in the JRO generally?

Low	Average	High

6.3   How high is the rate of absenteeism amongst staff?

Low	Average	High

6.4   How is the performance management of staff carried out?

Not at all	Now and then	Regularly

6.5   Are rewards and recognition provided in an ethically fair manner?

No	Sometimes	Most of the time	Always

6.6   What is the calibre of staff recruited by the JRO?

Very poor	Poor	Good	Excellent

6.7   Is there a high staff turnover within the JRO?   Yes / No

6.8   Do you have a clear job description? Yes / No

6.9   Has career pathing been done for you?   Yes / No

6.10   How would you rate the degree of trust and loyalty among members of the JRO?

Very poor	Poor	Good	Excellent

6.11   Are new staff recruited and selected in a transparent and equitable manner?
Yes / No

6.12   What can you suggest to improve staffing in the JRO?

_____

_____

_____

_____

_____

_____

_____

_____

7   Style

7.1   How would you rate the leadership provided by the Regional Manager

Very poor	Poor	Good	Excellent

7.2   Does the Regional Manager of the JRO engage in participative decision making?

No	Sometimes	Most of the time	All the time

7.3   Does a high degree of ethics prevail within the JRO?   Yes / No

7.4   How can the management style of the JRO be improved?
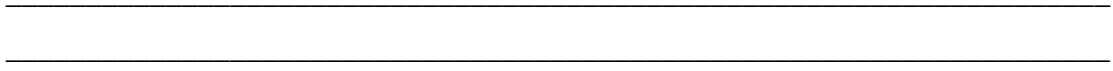
_____

_____

_____

_____

_____

_____

_____

_____

_____

Thank you for your time.

APPENDIX 3

**FINAL RESULTS FROM THE QUESTIONNAIRE ADMINISTERED
11 RESPONDENTS IN TOTAL**

1.   Strategy

1.1   The JRO has its own strategy
           What is the extent of the implementation of this strategy?
           Don't know 2 Very poor   Poor 2 Good 5 Excellent 2

1.2   How efficient is the information flow within the JRO?
           Very poor   Poor 2   Good 8   Excellent 1

1.3   How well does the system of monthly reports function?
           Very poor   Poor 1   Good 7   Excellent 2

1.4   How effective is the monthly review meeting?
           Very poor   Poor 1   Good 9   Excellent 1

1.5   Is there a strong correlation between internal (within the GCIS) and external
           (outside stakeholders) communication?   Yes 7   No 1

1.7   Are queries addressed to the JRO handled promptly?
           Not at all   Sometimes 2   Often 4   All the time 5

1.8   Does the JRO involve itself in value-enhancing activities and projects?
           Not at all   Sometimes   Often 4   All the time 6

1.9   What can you suggest to improve on the strategy of the JRO?
More communication with communities, especially in informal settlements.
More clarity of time frames of service delivery.
More effort to market JRO within community so as to improve on relations with other
stakeholders.
Management ideals well in places and reflects in documents given to communications
officials.
The JRO strategy needs no improvements, just implementation. Hence other departments
have a tendency of copying it.
Constraints that negatively affect the system:
Lack of commitment from communications officials
Communications officers not serious about what government holistically wants to achieve
to better the lines of people (Batho Pele). Communications officers need management
course training on an ongoing basis, from basic to senior management.
Strategic planning workshop started in January 2004. Too few inputs on strategic
planning. Communication officers still have to adapt to change. Change attitude towards
our goals and our jobs. Attitude change is a big challenge.
Strategy needs to be tailor made for Gauteng, not mere guidelines from Head Office.
To me the strategy aligns with job description and it is easy to apply.
To improve the level of communication with its staff members and also to give support to
each other.

Not sure what the strategy is
Do not attend monthly meetings
Need more financial resources
Need more developmental resources like equipment

2. Structure

2.1   Do you find this structure effective?
       Yes 7   No 3

2.2   If no, suggest a way or ways to improve it
Regional manager should have more decision making power regionally.
On paper it works, but practically the directors in Pretoria works in compartments and does not communicate horizontally with fellow directors in Pretoria regarding big events and other operational needs in the region. At the end of the day it confuses communications officers how the line of command works and what the function of the regional manager must be.
It would be better if Regional Managers are given more power in terms of decision making, eg. We have to wait for a decision/approval from the director in all our project proposals before we can run with them. Too bureaucratic.
Need proper job descriptions from the department.
Should differentiate between Senior Communications officer and Deputy Office Manager.

2.3   Are staff members given opportunities to take leadership roles?
       No 1   Sometimes 1   Often 3   All the time 5

2.4   Are tasks or work allocated equitably within the JRO?
       No 1   Sometimes 1   Often 3   All the time 5

2.5   Are projects that are taken on based on the strategic plan of the JRO?
       Don't know 1   No   Sometimes   Most of the time 5   All the time 5

2.6   How autonomous are the Senior Communication Officers?
       Not autonomous at all 1   Autonomous to a certain extent 7   Fully autonomous 2

2.7   Can be JRO be described as an open supportive system where differences are valued and encouraged?
       Not at all 1   To a certain extent 4   All the time 5

2.8   Is there a democratic decision making process in place before decisions are made in the JRO?
       Not at all 1   Sometimes 4   All the time 5

2.9   Is teamwork encouraged within the JRO
       Not at all   Sometimes 1   All the time 10

2.10   What can you suggest to improve on structures in the JRO?
More teambuilding sessions
More work shopping or performance events
Do mentoring for new SCOs

Try and place a communications officer for a month with a very senior communications officer from the initial stages, planning stages, implementing stages, analysing the impact of such a project. Follow up projects in terms of the structure, define the roles of more senior officials. Give credit in terms of ability.

We still need to change the culture of thinking and taking decisions. Everything referred to manager to decide. Set up a small management committee structure to give structure and ownership to projects.

Appoint a deputy manager, with clear job description and salary. This helps to groom officers for senior posts in future.

When planning for the event such as launcher of GCIS, all staff members must be given specific tasks to do during and also give duties after the launch, because some of the staff are being overworked while others are not doing anything.

The structure in place is fine. All that needs to be done is to have more SCOs.

Need plenary team to coordinate activities

Enhance communications between manager and other officials

2   Systems

3.1   How effective has the internal communication been between the following:
3.1.1   Regional Manager and the Senior Communication Officers
         Don't know   Poor   Fair 2   Good 5Excellent 4

3.1.2   Regional Manager and the Administration Officer
          Don't know 2   Poor   Fair 2   Good 4Excellent 2

3.1.3   Regional Manager and the Information Resource Centre
          Don't know 2   Poor   Fair 1   Good 5Excellent 2

3.1.4   Staff among themselves
         Don't know   Poor   Fair 3   Good 7Excellent 1

3.2   How efficient are the following systems within the JRO?
3.2.1   Procurement of goods and or services
         Don't know   Very poor Poor 2   Good 7   Excellent 1

3.2.2   Leave approval
         Very Poor   Poor   Good 7Excellent 2

3.2.3   Obtaining a GG car
         Don't know 2 Very poor   Poor 3 Good 3Excellent 2

3.2.4   Obtaining approval to go on a course or attend a workshop
         Very poor   Poor 3   Good 6   Excellent 1

3.2.5   Repair of equipment (eg computers, printers,etc).
         Don't know   Very poor   Poor 3 Good 8Excellent

3.2.6   Service Level Agreements with vendors or service-related companies
          Don't know 1   Very poor   Poor 2 Good 7Excellent

3.3   How effective is the JRO's external communication efforts been through the following:

3.3.1   Switchboard
Don't know 1   Very poor   Poor   Good 8Excellent 2

3.3.2   GCIS website
Don't know   Very poor   Poor   Good 8Excellent 3

3.3.3   BUA News
Don't know 1   Very poor   Poor 3 Good 5Excellent 2

3.3.4   Other GCIS publications
Don't know   Very poor 2   Poor 2 Good 6Excellent 1

3.3.5   Provide a comment or two to elaborate on any of the above:
Website needs to be updated regularly
Office has become very busy, since came to new building, people aware of our service. students come in large numbers for information.
GCIS publications should be produced more often, that will help the SCO's leadership through government information role to be more effective and respectful.
In real essence we do not have publications about GCIS that is user friendly to the public. It would be nice if there can be a brochure that is simplified on GCIS information, most of the time we rely on publications from other government departments.
All GCIS publications almost never available, when available it arrives too late.
BUA News- Only few know about BUA news, as a result government officials do not know what the government wants to achieve.
The National Communications Strategy does not reach officials.
Procurement between HO and JRO creates more problems. On paper system works but in practice not professional. Too many officials involved. Payments get approved form Director Administration, then to logistics, referred to finance, back to JRO. Approval what should be 10 minute job takes 2-4 weeks.
Process of procurement too bureaucratic
External communication efforts is good with the public
If GCIS can only provide more publications and other promotional material. That would inform communities about GCIS and the JRO as well as JNPCC's.
We don't get publications on time

3.4   Are complaints from external clients handled promptly within the JRO?
Not at all   Sometimes 2   All the time 8

3.5   Do you feel you are providing quality service to clients?
No   Sometimes   Most of the time 5   All the time 6

3.6   Are you informed about projects within the GCIS to adequately deal with external clients?
No   Sometimes 3 Most of the time 3 All the time 5

3.7   What can you suggest to improve systems within the JRO?

Most services that are referred to respond to needs of our client are dependent on other departments, therefore GCIS need to improve on relationships with service providers and work within framework of those departments.

Our HO should provide us with information that speaks to us. Give us information that develops and capacitates communications officers in the field.

Some communications officers need to be spoon fed to understand bigger picture at the end of the day.

With project desk Head Office, we at provincial level have no idea what projects are vital for our province, any projects made etc. Need a monthly update of projects. Head Office, accepted status, and which of those finalised, what benefits for the provinces. It is also good to know what happens at Head Office. Need to know from HO which projects approved.

Appoint volunteers to assist during communication officers absence at the GICs (Government Information Centres, another name for the MPCCs). People complain about not getting service on days that the officers are gone out to other terminals.

To be given materials such as posters and leaflets in time for national events.

4   Shared Values

Shared values are the common threads that hold the JRO together (the culture, values, beliefs, attitudes and vision)

4.1   What are the shared values in the JRO?

Teamwork
Develop Shared vision
To inform communities
Vision
To serve the public with information
To identify needs of communities and to communicate needs back to government
That we are important, have a role to play
Respect for each other
That we are here to work
Batho Pele
Addressing the needs of the information poor
Working as a team
Teamwork and quality service to the public
Support one another
Respect
As for other factors ie culture, values, beliefs and vision all is well. However attitudes of others needs to be improved.
Office hours agreed upon
Team work
Hard work
Communication

4.2   Are the above shared values practiced within the JRO?
        Not at all   To a certain extent 8   To a great extent 2

4.3   Do you think the vision of the JRO is aligned with that of the GCIS in general?
        Not at all   To a certain extent 6   To a great extent 4

4.4   How would you rate the work ethos amongst members of the JRO?
        Very poor   Poor 2   Good 6   Excellent 1

4.5   How would you rate the role that the Regional Manager plays in developing the
        shared values within the JRO?
        Very poor   Poor   Good 6   Excellent 5

4.6   What can you suggest to improve the shared values within the JRO?
Training. Training and training.
Unfortunately the success of projects is not always appreciated.
Some hardworking officials feel misused.
We need to prevent a overall negative image because of a few bad apples.
We are very fortunate to be able to work.
This is a value element that is missing in JRO.
Lack of recognition and rewards
We at times need a motivator from outside GCIS to talk to us.
Reflect on what's done/achieved.
Work on those issues.
Develop to become managers. Develop management skills.
Staff members must treat each other professionally.
Only attitude needs to be worked on.
More openness
More consultation

5 Skills

5.1   How would you rate the level of the skills of personnel working in the following
        units:
5.1.1   Senior Communication Officers
        Very poor   Poor 2   Good 8   Excellent

5.1.2   Administration Office
        Very poor   Poor   Good 7   Excellent 3

5.1.3   Information Resource Centre
        Very poor   Poor 2   Good 6   Excellent 2

5.2   Is training and development considered an investment in the JRO?
        No   Sometimes 4   Most of the time 2   All the time 5

5.3   Have staff in the JRO been appropriately deployed (in terms of their skills and the
        kind of work they are doing)? Elaborate with one example.
        No   Sometimes   Most of the time 5   All the time 4

There are monthly staff division meetings
Induction is conducted for new staff members.
There are quality reviews of all active of JRO.

Staff have unique personalities and skills but we are all expected to execute duties in the same way, not all of us can do that.

Staff members seem to have been placed by mistake. Measured through performance

Some staff meeting reports are flimsy

Positively- attitudes and skills go hand in hand. SCOs are leaders in their field.

Some SCOs cannot even manage a small meeting, which is the most basic skill in our job.

Some officials act as if their job is only to distribute materials.

Do a skills audit by an outsourced organisation to measure the ability of government officials dealing with community human development, information sharing, and community management skills. Because most of us are not appropriately trained in development communications and we also have different qualification background, especially SCOs.

The appointment of our former administrator as a CO for Alexander speaks volumes.

SCOs to work in operational areas they know most.

I am personally deployed correctly.

5.4   Do you feel your potential has been utilised?
        No 1   Sometimes 2   Most of the time   4   Always 4

5.5   Are you encouraged to be innovative and creative?
        Not at all 1   Sometimes 3   All the time 7

5.6   What can you suggest to improve on the skills level in the JRO?

Given more training on other areas within office (multi skilled)

Sometimes feel pushed into corner

You only allowed to do what you were employed to do.

Need to be given a chance to help within the office.

Training and more training. Communication trends change every now and then, therefore SCOs need to be kept abreast with new developments in communications field.

Most of the time monies not available, but at each meeting communications officers must be addressed by an outside knowledgeable person. Shortage of relevant work skills.

Our staff meetings (2days) shout entertain training as a crucial element of development.

Personal staff development. Outside studies should be encouraged, a matric is not good enough.

Training- tertiary education a must for all communications officers. Develop a higher level of discipline.

More short courses related to job description. I think all SCOs must be encouraged to be creative, innovative and be given different significant roles to play when planning or executing big events such as launches of MPC, eg the manager must take the SCO with him to the plenary meetings of the launch.

Skills development training courses for those who needs to be developed.

Management skills

Financial skills

Take staff through short courses (enhance operational capabilities)

6   Staff

6.1   Does the JRO have a full staff complement?
Yes 6   No 4

6.2   How motivated is the staff in the JRO generally?
Low 1   Average   9   High 1

6.3   How high is the rate of absenteeism amongst staff?
Low 8   Average   2   High

6.4   How is the performance management of staff carried out?
Not at all   Now and then 3   Regularly 7

6.5   Are rewards and recognition provided in an ethically fair manner?
No   Sometimes 6   Most of the time 3   Always

6.6   What is the calibre of staff recruited by the JRO?
Very poor   Poor 3   Good 7   Excellent

6.7   Is there a high staff turnover within the JRO?
Yes 2   No 7

6.8   Do you have a clear job description?
Yes 9   No 2

6.9   Has career pathing been done for you?
Yes 6   No 4

6.10   How would you rate the degree of trust and loyalty among members of the JRO?
Very poor   Poor 3   Good 8   Excellent

6.11   Are new staff recruited and selected in a transparent and equitable manner?
Yes 6   No 1

6.12   What can you suggest to improve staffing in the JRO?
Offer more and more training
Staffing should be based on abilities and capabilities of the individual
Increase the salary levels of staff members from level 8 to level 10 (Assistant Director level)
Only then very stern measurements can be taken.
Meagre salary level does not encourage excellent workers to excel.
Training at all levels.
Look for real qualities to perform the desired work.
Check previous performance record from previous employer before employing SCOs or else provide full training for new members.
The JRO must try to recruit staff that are qualified in communication, but not just because he has worked with community therefore he is equivalent to a person with qualifications, because it blocks opportunities to those who are qualified.
All MPCCs should be fully staffed.
Staffing is function of HR at Head Office

7   Style

7.1   How would you rate the leadership provided by the Regional Manager
        Very poor   Poor   Good 6   Excellent 4

7.2   Does the Regional Manager of the JRO engage in participative decision making?
        No   Sometimes 2 Most of the time 2   All the time 6

7.3   Does a high degree of ethics prevail within the JRO?
        Yes 6 No 2

7.4 How can the management style of the JRO be improved?
I think we are moving towards our goals.
The regional manager in terms of present situation at Head Office can be viewed as a highly paid supervisor.
In Gauteng this is not acceptable. Regional Managers should be at Directors Level.
To a certain extent-
The dress code is a problem especially among women. By means of keep on encouraging staff members, particularly new ones to use their innovative and creativity and not shy to ask something from him if they do not understand and also note suggestions of all staff members, but not only certain individuals within the organisation.
He must also utilize those that have relevant communications qualifications to take lead in publications such as press releases, newsletters and GCIS brochures.
As for JRO the management style is ok. Only at H/O some people need to know where, who and how to manage.
Management style is perfect, no improvement necessary
Don't understand management style
No improvement is necessary