

28 February 1992

Messrs S.S. Van der Merwe and
Mac Maharaj
Codesa Secretariat
P O Box 307
ISANDO
1600

Dear Messrs. Van der Merwe and Maharaj

**BYRNE FLEMING'S ABILITY TO JOINTLY IMPLEMENT CODESA'S
CONSTITUTIONAL RECOMMENDATIONS AND A SUBMISSION OF OUR
CONTRIBUTION TO WORK GROUP 2**

According to media reports you are inviting South African interest groups of all walks of life to submit recommendations to Codesa Work Groups.

We attach, herewith, our perspective in broad terms on possible management structures in the restructuring of the existing South African Civil Service at central, regional and local government levels.

We would welcome the opportunity to present to Work Group 2 our expertise and share our experiences in applying management principles that could overcome the issue of the balance between central, regional and local government levels. In fact, it is imperative that the civil service of the New South Africa functions according to modern management principles. This will guarantee organisational effectiveness and operational efficiency.

To achieve the abovementioned, Byrne Fleming wishes to recommend the following process:

Byrne Fleming Consultancy (Pty) Ltd

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1. WORK GROUP 2

We accept, value and appreciate Codesa's role and function to establish the general constitutional principles as well as the constitutional body and the process. Also included in this step is the following:

- a. Defining the core purpose (mission statement) of the Civil Service of the New South Africa;
- b. Establishing:
 - (i) Strategy/Direction Position
 - (ii) Structure Resources
 - (iii) Behaviour, Value and Beliefs Systems
 - (iv) Right Sizing and Focus Support

The abovementioned will ensure Organisational Effectiveness

- (v) Management Process/Systems

This will ensure Operational Effectiveness.

2. BYRNE FLEMING

Complete Analysis of the total Civil Service or a Civil Service Overheads Value Analysis, Byrne Fleming needs to:

- a. Clarify core purpose.
- b. Examine existing structures and levels to achieve core purpose.
- c. Identify critical success factors to achieve strategy and integrate it with core purpose.
- d. Streamline all systems, management processes and activities to ensure the accomplishment by results.
- e. Clarify accountability and targets through Key Result Areas and Key Result Indicators.
- f. Focus all behaviour towards the accomplishment of targets.

This analysis will establish to what extent the present Civil Service conforms to the principles recommended by Work Group 2.

3. **BYRNE FLEMING** to submit a recommendation report which will include the appropriate changes that need to be implemented on a programmed basis during the next 3 to 5 years.

A comprehensive training programme is also submitted which will enhance the organisation behaviour required to ensure optimal performance and cost effectiveness in the public sector.

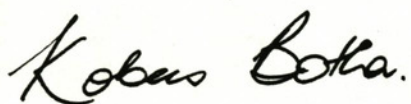
As facilitators, Byrne Fleming can jointly consider all the relevant intentions of the major role players in the implementation of an acceptable plan of action and long term project involvement.

We are in all probability the best suited to assist in the restructuring of the total civil service. Byrne Fleming is the largest non-audit based management consultancy company in South Africa. As a well established company, with a proven success record in all main sectors, we have at our disposal the services of highly skilled, experienced and qualified consultants.

We are looking forward, if it is acceptable to you, to have discussions with you that could hopefully lead to jointly implement Codesa's recommendations for the Civil Service in a New South Africa. We shall appreciate such an opportunity.

May we kindly request that you submit our recommendations to Work Group 2.

Yours faithfully



KOBUS BOTHA
SALES EXECUTIVE

A PERSPECTIVE ON POSSIBLE
MANAGEMENT STRUCTURES
IN THE SOUTH AFRICAN
CIVIL SERVICE ON CENTRAL,
REGIONAL AND LOCAL GOVERNMENT
LEVELS

BYRNE FLEMING

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1. INTRODUCTION

In offering to help in the cost effective restructuring of the Civil Service, Byrne Fleming must first present their credentials in Government type projects.

Byrne Fleming have been involved in a project with the Cape Provincial Administration Hospital and Health Services Branch since February 1991.

The project brief is to optimise the utilisation of resources in providing service at hospital level through the installation of management structures and systems, supported by training, to improve management effectiveness in a sustainable way.

The project currently includes 36 regional and general hospitals in the Cape offering care at primary, secondary and tertiary levels.

The brief includes a financial savings target of R61,5 million per annum through increased revenue, cost containment and right-sizing of personnel establishments.

Whilst benefits in excess of expectations to date are being realised, far greater benefits are likely to be achieved if issues at higher levels in the industry of a structural nature can be resolved.

At hospital level, these issues manifest as a lack of clear strategic planning from a higher level, which lead to uncertainty amongst hospital management.

In addition, the number of key stakeholders is large - Department of National Health, Provincial Administrations, House of Delegates, House of Representatives, local authorities, health sectors of the independent homelands, the Department of Education, the major universities and the Commission for Administration to name the most important.

A lack of communication structures amongst these key players contributes to a general sense of uncertainty.

In addition Byrne Fleming have successfully done work in more than 185 projects in various organisations in the total South Africa business and public sectors. We have completed projects in some of the largest organisations in the private sector (eg S.A., Transnet, Portnet, Eskom, Technicon R.S.A, etc.). Our product is so adaptable that it can easily be adjusted to any civil service department.

2. BASIC PRINCIPLES

From a management perspective, there are three broad facets to be considered:

- Policy
- Strategic Management
- Operational Management

As a general rule in any effective business framework, policy and strategy would be formulated at the highest level, while operational management would be carried out at the lowest appropriate level within the department.

Such a business framework must be supported by:

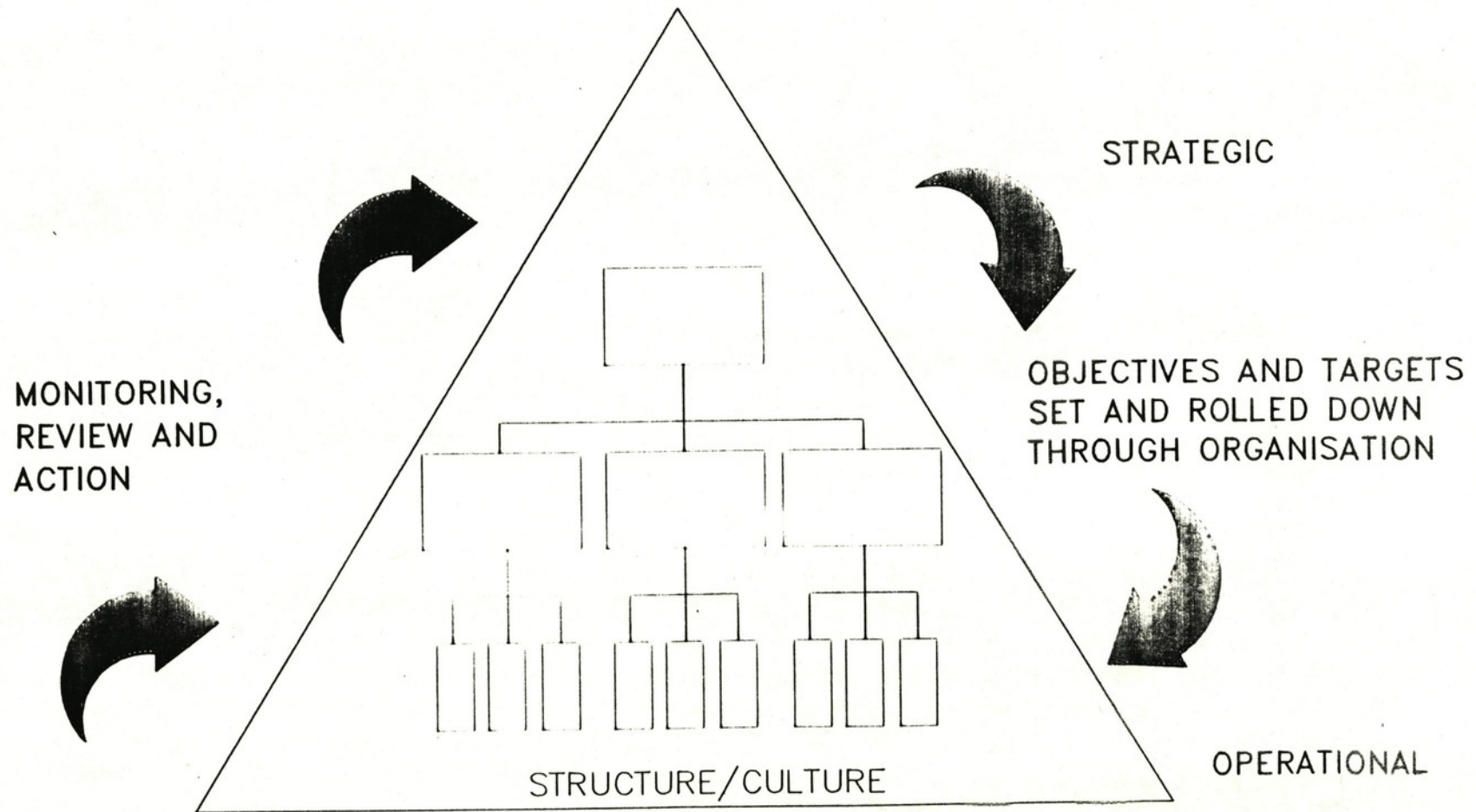
- i Information. Appropriate information for all levels in the hierarchy must be defined, such that it can enable each level to add value to the core business.
- ii Structures. Organisational structures must define accountabilities, roles and responsibilities and must be supported with appropriate authority levels enable action through the management process.
- iii Management processes. Mechanisms must be installed for setting objectives and targets, communicating them throughout the organisation, planning, controlling and measuring achievement of results. These processes will embody the organisational culture which motivate the behavioral patterns characteristic of the organisation.

These key elements will form the framework through which the people within the organisation can apply the resources at their disposal toward achieving the desired result.

Appendix 2.1 represents these principles diagrammatically.

BUSINESS FRAMEWORK

BASIC PRINCIPLES



3. APPLICATION TO SOUTH AFRICAN CIVIL SERVICE

For the purpose of this document, only one department will serve as an example.

Appendix 3.1 would represent the current national structure of Health Service in South Africa.

The major areas of concern are:

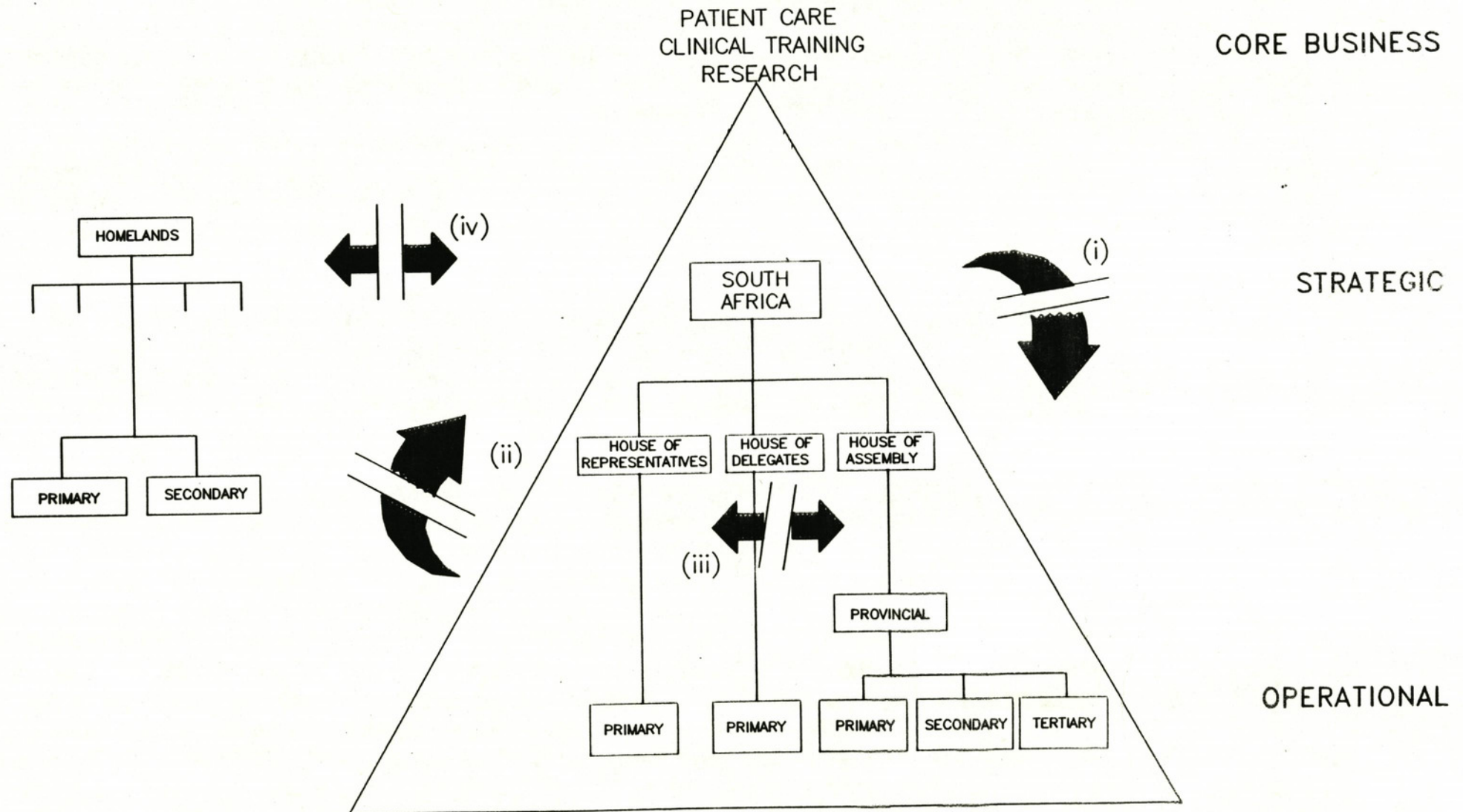
- i An apparent breakdown in the roll down mechanism from national level which hinders the communication and implementation of national strategy and priorities at local levels.
- ii A lack of feedback and review mechanisms to monitor and measure strategic or operational progress.
- iii Long vertical and poor or non-existent horizontal communication channels leading to provincial and regional differences in objectives, standards and commitment to national objectives.
- iv Other players outside the "national" umbrella are unlikely to be working toward the same goals.

Appendix 3.2 represents a possible model applying the basic principles outlined in section 2.

National policy and strategy would be formulated at a broad level. It should describe specific objectives and priorities of a structural, longer term nature. It must be supported by a strategic management process to ensure continuous review.

Responsibility and Accountability for day to day operation should be driven as far down the line as possible, together with appropriate authority. All key players should participate at this level including local government, the private sector and the community at large.

HEALTH SERVICES FRAMEWORK - EXISTING



Appendix 3.2 represents a possible model applying the basic principles outlined in section 2.

National policy and strategy would be formulated at a broad level. It should describe specific objectives and priorities of a structural, longer term nature. It must be supported by a strategic management process to ensure continuous review.

Responsibility and accountability for day to day operation should be driven as far down the line as possible, together with appropriate authority. All key players should participate at this level including local government, the private sector and the community at large.

Regional authority should be installed to understand and implement national strategy and to maintain standards and monitor performance on a regional basis. Key regional planning functions would reside at this authority.

Obviously many other alternative models are possible and should be discussed. The important point is that a model be developed jointly with the key players to ensure as broad an acceptance as possible.

Any such model would need to be supported by appropriate -

- information
- structures
- management processes

as outlined in section 2.

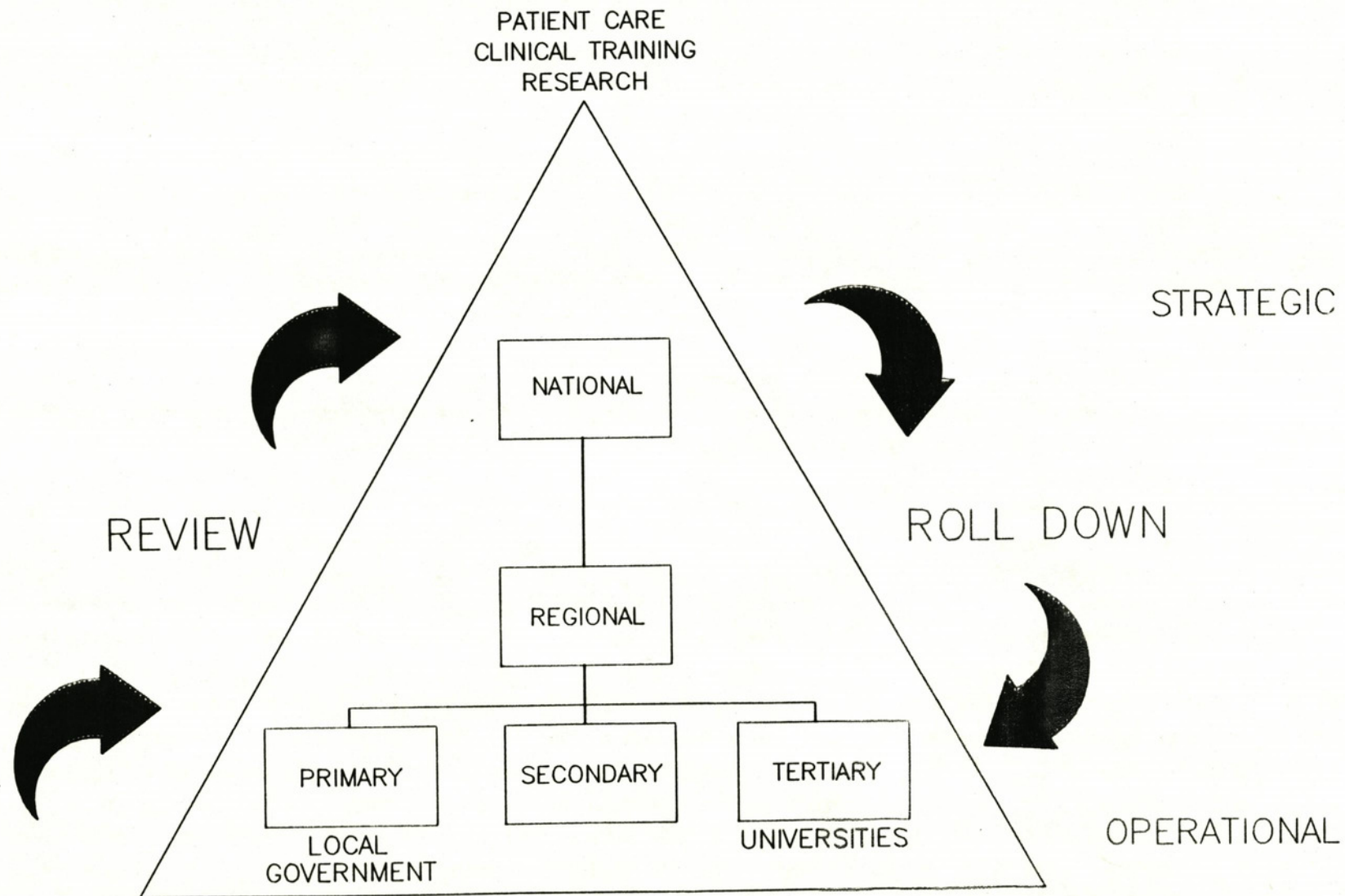
3.1 PRIORITIES

- 3.1.1 Restructuring of the civil service to meet the needs of the New South Africa within future budget restraints is of the utmost importance.

3.1.2 INTERFACES

The mechanisms for interfacing horizontally at all levels must receive a high priority. Similarly their integration vertically into a composite unit is equally important as is the determination of information requirements for planning.

HEALTH SERVICES FRAMEWORK - POSSIBLE ALTERNATIVE



3.1.3 EFFICIENCIES

Efficiencies at all levels should be improved through the implementation of management principles. This will prepare them for greater autonomy, and will ensure that they are able to pro-actively plan for the structural changes expected. The larger structures are likely to achieve greater financial benefit in the restructuring process.

4. POSSIBLE BARRIERS

The development of a process to implement a change in strategy and structures will naturally meet with resistance from some quarters.

Byrne Fleming's exposure to many bureaucrats through our project with the CPA allows us to highlight some potential barriers which must be considered should a civil service project be tackled.

4.1 ACCEPTANCE OF A NATIONAL AUTHORITY

The implementation of structures and strategy must be driven from the top. A body must be given accountability for such implementation, together with appropriate authority and the required resources.

The current differences in perceptions and acceptance at national, TBVC and extra parliamentary level need to be addressed. This can be achieved through a participative process ensuring joint development and common goals.

4.2 VESTED INTERESTS

Such a change process would naturally produce uncertainty and insecurity leading to individuals working toward protecting their own interests instead of toward overall goals. In particular, middle levels in the current structure would appear to have the most to lose and may therefore be most susceptible. These people would be instrumental in implementing such a strategy.

This could be overcome through participation, early identification of future opportunities for individuals, identification and use of champions of the greater objectives.

4.3 ABILITY TO ACCEPT AND RESPOND TO GREATER AUTONOMY.

Some concerns have been expressed about the ability of the civil service management to operate with greater autonomy.

While there will always be individuals who will struggle, in general the results at other Government institutions have shown that given the necessary support and on the job training and assistance, most civil service management teams will cope admirably. There certainly is a desire and a willingness to get on with the job.

4.4 PERSONNEL POLICY

The current personnel policies as practised in the public service are severely restrictive for autonomous management. In particular, incentive and disciplinary actions are limited, and these are key tools for the management of people.

This can be partially addressed by shifting delegations of authority lower down in the organisation, but may need to be addressed at a policy level.

In addition, variations in Personnel Policies would need to be addressed.

4.5 CONSTITUTION

The tri-cameral nature of the constitution needs to be by-passed in some way.

None of these barriers are insurmountable. In fact most are probably overestimated. If proper change management principles are applied we have no doubt that success can be achieved.

5. THE WAY FORWARD

The key requirements for the initiation of such a process are participation and action.

The first step is to analyse the requirements and to formulate an approach at a broad level, with a few key players.

A project team would need to be set up to plan the process in more detail. This would include a project bar chart outlining the key steps, time frames and priorities. It must identify the key participants and a mechanism for achieving this participation. It should also outline more specific objectives and benefits to be achieved.

On acceptance of such a plan a team must be set up to project manage the change process with appropriate accountability, authority and resources to do the job.

Regular review processes must be established to provide ongoing direction as well as a short interval control to monitor results on a random value quantified basis.

6. CONCLUSION

In conclusion we kindly wish to re-emphasise that Byrne Fleming has the services available of highly skilled consultants with proven experience in all appropriate disciplines. We undertake future planning with the most effective strategic planning procedures.

To summarise we focus on:

- i Organisation/Departmental Development. We are geared to co-operate with the client organisation. We jointly manage with the client in designing structures and processes required to optimise organisation/departmental effectiveness. We give specific attention to the development of the organisation behaviour and the attitudes required to ensure performance effectiveness.
- ii The design and installation of management processes and control systems which lead to productivity and profitability.
- iii The custom design and implementation of training and development programmes to meet specific skills needs integrated with the operational processes to ensure measurable effectiveness.

Our emphasis changes according to the context and needs of our client. Our strength lies in the processes and expertise we bring to a given situation.

We appreciate the opportunity to offer our input and we trust that this document will prove to be useful in formulating a plan of action.

'N PERSPEKTIEF OOR MOONTLIKE
BESTUURSSTRUKTURE IN DIE
SUID-AFRIKAANSE-STAATSDIENS
OP SENTRALE, STREEKS-EN
PLAASLIKE BESTUURSVLAKKE

INHOUD

1. INLEIDING
2. BASIESE BEGINSELS
3. TOEPASSING OP DIE SUID-AFRIKAANSE STAATSDIENS
 - 3.1 PRIORITEITE
4. MOONTLIKE STRUIKELBLOKKE
 - 4.1 AANVAARDING VAN 'N NASIONALE OUTORITEIT
 - 4.2 BESTAANDE BELANGE
 - 4.3 DIE VERMOE OM GROTER OUTORITEIT TE AANVAAR EN OM DAAROP TE REAGEER
 - 4.4 STAATSDIENSPERSONEELBELEID
 - 4.5 DIE GRONDWET
5. DIE PAD VORENTOE
6. SLOTSOM

1. INLEIDING

Wanneer ons hulp aanbied met die moontlike herstrukturering wat 'n kostedoeltreffende Staatsdiens sal verseker, is dit belangrik dat Byrne Fleming eers sy geloofwaardigheid in staatsdienssoortige projekte aanbied.

Byrne Fleming is alreeds vir 'n geruime tydperk in 'n projek van die Hospitaal en Gesondheidsdienstetak van die Kaapse Provinsiale Administrasie betrokke.

Die projekopdrag vereis die installering van sisteme en strukture waardeur beskikbare hulpbronne optimaal aangewend kan word om doeltreffende gesondheidsorg aan 'n steeds groeiende getal pasiënte te lewer. Dit behels die bepaling en verbetering van die totale bestuursfunksie van hospitale, ingeslote kliniese-bestuur en die verplegingsbestuursfunksie.

Die projekopdrag versoek spesifiek die opleiding van staf in die gebruikmaking van enige nuwe hulpbronbestuurstelsels, asook staforiëntering om die verbeterde bestuurstegnieke te aanvaar en toe te pas.

Die projek sluit tans 36 algemene en spesialishospitale regdeur die Kaapprovinsie in.

By die projekopdrag ingeslote is 'n geldbesparingsmikpunt van R61,5miljoen per jaar deur verhoogde inkomste, kostevaspennings en doeltreffende posvlakbenutting.

Die voorddele wat tot op datum bereik is, oortref die verwagtings by verre, en sal self groter wees indien die hoër struktuurkewessies van die bedryf opgelos kan word. Ons verwys spesifiek na die huidige gebrek van streeksbestuursisteme.

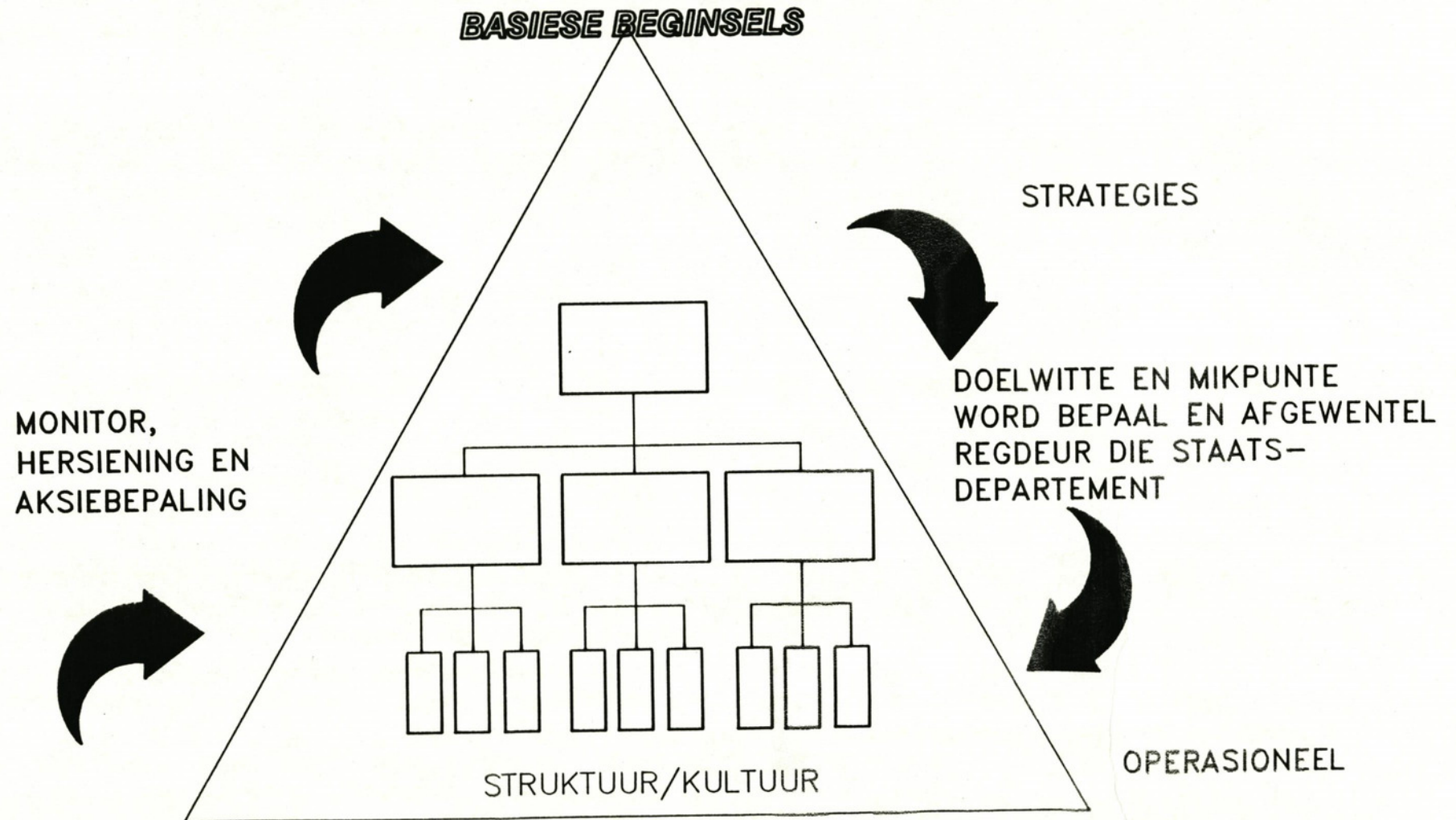
Op hospitaalvlak ondervind ons 'n gebrek aan duidelike strategiese beplanning op die hoër vlakke, wat tot 'n gevoel van onsekerheid onder hospitaalbestuur aanleiding gee. Daarbenewens is die getal sleutel-insethouers groot.-

Die Departement van Nasionale Gesondheid en Gesondheidsdienste, Provinsiale Administrasie, Raad van Afgevaardigdes, Raad van Verteenwoordigers, plaaslike bestuur, die gesondheidsektore van die onafhanklike tuislande, die Departement van Onderwys, die groot universiteite en die Kommissie vir Administrasie, om maar slegs die belangrikste instansies op te noem.

'n Gebrek aan kommunikasiestrukture tussen die sleutelspeleers dra verder by tot 'n algemene gevoel van onsekerheid.

Ons kan ook noem dat Byrne Fleming die afgelope vyf jaar in meer as 185 projekte in 'n verskeidenheid van organisasies oor die hele Suid-Afrikaanse sake en openbare spektrum suksesvol voltooi het. Ons het projekte voltooi in van die grootste organisasies in die privaatsektor (bv. S.A.L., Transnet, Portnet, Eskom, Tegnikon R.S.A. ens).

SAKERAAMWERK



Ons produk is so aanpasbaar dat dit met gemak by enige staatsdiensdepartement aangepas kan word.

2. **BASIESE BEGINSELS**

Uit 'n bestuursperspektief is daar veral baie breë fasette wat oorweeg moet word:

- Beleid
- Strategiese Bestuur
- Operasionele Bestuur

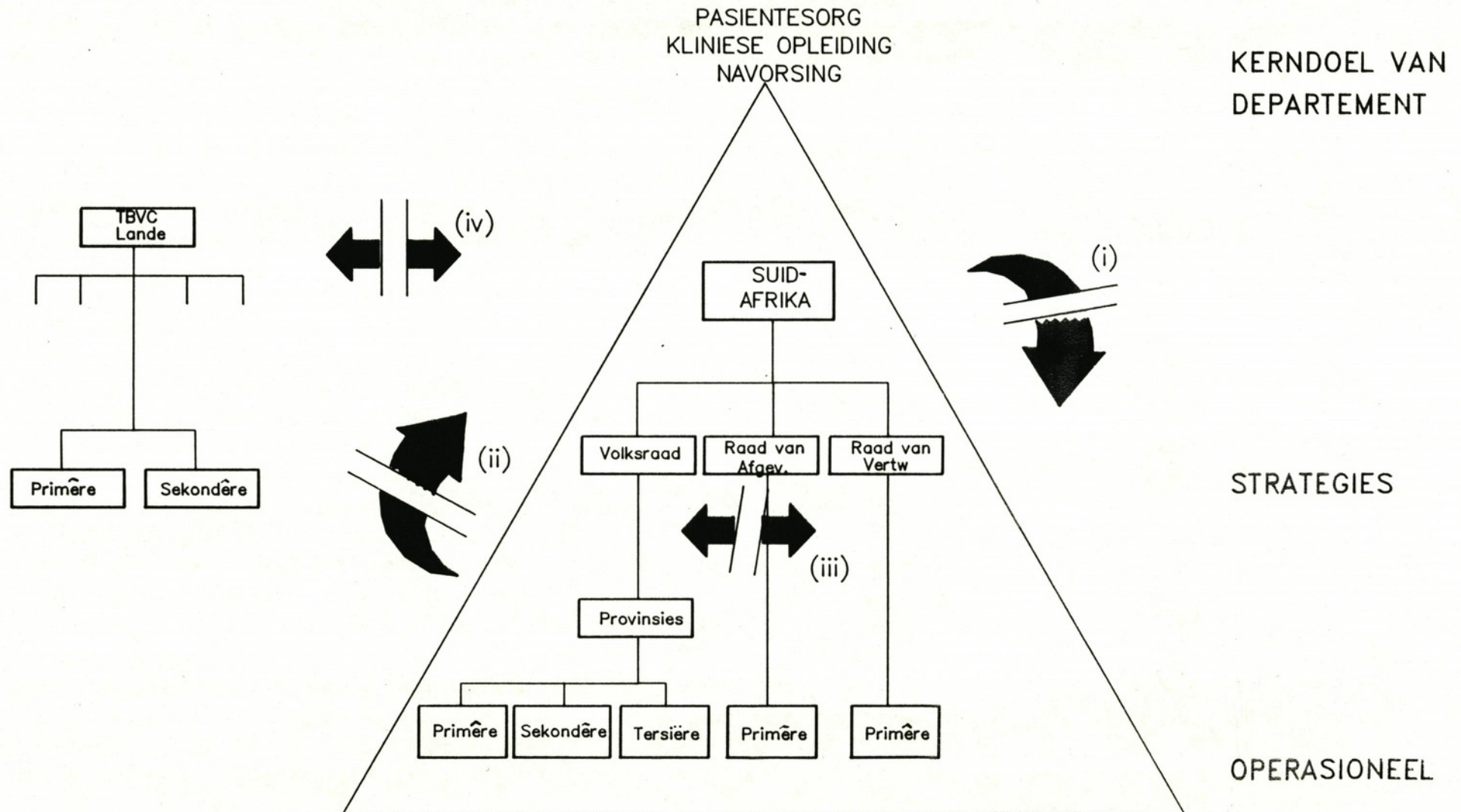
As 'n algemene reël in enige doeltreffende bestuursraamwerk, sal beleid en strategie op die hoogste vlak geformuleer word, terwyl operasionele bestuur op die laagsmoontlike vlak binne sodanige departement moet fungeer. Sodanige bestuursraamwerk moet ondersteun word deur :

- i Inligting - toepaslike inligting moet vir alle vlakke omskryf word, sodat elke vlak waarde kan toevoeg tot die kerndoel van die departement.
- ii Strukture - departementstrukture moet aanspreeklikheid, rolfunksies en verantwoordelikkede omskryf en moet met die toepaslike outoriteitsvlakke ondersteun word om aksie deur die bestuursproses voort te bring.
- iii Bestuursprosesse - bestuursmeganismes moet ingestel word om doelwitte en mikpunte op tê stel wat regdeur die organisasie gekommunikeer word met die nodige beplanning, beheer en die meting van resultate wat bereik is. Hierdie prosesse omvat die staatsdepartementkultuur, wat weer op sy beurt die gedragspatrone, wat kenmerkend van die staatsdepartement is, motiveer.

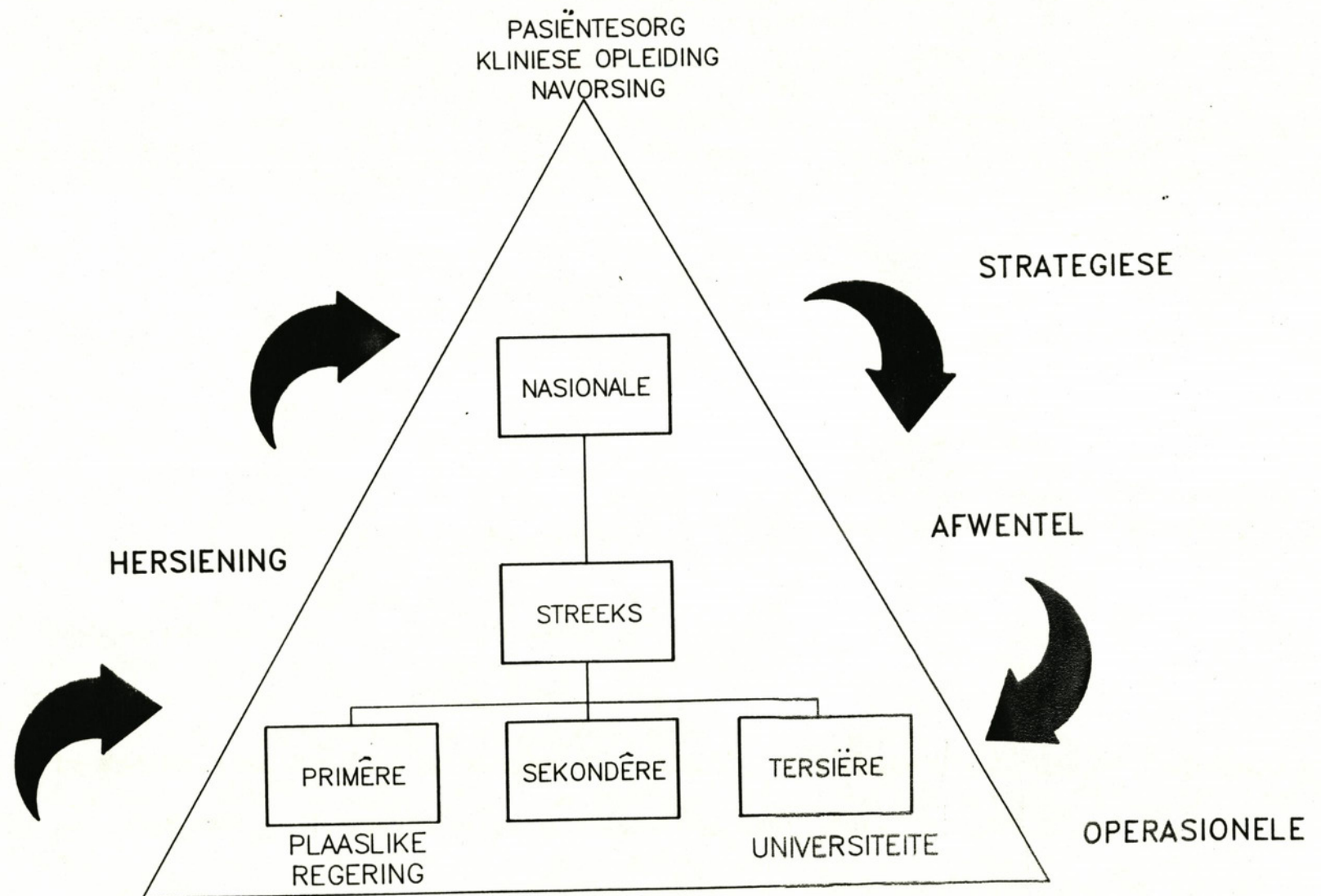
Die bogenoemde sleutelemente vorm die raamwerk waardeur mense binne die organisasie/staatsdepartement die hulpbronne tot hul beskikking kan aanwend om die verlangde resultate te bereik.

Bylaag 2.1 dui hierdie beginsels in 'n diagram aan.

RAAMWERK VAN HUIDIGE GESONDHEIDSDIENSTE



RAAMWERK VAN GESONDHEIDSDIENSTE - MOONTLIKE ALTERNATIEF



3. TOEPASSING OP 'N SUID-AFRIKAANSE STAATDIENSDEPARTEMENT

Vir die doel van hierdie dokument dien slegs een departement as voorbeeld.

Bylaag 3.1 dui die huidige raamwerk van Gesondheidsdienste in Suid-Afrika aan.

Die hoofgebiede wat sorgbaar is :

- i 'n Klaarblyklike afbreek van die afwentelmeganisme van nasionale vlak wat die kommunikasie en implementering van nasionale strategie en prioriteit op plaaslike vlak verhinder.
- ii 'n Gebrek aan terugvoering en hersieningsmeganisme om strategiese of operasionele vordering te monitor en te meet.
- iii Uitgerekte vertikale en swak of gebrekkig horisontale kommunikasiekanale met provinsiale en streekverskille in doelwitte, standarde en verbintenis tot nasionale doelwitte.
- iv Ander spelers buite die "nasionale sambreel" werk nie noodwendig tot die bereiking van dieselfde doelwitte nie.

Bylaag 3.2 dui 'n moontlike model aan waarin die basiese beginsels wat in Afdeling 2 bespreek is, toegepas word :

Nasionale beleid en strategie sal op 'n breë vlak geformuleer word. Dit behoort spesifieke doelwitte en prioriteit van 'n strukturele, langtermyn aard omskryf. Dit moet verder ondersteun word deur 'n strategiese bestuursproses om voortdurende hersiening te verseker.

Verantwoordelikheid en aanspreeklikheid vir dag-tot-dat operering moet so laag as wat moontlik met die toepaslike magtigingsbevoegdheid geskied. Al die sleutelspelers moet op hierdie vlak meedoen, ingeslote plaaslike regering, die privaatsektor en die groter gemeenskap.

Streeksliggame moet ingestel word om die implementering van nasionale strategie te begryp en om standarde te handhaaf en werksverrigting op 'n streeksbasis te monitor. Sleutel-streeksbeplanningsfunksies moet by die streeksliggaam gesetel wees.

Vanselfsprekend is daar vele ander alternatiewe modelle wat oorweeg kan word. Die belangrikste aspek is dat sodanige modelle gesamentlik met alle sleutelspelers ontwikkel moet word om sodoende die grootsmoontlike aanvaarding te verseker.

Die mees toepaslike model moet ondersteun word deur toepaslike

- inligting
- strukture en
- bestuursprosess soos uiteengesit in afdeling 2.

3.1 PRIORITEITE

3.1.1 Die herstrukturering van die Staatsdiens om aan die behoeftes van die Nuwe Suid-Afrika te voldoen, binne die toekomstige begrotingsbeperkings, is van kardinale belang.

3.1.2 KOPPELVLAKKE

Die meganisme om horisontale koppelvlakke tussen alle strukture op alle vlakke te bewerkstellig behoort ernstige aandag te verg.

3.1.3 DOELTREFFENDHEID

Doeltreffendheid op alle vlakke moet deur die implementering van bestuursbeginsels verbeter word. Dit sal staatsamptenare voorberei vir groter outonomie, en sal verseker dat hulle daartoe in staat is om pro-aktief vir die verwagte strukturele veranderinge te beplan. Die groter staatsdepartemente behoort in alle waarskynlikheid groter finansiële voordele in die herstruktureringproses te behaal.

4. **MOONTLIKE HINDERNISSE**

Die ontwikkeling van 'n proses om veranderinge in strategie en strukture te implementeer sal in alle waarskynlikheid met weerstand uit verskeie oorde beantwoord word.

Byrne Fleming se blootstelling aan talle staatsamptenare in staats en semi-staatsdiensdepartemente het sekere moontlike hindernisse na vore laat kom wat oorweeg moet word sou enige projek in die Staatsdiens onderneem word.

4.1 **AANVAARDING VAN 'N NASIONALE OUTORITEIT**

Die implementering van strukture en strategie moet van heelbo aangedui word. Aanspreeklikheid moet aan 'n liggaam met daarmee gepaardgaande outoriteit en die vereiste hulpbronne toegeken word.

Die huidige persepsieverskille en aanvaarding op nasionale, TBVC lande en buiteparlementêre vlak, moet aangespreek word. Dit kan bereik word deur 'n deelnemende proses wat die gesamentlike en gemeenskaplike doelwitte sal verseker.

4.2 **BESTAANDE BELANGE**

Sodanige veranderingsproses skep gewoonlik 'n gevoel van onsekerheid en 'n gebrek aan sekuriteit wat veroorsaak dat individue slegs hulle eiebelang beskerm eerder as om hulle vir oorhoofse doelwitte te beywer. In besonder, skyn dit asof amptenare op die middelvlakke in die huidige struktuur die meeste kan verloor en mag daarom skepties teenoor beoogde veranderinge ingestel wees. In werklikheid is dit die groep mense wat met die implementering van sodanige strategie behulpzaam moet wees.

Hierdie probleem word dikwels oorkom deur deelname, vroeë identifisering van toekomstige geleenthede en die identifisering van "kampioene" van die groter doelwitte.

4.3 **VERMOË OM GROTER OUTONOMIE TE AANVAAR EN OM DAAROP TE REAGEER.**

Daar sal maar altyd mense wees wat enige verandering baie moeilik aanvaar. Ons resultate in verskeie regeringsinstellings het oor die algemeen aangedui dat amptenare wat die nodige ondersteuning, indiensopleiding en hulp ontvang, verandering uitstekend hanteer. Daar bestaan by meeste mense 'n begeerte en 'n gewilligheid om met die taak voort te gaan.

4.4 STAATSDIENSPERSONEELBELEID

Huidige personeelbeleide, soos wat tans in die staatsdiens toegepas word, is baie beperkend vir outonomebestuur. In besonder word aansporing en dissiplinêre aksies beperk, en hierdie aspekte vorm sleutelinstrumente in die bestuur van mense.

Gedeeltelik kan hierdie aspek aangespreek word deur om outoriteit laer in die verskillende departemente af te skuif. Dit is egter nodig om dit op die beleidsvlak aan te spreek. Dieselfde beginsel geld waar daar verskille in personeelbeleid bestaan.

4.5 DIE GRONDWET

Totdat daar vir 'n nuwe Grondwet onderhandel word, sal die huidige driekamer-aard, van die huidige grondwet, voorlopig opsygelaat word.

Geeneen van hierdie hindernisse is onoorkombaar nie. Trouens, heelwat bestaande hindernisse word oorskat. Indien geskikte bestuursveranderingsbeginsels toegepas word, bestaan daar geen twyfel dat sukses met die beoogde herstrukturering behaal kan word.

5. DIE PAD VORENTOE

Die sleutelvereistes vir die aanvang van sodanige herstruktureringsproses, is deelname en aksie.

Die eerste stap is om die vereistes vir 'n nuwe staatsdiensbestel te ontleed en om 'n benadering op 'n breë vlak met 'n paar sleutelspelers te formuleer. 'n Projekspan sal moet aangestel word om die hele proses in die fynste besonderhede te beplan. Dit sal verder 'n projekstaafgrafiek insluit wat al die stappe aandui, asook tydskedules en prioriteite. Sleuteldeelnemers moet geïdentifiseer word en 'n meganisme ontwikkel word om sinvolle deelname te verseker. Die projekspan behoort verder meer spesifieke doelwitte daar te stel, asook die voordele wat behaal moet word.

Met die aanvaarding van sodanige plan moet 'n span saamgestel word om die veranderingsprose te projekteer met die toepaslike aanspreeklikheid, outoriteit en hulpbronne om die taak te volvoer.

Gereelde hersieningsprosesse moet daargestel word om 'n volgehoue koers te handhaaf asook kort tussentydse beheermaatreëls wat die resultate op 'n randwaarde en meetbare basis te monitor.

6. SLOTSOM

Ten besluite wil ons weerens beklemtoon dat Byrne Fleming oor die dienste van hoogsbedrewe konsultante beskik met bewese ondervinding in alle toepaslike dissiplines. Ons onderneem toekomsteplanning met die mees doeltreffende strategiese beplanningsmetodes. Opsommenderwys fokus ons dus op :

- i Organisasie/Departementele - Ontwikkeling. Ons is daarop ingestel om in noue samewerking met die kliëntorganisasie betrokke te wees. Ons medebestuur met die kliënt in die ontwerp van strukture en prosesse wat noodsaaklik is om organisasie / departementdoeltreffendheid optimaal te verbeter. Ons gee spesifiek aandag aan die ontwikkeling van die vereiste organisasiegedrag en die gesindheid wat werksdoeltreffendheid sal verseker.
- ii Die ontwerp en instelling van bestuursprose en beheerstelsels wat optimale produktiwiteit tot gevolg het.
- iii Die toepaslike ontwerp en implementering van opleiding en ontwikkelingsprogramme, asook spesifieke vaardigheidsbehoeftes, wat met die operasionele prosesse geïntegreer is en wat meetbare doeltreffendheid sal verseker.

Ons klemtoon verander volgens die konteks en behoeftes van die kliënt. Ons krag lê in die prosesse en kundigheid wat ons in 'n gegewe situasie aanwend.

Ons waardeer opreg die geleentheid om hierdie inset aan te bied en vertrou dat hierdie dokument van waarde sal wees om 'n aanvaarbaar aksieplan te formuleer.