

**AN ASSESSMENT OF THE
EFFECTIVENESS AND EFFICIENCY OF THE
STRATEGIC AND OPERATIONAL MANAGEMENT OF
THE MAKANA MUNICIPALITY, GRAHAMSTOWN:
A TOTAL QUALITY MANAGEMENT
AND
BUSINESS EXCELLENCE APPROACH**

**A thesis submitted in fulfilment of the
requirements for the degree of
Doctor of Business Administration
of the
University of KwaZulu-Natal**

by

PRAVINE NAIDOO

Promoter:

Professor PS Reddy



Shri Venkateshwara Swamivaru

Tirumala-Tirupati

Andhra Pradesh, India.



గోవిందో గోపతిః కృష్ణః కేశవో గరుడధ్వజః
వారాహో వామనశ్చైవ నారాయణ అధోక్షజః
శ్రీ ధర పున్దరీకాక్షో సర్వదేవ స్థితోహరిః
నారసింహో మహాసింహో సూత్రకారః పురాతనః

Dedicated to The Source of all that exists, who is the omnipotent, omnipresent and omniscient Supreme Power, the *PARABRAHMAN*, the Supreme Absolute Truth.

*Aum Namo Narayana !!! Aum Namo Venkateshaya !!! Jai Telugu Thalli !!!
Aum Shanthi Shanthi Shanthi !!!*

An Offering of Love as to the Unity of Spirit & Souls to my Soulmate JPGYTD

Quoted from Kahlil Gibran's "THE PROPHET"

"Now therefore disclose us to ourselves, and tell us all that has been shown you of that which is between birth and death. And he answered:

People of Orphalese, of what can I speak save that which is even now moving within your souls?

Then said Almitra, "Speak to us of Love."

And he raised his head and looked upon the people, and there fell a stillness upon them. And with a great voice he said: When love beckons to you follow him, Though his ways are hard and steep.

And when his wings enfold you yield to him, Though the sword hidden among his pinions may wound you.

And when he speaks to you believe in him, Though his voice may shatter your dreams as the north wind lays waste the garden.

For even as love crowns you so shall he crucify you. Even as he is for your growth so is he for your pruning.

Even as he ascends to your height and caresses your tenderest branches that quiver in the sun, So shall he descend to your roots and shake them in their clinging to the earth.

Like sheaves of corn he gathers you unto himself. He threshes you to make you naked. He sifts you to free you from your husks. He grinds you to whiteness. He kneads you until you are pliant; And then he assigns you to his sacred fire, that you may become sacred bread for God's sacred feast.

All these things shall love do unto you that you may know the secrets of your heart, and in that knowledge become a fragment of Life's heart.

But if in your fear you would seek only love's peace and love's pleasure, Then it is better for you that you cover your nakedness and pass out of love's threshing-floor, Into the seasonless world where you shall laugh, but not all of your laughter, and weep, but not all of your tears.

Love gives naught but itself and takes naught but from itself. Love possesses not nor would it be possessed; For love is sufficient unto love.

When you love you should not say, "God is in my heart," but rather, I am in the heart of God." And think not you can direct the course of love, for love, if it finds you worthy, directs your course.

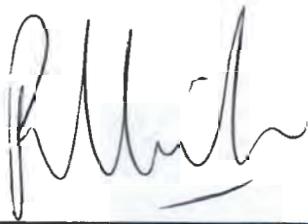
Love has no other desire but to fulfil itself. But if you love and must needs have desires, let these be your desires: To melt and be like a running brook that sings its melody to the night.

To know the pain of too much tenderness. To be wounded by your own understanding of love; And to bleed willingly and joyfully. To wake at dawn with a winged heart and give thanks for another day of loving;

To rest at the noon hour and meditate love's ecstasy; To return home at eventide with gratitude; And then to sleep with a prayer for the beloved in your heart and a song of praise upon your lips."

Declaration

I hereby declare that this Doctoral Thesis is my own unaided and original work. All sources have been accurately referenced and acknowledged. It is being submitted in fulfilment of the Degree of Doctor of Business Administration (DBA) in the Graduate School of Business, Faculty of Management Studies at the University of KwaZulu-Natal in the Republic of South Africa. It has not been previously submitted in its entirety or in part for any degree or any examination in order to obtain an academic qualification at any institute or university nationally or internationally.



PRAVINE NAIDOO

17TH MARCH 2006

DATE

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Abstract

In South Africa, companies and organisations are now operating within the global marketplace. Various authors writing on organisational effectiveness state that, in the last decade, many organizations have come to appreciate that total quality management (TQM) principles will enable them to become and remain competitive in both home and international markets. In many of these markets, quality and its continuous improvement are now qualifying criteria. TQM not only leads to increased productivity, higher standards, improved systems and procedures, improved motivation and increased customer satisfaction, but also to lower costs and bottom-line savings.

The aim of this research study was to ascertain whether the strategic and operational management of the Makana Municipality in Grahamstown was effectively and efficiently leading and managing the institution in accordance with the principles of TQM, measured according to the international benchmark of business excellence. The practical and fundamental importance of this research study, therefore, lies in its evaluation of whether the Municipality's systems, processes, policies and procedures are in alignment with the principles of customer orientation, continuous improvement, process orientation, utilisation of business process re-engineering tools, promotion of accountability and measurement of services. This is vital, if the Makana Municipality, in Grahamstown is to deliver a world-class service in an effective and efficient manner.

From an empirical research investigation by way of a survey of a cross-section of municipal employees, it was found that there are indeed challenges facing the organization with respect to the principles of TQM, such as education and training, a culture of process-orientation, communication, customer satisfaction, culture and values, and performance measurement. An Integrated Model for Total Quality Management and Business Excellence for Local Government has been proposed and an Action Plan for the introduction of TQM and business excellence within the Municipality has been devised for implementation.

Making quality happen requires not only commitment, but also competence in the mechanics of TQM. Crucial early stages will comprise establishment of the appropriate organisation structure, teamwork and training, including information about quality costs and quality systems. The launch of quality improvement requires a balanced, three-pronged approach, through systems, teams and tools. A strategic implementation framework will allow the integration of TQM into the strategy of the organisation through an understanding of the core business processes and involvement of people. This will lead through process analysis, self-assessment and benchmarking to identifying opportunities for improvement, including people development. The process opportunities will be prioritised into continuous improvement, re-engineering and re-design. Performance-based measurement will determine progress, and feedback to the strategic framework.

Key Terms:

Total Quality Management; Business Excellence; Business Process Re-engineering; Corporate Strategy; ISO 9000; Organisational Effectiveness and Efficiency

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List of Abbreviations and Terms

5-S	The acronym for five Japanese words: <i>seiri</i> , <i>seiton</i> , <i>seiso</i> , <i>seiketsu</i> and <i>shitsuke</i> meaning organisation, neatness, cleanliness, standardisation and discipline, respectively
ATM	automatic teller machine
BPR	business process re-engineering
CEO	Chief Executive Officer
COSATU	Congress of South African Trade Unions
DMAIC	Define, Measure, Analyse, Improve and Control
DPLG	Republic of South Africa, Department of Provincial & Local Government
ECTQM	European Centre for Total Quality Management
EFQM	European Foundation of Quality Management
EMS	Environmental Management Systems
EQA	European Quality Award
IDPs	Integrated development plans
IGR	Intergovernmental Relations
ISO	International Organization for Standardisation
IT	information technology
JIT	just-in-time
KPOs	key performance outcomes
LEI	leadership excellence index
LGNF	Local Government Negotiating Forum
LGTA	Republic of South Africa. Local Government Transition Act 209 of 1993
MBNQA	Malcolm Baldrige National Quality Award
MSA	Republic of South Africa. Municipal Systems Act 32 of 2000

MSPs	Municipal Service Partnerships
NEPAD	New Partnership for African Development
NLP	neuro linguistic programming
PCC	President's Coordinating Council
PDCA	Plan, Do, Check, Act
PIs	performance indicators
POM	process of management
QFD	quality function deployment
QMMs	quality management methods
RDP	Reconstruction and Development Programme, Republic of South Africa
S&P 500	The Standard & Poor's 500 is an index made up of 500 blue chip stocks. The index is commonly used to measure stock market performance. Standard & Poor's, a division of The McGraw-Hill Companies, Inc, is the result of a merger in 1941 of Standard Statistics and Poor's Publishing Company.
SABS	South African Bureau of Standards
SAEF	South African Excellence Foundation Model
SALGA	South African Local Government Association
SMEs	small and medium enterprises
SPC	statistical process control
TQM	total quality management

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CHAPTER 1. GENERAL INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

The Makana Municipality, Grahamstown, operates in the sphere of South African local government, which has been undergoing transformation and restructuring since 1993. This chapter describes the context of local government in South Africa, from 1993 until the new municipal dispensation of 2000, with specific reference to the Makana Municipality. The challenges facing the Makana Municipality are outlined, and the research problems are stated within the context of the principles of total quality management and business excellence.

In Chapter 2, the fundamental concepts and principles of TQM are defined and the international benchmark of business excellence is introduced, and TQM and business excellence are put into historical context. Various theoretical and conceptual perspectives are discussed.

In Chapter 3, the relationships between TQM, ISO 9000, local government and integrated development planning are explored.

In Chapter 4, the history of local government in South Africa is reviewed, and the role and value of setting and creating indicators and benchmarks for service delivery excellence in developmental local government are examined.

Chapter 5 describes the research methodology and design used to evaluate the current business practices of Makana Municipality, including the unit of analysis, the data source, the method of sampling and the process of collecting the data. This chapter also covers the statistical methods and analysis used to interpret the research data.

The research results and recommendations are presented and discussed in Chapter 6.

A model for TQM and business excellence in local government and a programme for implementation in Makana Municipality are presented in Chapter 7.

1.2 CONTEXT OF THE STUDY

By the end of the 1980s, the system of local government in South Africa was facing an unprecedented crisis. In the townships, the black local authorities were confronted with the triple challenge of political legitimacy, financial viability and administrative capacity. Community-based organisations throughout South Africa embarked on service charge- and election boycotts, exacerbating the existing crisis in the separate local institutions that had been established in the early 1980s to give urban blacks some form of representation outside of the tri-cameral system.

In white suburbs and in industrial and commercial areas, local government continued to operate as it had done since the 1920s – as a segregated system of representation, with a well-resourced financial base, highly developed infrastructure and a sophisticated system of administration. Viewed in isolation, white local authorities represented a strongly decentralised form of local self-government, with clearly defined powers, functions and sources of income. Viewed in totality, however, the white local authorities represented islands of privilege amidst a sea of increasing demands for delivery of basic services and legitimate political representation. The system as a whole could not be sustained (Boraine, 1995: 118).

On 14 December 2001, the President's Coordinating Council reviewed progress made in transforming local government and attaining the vision of developmental local government (Department of Provincial and Local Government, 2004: 51). Progress and the way forward were assessed in terms of five key strategic objectives, namely:

1. To build strong local governments and enhance their status within a stable co-operative governance framework;
2. To build stable institutional and administrative systems in local government;
3. To deepen local democracy and accountability;
4. To improve and accelerate service delivery and development; and
5. To build financially viable local government.

It was evident that local government in South Africa needed to undergo a process of fundamental political, social and management transformation. Since then, there have been reforms that ranged from legislative transformation, demarcation, new structures, and delineation of powers and functions, to strategic planning and performance management systems. The changes have provided opportunities for real transformation of service delivery and development at a local level.

Local government's delivery and transformation processes are different from those at national and provincial level for two reasons:

1. Municipal councils are seen as representing government. The people elect representatives to municipal councils so elected and appointed municipal officials face a lot of pressure: They have to be accountable and efficient, as well as delivering good services; and
2. The local government is seen as the actual point of delivery of the basic needs of people. Delivery of services such as water and electricity, or assistance with accessing housing, for example, are seen as the responsibility of the municipal authority.

Biyela (2000: 1) states that the task of transforming local government cannot be separated from the broader goals of public sector reform and efforts at deepening democracy. Despite its formal separation from the public sector, local government is therefore a crucial element of the South African state and government.

Pimstone (Atkinson & Reitzes, 1998: 2) argues that local government transformation in South Africa has a particular constitutional resonance: The transformation of apartheid local government was at the very forefront of the broader societal transformation that led to the adoption of the final *Constitution* (Act 108 of 1996). Furthermore, local government has an important role in the promotion of civil, political, social and economic justice, and it provides an arena for democratic participation. Successful transformation at the local government level will therefore affirm broader constitutional accomplishments.

Dlamini and Moodley (2002: 1) submit that the national legislative framework lays a sound foundation for implementing a more people-centred, developmental local government. For the first time in the history of local governance in South Africa,

legislation has made communities the central focus by including them in the way local government is defined. The legislative shift in mindset, together with the new understanding of the role of local government as a facilitator of social and economic development, rather than merely a dispenser of services to passive recipients, has been widely embraced by planners and development practitioners alike. What is questionable, however, is the extent to which this framework has been translated into a robust, implementable planning and implementation methodology that successfully translates the intent of the legislation into a workable process that can fulfil the developmental aims of local government.

It was probably for this reason that the President's Coordinating Council (PCC) resolved on 27 March 2003 (Department of Provincial and Local Government, 2004: 51):

- that provinces should report on progress with the local government transformation process at the PCC meeting of 5 September 2003;
- that the Technical PCC should convene by 18 April 2003 to finalise a high level action plan to effect the 15 areas of intervention;
- to engage service providers in the compilation of the overall action plan;
- that elements of the action plan should include 15 intervention areas, with clear outputs per intervention area and per quarter, as well as clear lines of responsibilities for the different spheres of government;
- that the action plan and the Intergovernmental Relations Bill should be presented to Cabinet at national level for discussion;
- that the action plan should be presented to Provincial Executive Councils and organised local government for discussion at provincial level, and that the national Department of Provincial and Local Government (DPLG) should liaise with the offices of the Premiers to give effect thereto;
- that Intergovernmental Relations (IGR) conferences with provinces should be held in 2004, 2006 and 2008.

It is also significant, according to Subban (Maharaj, 2004: 1) that, while the prime purpose of restructuring local government in South Africa was to ensure democracy at the local level, there were other reasons as well:

- rationalising the many structures of local government (both political and administrative);
- changing the focus of local government from strict control to autonomous development and management;
- eliminating corruption and mismanagement of funds;
- reducing the level of duplication at local government level; and
- creating a more user-friendly local authority.

It is not only the local authorities that need to reform in order to be more effective, but also the local communities: Youens (2003: 19) notes that, over and above the whole programme of restructuring, local government faces considerable problems from the communities it seeks to serve, including non-payment of services and strong objections to cross-subsidisation from wealthier, more established areas. There are also internal structural, administrative and financial problems, and incongruity between local government and the provincial and national spheres of government.

A major reform occurred during 1995, when 'white' municipalities amalgamated with 'black' municipalities in local government. As the sphere of government closest to the citizens, local government's role of in securing a peaceful, democratic and equitable civil society is paramount. Yet, seven years after these mergers, there was consensus amongst community and ratepayer organisations that many municipalities were characterised by cash flow problems, poor service delivery, lack of skills, limited community participation, decaying urban fabric, and infrastructure backlogs (DPLG, 2002).

In the Annual Reports of the Department of Provincial and Local Government (2000; 2001; 2002), it was stated that municipalities were not achieving institutional delivery targets, and DPLG policies, procedures and processes were not being adhered to by employees. Furthermore, there was labour unrest, and staff morale

was low, resulting in low productivity levels. The restructuring of local government had brought with it various negative externalities that had affected staff, income, expenditure, assets, liabilities, plans and budgets. Integrated development plans (IDPs) were therefore introduced to local government planning processes in order to encourage municipalities to develop plans to address their developmental role with regard to community needs.

What emerged clearly from a study tour by the Portfolio Committee on Provincial and Local Government (National Assembly, 2003) was that, despite the problems, the core principles, values and features of the new local government system are sound. It is vital though that there is a greater understanding among councillors, officials, communities and other stakeholders of the need for and value of the two-tier system of local government, made up of district and local municipalities. As part of this, the role of district municipalities and the division of powers and functions between local and district municipalities need to be better understood.

Fundamentally though, the challenges of the new system lie in plans, strategies, programmes, funding and other resources, quality of leadership, capacity building and training, and the practical co-operation of all three spheres of government. In short, the challenges lie, not in conceptual and policy issues, but in implementation issues.

Most municipalities have a core of councillors and officials who have a very good grasp of the challenges confronting local government and are committed to addressing them. This is very encouraging – and augurs well for the future. However, the gap between this advanced ‘elite’ and the average councillor and official is great, and needs to be reduced through capacity building and training, as well as other means. There is also an urgent need to improve the overall management and practical implementation skills of councillors and officials so that they make better use of limited resources and more effectively convert plans, programmes and strategies into concrete delivery and development.

This is because municipalities are in the early stages of a major transformation to a fundamentally new system of local government. With major challenges and limited resources and capacity, municipalities are certainly making more progress than is commonly made out, even if they are making less progress than they

should. Nevertheless, together with national and provincial government and other key role-players, they need to be significantly more effective and efficient.

1.3 MOTIVATION FOR THE RESEARCH

The author was appointed CEO/Municipal Manager of Makana Municipality and the literature review is the result of his search for information that would enable him to manage it in the best possible way.

The purpose of the research investigation was to ascertain the *status quo* of the existing administrative and management practices within the Makana Municipality. Thereafter, a gap analysis was done to indicate how the organisation was presently managed and how it should be managed in terms of TQM and business excellence principles.

The author is now in a position to start implementing the recommendations derived from the survey and gap analysis.

1.4 RESEARCH QUESTIONS

Arising from the literature review on TQM and business excellence, three key research questions were identified by the researcher, namely:

1. How can the Makana Municipality increase productivity amongst all levels of its workforce?
2. How can the Makana Municipality create a culture of continuous improvement in respect of its policies and procedures and areas of operation?
3. How can the Makana Municipality effectively and efficiently deliver services in an accountable and cost-effective manner?

These three research questions are closely interrelated: For example, increased productivity and continuous improvement inevitably lead to better service delivery.

1.5 FOCUS OF STUDY – MAKANA MUNICIPALITY

The Makana Municipality is located in the Eastern Cape Province on the southeastern seaboard of South Africa. With the city of Port Elizabeth 120 kilometres to the west and East London 180 kilometres to the east, Makana Municipality is

strategically situated between two of the province's largest industrial centres. Both are coastal cities served by well-equipped container ports and have major airports linking them to Cape Town, Durban and Johannesburg. Climatically, Makana Municipality lies between the subtropical conditions of the Western Cape, defined by a series of rivers and corresponding wetland fauna and flora, and the Great Escarpment consisting of the altitudinous plains of the Plateau and the Great Karoo (Makana Municipality, 2004).

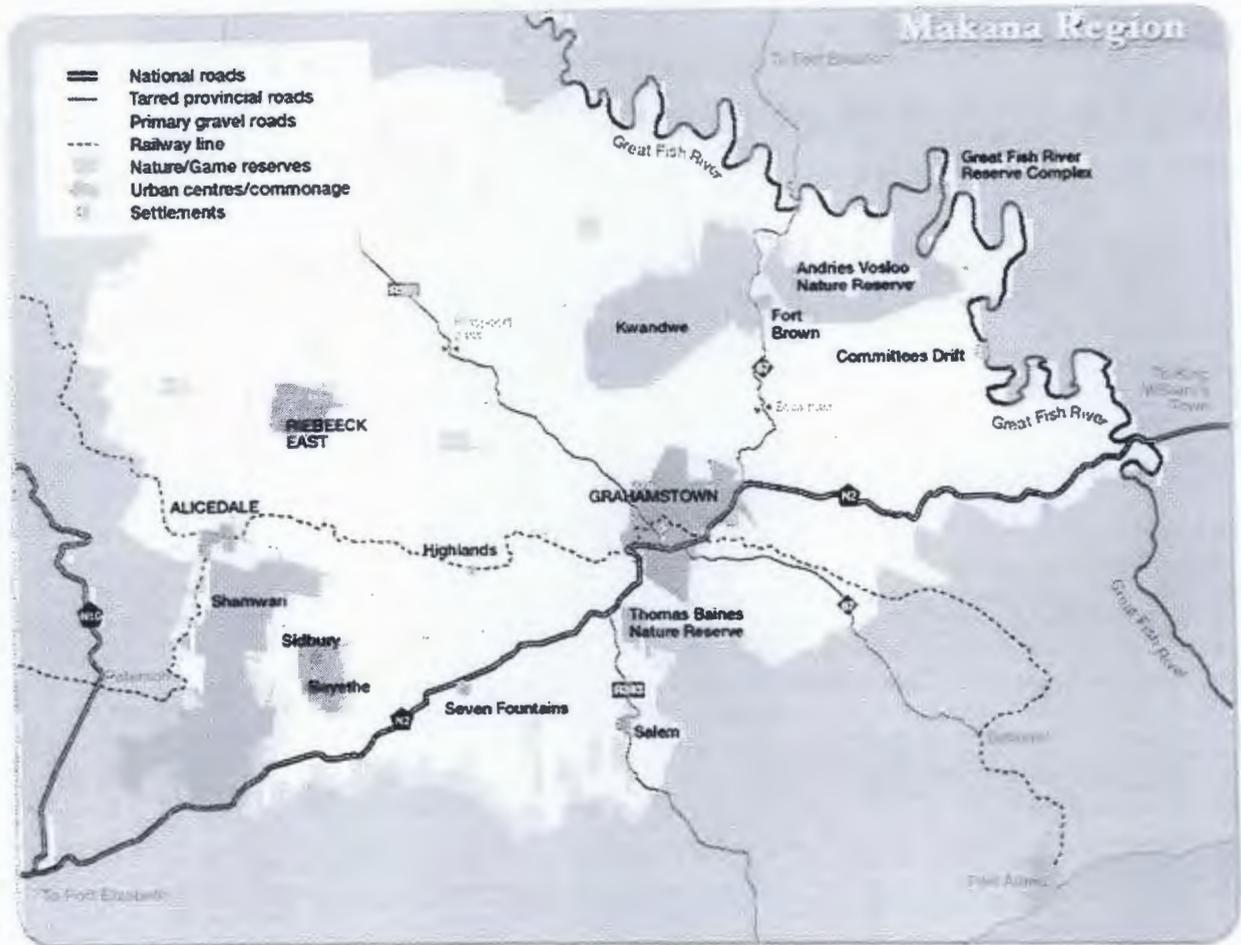
Prior to the first democratic elections in 1994, the then Grahamstown City Council and Rhini Town Council were two separate entities. The same is true for the black and white communities of Riebeeck East and Alicedale; the rural areas were governed by the erstwhile Western District Council.

In 1993, the *Local Government Transition Act 209 of 1993* was promulgated, which started negotiation between and amalgamation of Black and White local authorities. Until this point, the Cape Local Government Ordinance of 1974 and the Black Local Authorities Act 102 of 1982 governed the two municipalities. While many aspects of these two pieces of legislation have been superseded, there are still elements that govern the municipality today.

The *Local Government Transition Act 209 of 1993* provided for the establishment of a Local Government Negotiating Forum (LGNF), which was constituted by stakeholders from the two towns. The first meeting was held on 1 March 1994 in the Grahamstown City Hall.

Figure 1-1: Map of the region around Makana Municipality

Source: Makana Municipality, 2005



Up until then, the Grahamstown City Council had ten councillors. These Councillors served on the following portfolio committees, which made recommendations to the full Council, which was led by the Mayor:

- Finance Committee;
- General Purposes (later GP and Community Services);
- Personnel Committee; and
- Works Committee (later Works and RDP).

The Rhini Council operated under a Council with no portfolio committees.

Besides the new legislation, council matters were also considerably influenced by the Eastern Cape Provincial Government. After the LGNF meeting in March 1994, the Grahamstown City Council and Rhini Town Council continued to operate;

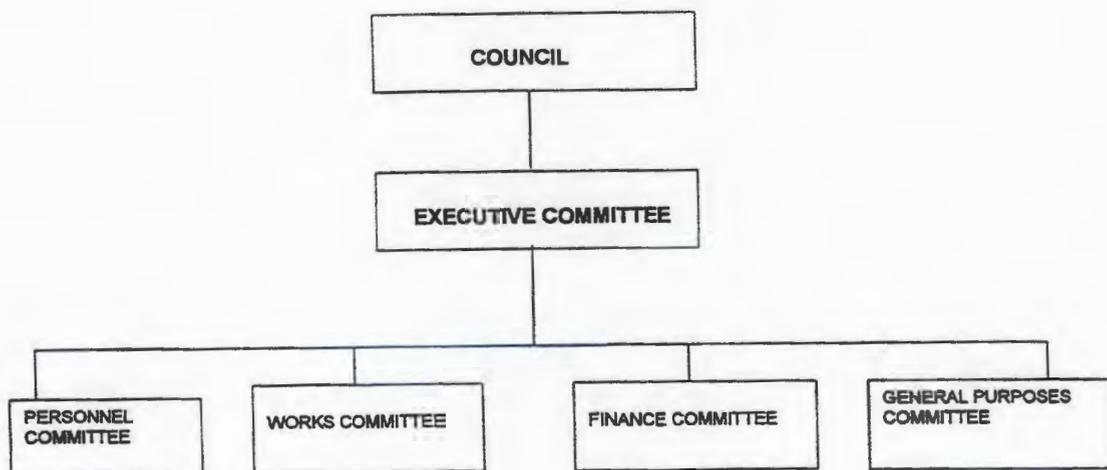
however the Grahamstown City Council duplicated their system and allowed representatives from the LGNF to sit on committee meetings at which issues pertaining to the larger City and LGNF were discussed. These discussions and recommendations were ratified by the City Council at its monthly meeting or, if necessary, at a special meeting (Makana Municipality, 2004).

The LGNF terminated when the first Local Government Elections were held in 1995. Its main goal had been achieved, namely the signing of a document to chart the process of amalgamation and staff issues. However, wards were still divided along racial lines, ensuring that, for the first few years, communities were represented more or less as before.

The first democratically elected (arguably, because of the ward system) Council consisted of 18 councillors led by a Mayor, with the same committees as the Grahamstown City Council. The combined Council became the Grahamstown Transitional Local Council and staff from the two municipalities were amalgamated. See Figure 1-2 below.

Figure 1-2: Political structure of the former Grahamstown City Council

Source: Grahamstown City Council Organogram

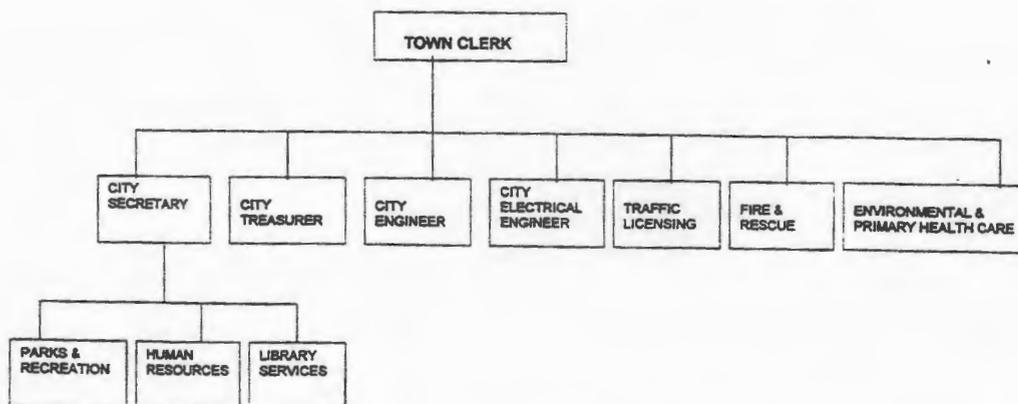


The staff were led by a Town Clerk as the Chief Executive Officer and divided into the following departments as described in Figure 1.3 hereunder:

- City Engineers;
- City Secretary (including Libraries and Human Resources);
- Health (incorporating Primary Health Care and Environmental Health);
- Traffic and Licensing;
- Fire and Rescue;
- Electricity;
- Parks and Forests; and
- Treasury.

Figure 1-3: Administrative structure of the former Grahamstown City Council

Source: Grahamstown City Council Organogram



The Municipal Demarcation Board used the period after 1995 to model South African local government into larger municipalities, incorporating towns and rural municipalities into back-to-back municipalities. The promulgation of the *Municipal Structures Act 117 of 1998* put into place the types of municipalities to come into being after the 2000 elections in terms of the *Constitution*. This Act also provided for different systems of Council to govern, depending on the size of the municipality.

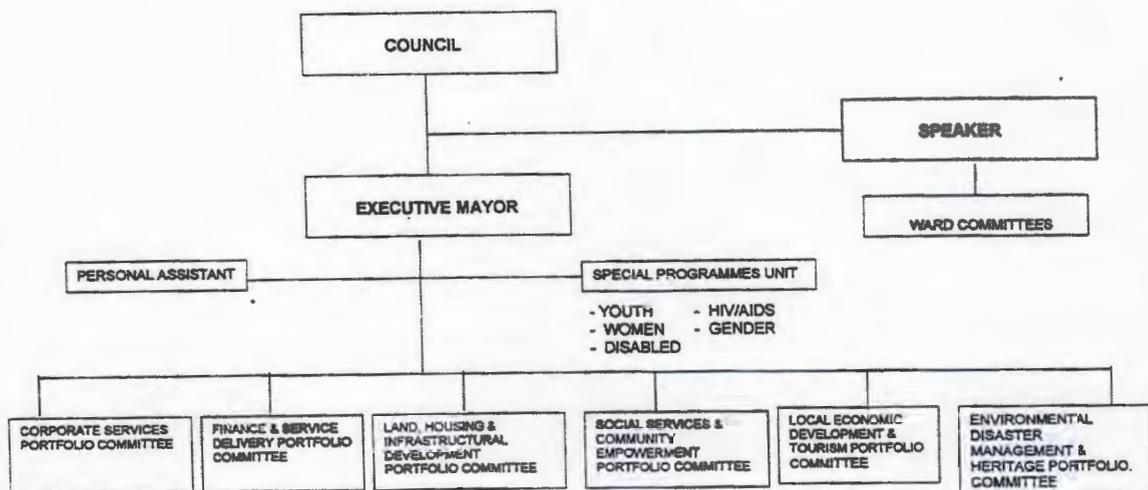
The Municipal Demarcation Board defined the new municipal areas that resulted in the new Makana Municipality, incorporating the rural areas, Alicedale, Riebeeck

East and Grahamstown. This Municipality, as a representative of the third sphere of government, is now the sphere closest to its communities in terms of the effective and efficient delivery of electricity, water, sanitation, solid waste and refuse removal, housing, parks and recreation, library services and town planning services, as well as various standard local authority services. The Municipality is also performing its new role of promoting the development of local government.

Following a public participatory process, an Executive Mayoral System was decided upon for Makana Municipality, and the Province eventually promulgated the position of Executive Mayor. In terms of this system, an Executive Mayor leads the Municipality with 26 councillors, appointing a Mayoral Committee from the councillors to advise him on his executive functioning. A Speaker of Council is elected to oversee the political management of councillors, ward committees and public participation processes, as described in Figure 1-4 below:

Figure 1-4: Political Structure of the Makana Municipality

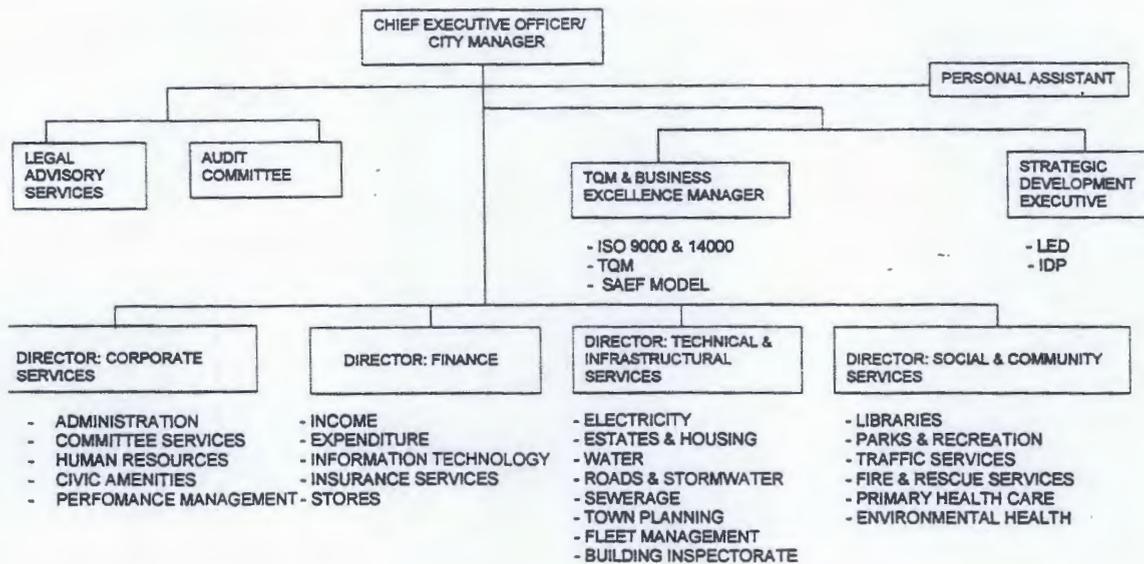
Source: Makana Municipality Organogram



The Executive Management comprises the Chief Executive Officer/City Manager, and the Directors of Corporate Services, Finance, Technical and Infra-structural Services, and Social and Community Services, as depicted in Figure 1-5 below.

Figure 1-5: Executive structure of the Makana Municipality

Source: Makana Municipality Organogram



Although the Makana Municipality made great progress after its inception, it was clear by 2002 that the under-mentioned strategic and operational management challenges and opportunities for further improvement still confronted the Municipality:

1. Roles and responsibilities of the employees are not clarified;
2. There is no alignment between executive, middle and junior management and the general workforce;
3. There are poor standards of service levels – constant customer complaints;
4. Policies, procedures and systems are outdated;
5. There is no culture of continual improvement;
6. There is no accountability on the part of employees for actions taken and decisions made;
7. There are low levels of productivity, resulting in slow service delivery; and
8. Services are not delivered cost-effectively.

During 2002, a survey was conducted by the researcher for the Makana Municipality to ascertain the community’s perceptions of and attitudes toward the Municipality in delivering effective and efficient services (Makana Municipality, 2002: 82).

Completed questionnaires were received from 24 organisations invited to participate in the survey, which comprised 30 statements covering the following key areas of relationships and service provision between the Municipality and its communities:

1. Communication;
2. Concern for customers;
3. Efficiency/value for money;
4. Women, youth and the disabled;
5. Job creation;
6. Building a payment culture;
7. Response to customer needs;
8. Service levels; and
9. Provision of services for all.

Various recommendations were made for the Council to implement in order to enhance its effectiveness and efficiency.

1.6 OBJECTIVES OF THE STUDY

The main objectives of the study were:

- To critically examine the existing practices of the strategic and operational management of the Makana Municipality, in the context of TQM and business excellence;
- To evaluate whether the Municipality's systems, processes, policies and procedures were in alignment with the principles of customer orientation, continuous improvement, process orientation, the utilisation of business process re-engineering tools, the promotion of accountability and measurement of services;
- To evaluate the impact that the existing leadership and management policies, practices and processes had on service delivery; and

- To identify the shortcomings of existing leadership and management practices and to propose a viable and practical model for world-class, excellent and sustainable local governance.

1.7 Research design and methodology

The researcher adopted a positivistic methodological approach by considering the questionnaire to be the most relevant applicable measuring instrument in this organisational survey.

The questionnaire was designed to meet the first objective of this study by determining the effectiveness and efficiency of the present administrative and management practices within the Makana Municipality in Grahamstown from a cross-section of its employees. It required the respondents to evaluate:

- The level of importance that the respondent and his/her colleagues placed on the constituent parts of a TQM and business excellence system; and
- How well management in his/her department were currently performing these.

Howard and Peters (2002: 4) define 'management research' as the application of information that has been gathered and analysed to the resolution of a given problem or question. It should contribute, whether directly or indirectly, to the decision-making processes in an organisation. It should be of sufficient depth and rigour to satisfy an organisational client, accomplish the given objective and, where applicable, satisfy the academic requirements of an educational institution.

Management research should:

1. be aimed at a problem to which there is no single answer, rather than at a 'puzzle' to which an answer can be found;
2. be externally judged by client, supervisor and/or examiner, as appropriate;
3. draw on extant knowledge as far as possible;
4. be rigorous in its analysis, and should have a consistent internal logic;
5. be aimed towards a tangible output;
6. be communicated;

7. be developmental, that is, should bring skills and knowledge to the researcher, which are relevant to his work and which were not present before.

Management research should be contextual, applied and congruent with the objectives of the organisation within which the researcher is working, otherwise it loses its meaning. Managers usually come to management research for one of four reasons:

1. they are asked by their seniors to solve a problem;
2. they take it on themselves to solve a problem;
3. they are required to do so as part of a management development initiative within their organisation;
4. they are studying for an academic qualification in management.

Data can always be obtained and processed. The measure of the potential impact of the research, its quality, the appropriateness of the data gathered, the rigour with which the data is analysed and the presentation of the data, analysis and conclusions must be done in such a way as to communicate effectively with the target audience. By so doing, problems are solved and rewards are gained, whether externally bestowed or of improved self-esteem. In most cases, a well-managed research project with well-defined and appropriate objectives brings tremendous benefits to the organisation and individual alike. It is one of the most powerful personal development tools available, with the advantage of showing tangible paybacks for the organisation.

1.8 CONCLUSION

This historical overview of local government in South Africa and the present state of municipalities, with specific reference to the Makana Municipality, shows that, despite fundamental institutional transformation and the restructuring of municipal powers and functions, there remain TQM and business excellence challenges. The quality and excellence challenges confronting senior management have been identified and clearly require transformational and charismatic leadership in order for the Municipality to be seen to be achieving its goals and objectives.

It is now important to develop a further understanding of South African local government, TQM and business excellence by means of a comprehensive literature review. Chapter 2 reviews literature on theoretical and conceptual perspectives of TQM and business excellence. Chapter 3 reviews literature on the relationships between TQM, ISO 9000, local government and integrated development planning. Chapter 4 reviews literature on indicators and benchmarks for service delivery excellence in developmental local government. Chapter 5 describes the research methodology and design used to evaluate the current business practices of Makana Municipality. The research results and recommendations are presented and discussed in Chapter 6. A Model for TQM and business excellence in local government and a programme for implementation in Makana Municipality are presented in Chapter 7.

CHAPTER 2. TOTAL QUALITY MANAGEMENT AND BUSINESS EXCELLENCE: THEORETICAL AND CONCEPTUAL PERSPECTIVES

2.1 INTRODUCTION

This chapter provides an overview of the theories, concepts and history of quality, total quality, total quality management (TQM) and business excellence. Many writers have subjected TQM to a somewhat premature evaluation, based on incomplete definitions. Before one can discuss the issue of TQM, therefore, one needs first to discuss the concepts involved. There appears to be no uniform understanding of the meaning of the terms 'quality', 'productivity', 'quality management' and 'total quality management' and even well-known authors seem to have different perspectives.

2.2 QUALITY

Since TQM deals with quality, it seems evident that a first step toward understanding the meaning of the phrase would require an understanding of the word 'quality'. The word is frequently used to describe goods or services, but it also means different things to different people.

From the various definitions to be found in the literature, there seems to be an evolution within the definition of quality from mere 'conformance to specifications', which is product- or service-specific, to a broader view which encompasses a much wider range of factors and criteria. Abreu (2003: 1) as outlined in Table 2.1 below state that the concept has evolved from being viewed from the perspective of artisanry to quality management by values.

Table 2.1: An evolution of the concepts of quality and TQM

Source: Abreu, 2003: 1

STAGE	CONCEPT	OBJECTIVES
Artisanry	To do things right, independently of the cost or effort necessary to accomplish it.	a) To satisfy the customer. b) To satisfy the artisan with work well done. c) To create a unique product.
Industrial Revolution	<ul style="list-style-type: none"> To do many things without taking quality into consideration. Production is identified with quality. 	a) To satisfy demand for goods. b) To get benefits.
Second World War	<ul style="list-style-type: none"> To assure the efficiency of the armament, not taking into consideration the cost, with the highest and fastest production. Efficiency + Time = Quality 	To guarantee the availability of efficient armament with the right quantity and timing.
Post-War (Japan)	To do things right from the very beginning.	a) To minimise cost through quality. b) To satisfy the customer. c) To be competitive.
Post-War (Rest of the world)	To produce, the more the better.	To satisfy the great demand for goods caused by the war.
Quality Control	Techniques of inspection in production to avoid the output of defective goods.	To satisfy the technical needs of the product.
Total Quality Management	A theory of management centred in the permanent satisfaction of customer expectations.	a) To satisfy external and Internal customers. b) To be highly competitive. c) Continuous improvement.
Quality Management by Values	Theory for the new millennium based upon the ethical values and principles of the organisation and its members as a foundation for quality procedures and processes that are designed to satisfy the customer.	To administer the ethical values and principles of the people in the organisation, with customer satisfaction as part of those values.

Wilkinson, Redman, Snape and Marchington (1998: 8) argue that wide varieties of approaches to defining quality are evident. The authors mention, for example, that quality has been defined as being about value, conformance to standards, specifications or requirements, fitness for use, quality as excellence, meeting or

exceeding customer expectations or, more flamboyantly, as 'delighting the customer'.

Evans and Dean, Jr (2000: 9) state that people define quality in many ways. Some think of quality as superiority or excellence, others view it as a lack of manufacturing or service defects, still others think of quality as related to product features or price. Today most managers agree that the main reason to pursue quality is to satisfy customers.

Slack, Chambers, Harland, Harrison and Johnson (1998: 25) suggest that the various definitions of quality fall into the following five categories:

1. The *transcendent view* suggests that a quality product is perceived to be the best in its field; for example, a Rolls Royce may be regarded as the best car in the world.
2. The *manufacturing-based approach* suggests that products that are manufactured, free of defects and conform exactly to specifications, are of high quality.
3. The *user-based approach* applies where a product is declared 'fit for purpose'. It is used when the product meets all the needs of the person who uses it, and is regardless of extraneous specifications. A person who needs a mountain bike to ride around the veld with once a year, does not need a racing bicycle or one with advanced frame features.
4. The *product-based approach* suggests that quality is a precise and measurable set of characteristics required to meet the needs of the customer. For example, a customer may require that a television set will not give any trouble for five years.
5. The *value-based approach* adds the parameters of cost and price to the quality issue. Price plays an important role in defining the attractiveness of an item because a customer may decide to buy a cheaper product because it is more in line with his/her means and, in turn, he/she will accept that the product does not exactly meet the specifications. For example, a cheaper car may be chosen even though it is without desired features such as an air conditioning system.

Today, most producers, customers and consumers regard quality as crucial to their manufacturing, operations, service and purchasing strategies. Waiting for a customer complaint is too late to improve quality. To understand why, one need only recall the unsatisfactory examples of products and services we ourselves have experienced, how we felt about them, the actions we took and the people we told about the experience, and the outcome, if any.

Bajaria (2001: 824) says that quality has many dimensions. It can be discussed in terms of quality of goods, quality of services, quality of actions, quality of encounters and quality of life. Likewise, quality can have many definitions, based on what needs to be emphasised in a given situation. For example, quality can be defined as conformance to requirements from a product control viewpoint, as fitness for use from the marketing viewpoint, uniformity around target from the producer's viewpoint or condition of output from a generic viewpoint, e.g., a service viewpoint.

There are similarities among some service industries, in that the service must usually be provided when the customer requests it, the service output is created as it is delivered, the service usually cannot be stored in an inventory, and completion time is critical. Gryna (2001: 468) lists the following distinguishing characteristics for the service industry:

1. A physical product may be involved (a restaurant meal);
2. An interaction with a service person may or may not take place – different delivery channels (an ATM or a bank teller);
3. Contact with a service person may be verbal only or may be in person (a call centre or a salesperson);
4. Contact with a service person may have degrees of knowledge content (fast-food service or advice from a financial planner);
5. The service may be brief or have an extended duration (retail or energy services);
6. There is a degree of spatial proximity for personal encounter (an over-the-counter at a fast-food restaurant or a remote lane at a Drive-In Bank);

7. Backroom operations may or may not be involved (haircut or an insurance company).

2.3 TOTAL QUALITY

'Total quality' stresses learning and adaptation to continual change as keys to organisational success. It includes systems, methods and tools and the concept is anchored in values that stress the dignity of the individual and the power of community action.

2.4 TOTAL QUALITY MANAGEMENT

TQM is a systems approach to management that aims to enhance value to the customer by designing and continually improving organisational processes and systems. It provides a new vision for management leadership, places customers as the principal focal point, and redefines quality as customer satisfaction. The emphasis is on continuous improvement of processes through employee involvement and empowerment, and fact-based decision-making.

The variety of definitions of 'total quality management' found in the literature, of which only a few are given below, only serve to indicate that TQM involves much more than originally anticipated.

2.4.1 *Decision-making*

Chi (1994: 1) defines TQM as a new management approach that changes traditional organisational decision-making practices to produce products or deliver services for its customers in more effective and efficient ways. In essence, TQM is a management system designed to meet and exceed public expectations. It accomplishes this through determining what constitutes excellence in customer service by empowering employees to a never-ending search for quality improvement in every aspect of work.

2.4.1 Structure

Evans and Dean, Jr (2000: 13) describe TQM as a comprehensive and structured approach to organisational management. The approach is premised on a series of

quality principles that focus on the enablers and drivers that lead to success in an organisation.

2.4.2 Integration

Joseph, Rajendren, Kamalanabhan and Anantharaman (1999: 1337) define TQM as an integrative management philosophy aimed at continuously improving the quality of products and processes through a holistic approach that integrates technical systems with socio-cultural systems within an organisation to achieve customer satisfaction. TQM is therefore the term that is presently most frequently applied to a set of technologies, philosophies and organisational concepts that constitute most organisations' attempts to produce products and/or services that are defect-free and meet customers' needs to their satisfaction.

2.4.3 Differentiation

Claver, Jose Tare and Francisco Molina (2003: 91) describe TQM as allowing firms, on the one hand, to obtain a high degree of differentiation, satisfying customers' needs and strengthening brand image, and, on the other, to reduce costs by preventing mistakes and time-wasting, and allowing improvements in the corporation's processes.

2.4.4 Customer satisfaction

For Eng and Yusof (2003: 63), TQM is one of the key approaches towards the goal of meeting customer satisfaction. It is both a philosophy and a set of guiding principles that represents the foundation of a continuously improving organisation. TQM is an established field of study where academics, consultants, engineers and quality practitioners have contributed their ideas towards its advancement.

Since quality has become recognised as the common denominator that strategically contributes to market share and return on investments, managers realise that, in order to remain competitive, they need to adopt a service-orientated approach geared at delivering quality that is consistently perceived as higher than that of their competitors.

Yoo (2003: 119) considers TQM as a system that has input processes and output processes so the principal managerial efficiency criteria of 'maximum outputs with minimum inputs' should be applied to TQM. Productivity is therefore very important.

2.5 PRODUCTIVITY

According to Tolentino (2004: 6), current economic realities (liberalised and dynamic markets, constantly changing customer preferences, new structure of production and work) are leading to a rethinking of the concept of 'productivity'. Whereas productivity is traditionally viewed mainly as an efficiency concept (amount of outputs in relation to efforts or resources used), productivity is now viewed increasingly as both an efficiency and an effectiveness concept, effectiveness being how the enterprise meets the dynamic needs and expectations of customers (buyers of products and services), that is, how the enterprise creates and offers customer value.

The globalisation of the economy and other associated trends require this much broader conception of productivity and a fuller appreciation of the changing dynamics of the determinants involved in the process of its improvement. The increased competitiveness, internationalisation and sophistication of markets, the globalisation of manufacturing and the increased concern about social and ecological issues have also made productivity improvement more important.

This calls for wider definitions of the outputs and inputs of the production-distribution process. The social and ecological impacts are now increasingly considered as outputs of the production process, in addition to the traditional physical and value measures of outputs. Similarly, the social and ecological costs are now also being recognised as inputs in the productivity equation. Social and ecological inputs and outputs are also increasingly being factored into the efficiency and effectiveness performance of the enterprise.

The structures of the production-distribution systems are changing too. Products and services, and hence customer values, are increasingly created through enterprise networks, supply-chains and value-chains that even extend beyond national boundaries. Now, in situations where an enterprise relies on a network of

suppliers, service providers, extended and disaggregated supply and delivery networks, its effectiveness and efficiency are very much dependent on the way it manages its value-chain. The notion of value-chain productivity (using a broader notion of productivity referred to above) is therefore becoming increasingly significant.

Giaever (2003) argues that TQM in various forms has for decades proved successful in improving productivity; continuous improvement and learning being essential tools. Oakland (2003: 28) points out that the development of TQM has seen the introduction and adoption of many dialects and components, including quality circles, international systems and standards, statistical process control, business process re-engineering, lean manufacturing, continuous improvement, benchmarking and business excellence.

As has been shown, TQM is abstract and perhaps subjective and hence defining it in comprehensive terms and universally acceptable language is almost impossible (Mani, Murugan & Rajendren, 2003b: 605). Nevertheless, embodied in the above-mentioned definitions, there are clearly the three ingredients necessary for TQM to flourish in any company or organisation: Firstly, participative management needs to be entrenched; secondly, teams must be utilised to achieve the continuous improvement process; thirdly, there must be systems in place for continuous improvement to occur and be measured.

Business excellence is an internationally recognised benchmark for measuring the performance of management systems like TQM.

2.6 BUSINESS EXCELLENCE

The European Foundation of Quality Management (EFQM) uses the term 'business excellence' to mean outstanding practice in managing organisations and achieving results based on fundamental quality management concepts (Naguib, 2001: 31; Naylor, 1999: 37; Hesselink & Van den Assem, 2002: 139). The USA Congress used TQM concepts to determine sets of standards of excellence for their Malcolm Baldrige National Quality Award (MBNQA). Tanner and Tantawy (2001: 184) state that organisations across Europe have been implementing business excellence for

over a decade, if one includes American-based organisations that adopted the Baldrige Award at an early stage.

Although the EFQM Excellence Model is based on TQM principles and largely ignores the specific use of quality management tools and techniques, the desire to succeed at business excellence may, ironically, compel organisations to turn increasingly to the use of initiatives, tools and techniques that will deliver desired results. It is inconceivable that these tools and techniques will not include, to a large extent, historic quality methods. Business excellence and quality can and must complement each other if they are to provide organisations with the operational and business success they aspire to, which is necessary for survival in today's market.

Tatiana (2001: 152) and Vora (2002: 1151) argue that, in the current global economy, business excellence can be achieved by understanding quality management principles and implementing quality management practices. Going for organisational excellence is the best way to gain competitive advantage and the golden rule for excellence – 'being the best' – applies to all organisations, whether in the public or private sector.

Prabhu, Appleby, Yarrow, & Mitchell (2000: 84), in a survey of public sector organisations in the United Kingdom, found that those who had adopted business excellence thinking showed considerable strengths in some of the related human resources practices, leadership issues, service delivery, and quality matters. Equally, many of them faced major challenges in adopting appropriate performance measurement systems, in eliminating waste and reducing costs and in being innovative in service design (Robson and Prabhu, 2001: 249).

In order to explore the dynamics of business excellence and ISO 9000 in an Irish context, Dwyer and Keating (2001: 414), examined them as approaches for implementing and sustaining a quality management system with a view to increasing competitiveness and creating a competitive advantage. The findings were that that the two concepts of quality management and benchmarking can and should be integrated, rather than compete for exclusive preference.

Furthermore, Stefanovich (2001: 257) argues that enterprises need to observe the under-mentioned steps in order to have an integrated quality management system:

1. Implement the quality and environmental management system complying with ISO 9000 and 14000 standards;
2. Consider TQM principles in excess of the ISO 9000 and 14000 standards while developing a quality management system;
3. Certify your quality and management system;
4. Carry out self-assessment for compliance with the EFQM Excellence Model requirements, national and/or international quality contests;
5. Take part in various national and international quality contests.

Kanji (2001: 259) and Dubrovski (2001: 920) argue that the forces of excellence are transforming the way people work, with low-cost opportunities to quickly expand markets globally and deliver better, more personalised customer service. The challenge of business excellence today is to turn the organisation's vision into reality. The task is to build a well-integrated TQM base in order to utilise the critical success factors of the organisation. Organisations that have achieved a higher level of business excellence have demonstrated very high growth in their customer base, thus improving overall profitability and stakeholders values.

Underdown and Talluri (2002: 278) state that a particular sequence of networking, benchmarking, mentoring, and continuous improvement has proven to be very successful for companies attempting an agile transformation through benchmarking. The strategies in the sequence, which they have labelled the 'cycle of success', appear to be facilitators of transformation when used together.

Maritz (2003: 53) argue that the aim of dealing with change, developing organisational competence, embracing the principles of continuous improvement and TQM, and establishing these through the process of strategy development and formulation, is to achieve unparalleled levels of organisational or business excellence. Organisational excellence is not a goal in itself, but rather a journey of continuous improvement and innovation, with the aim of meeting the ever-increasing demands of a multitude of stakeholders.

Holmes (1997: 48) states that benchmarking is an opportunity for an organisation and individuals to learn from the experience of others and to apply that learning in order to achieve change and improvement. Successful companies in every industry engage in a variety of practices, which lead to achievement of high-level performance. Benchmarking is one of the most recent methodologies that have emerged in corporate attempts to gain and maintain competitive advantage. Benchmarking provides a clear signal of success or failure (Ahmed & Rafiq, 1998: 225).

The challenge facing South Africa is to find a way to measure organisational excellence that is both understood and accepted by our major trading partners. Tomorrow's successful organisations must have dynamic world-class management processes and appropriate leadership (Sa & Kanji, 2003b: 131). That means utilising and honouring their internal systems to effect unrelenting, continuous improvement throughout the organisation as a whole. This requires the use of internationally recognised benchmarking measures, which focus on sustained improvement, rather than short-term gains.

2.7 HISTORICAL BACKGROUND OF TQM AND BUSINESS EXCELLENCE

Throughout history, people have developed methods and tools for setting, maintaining and improving standards of performance. One can trace the desire to improve performance and the actual process of improvement as far back as the early civilisations: The ancient Hindus, Egyptians, Greeks, and Romans have left us with examples of accurate methods of measurement, architecture, art and design, and the construction of roads and bridges to standardised designs.

During the early part of the Middle Ages, associations were established to enhance and protect their members' livelihoods, but also for the maintenance of standards in relation to quality. Towards the middle of the eighteenth century, there was a shift in emphasis in relation to the type of work that was being carried out, with a move away from the work being produced by craftspeople and a move towards factory-based processes. The majority of the working population were consequently involved in the operation of machinery, the advent of what one now identify as the Industrial Revolution (Bendell, Boulter, & Kelly, 1993: 30).

Prokopenko and North (1996: 2) see the history of mankind as the record of a struggle for survival and of efforts to achieve a better quality of life. Until the technologies of navigation, shipbuilding, armaments, steam engines, electricity and electrical machinery were developed, the world's *per capita* GDP did not improve substantially for thousands of years. Limited land space and primitive capital systems made it impossible to keep pace with population growth. People could increase output only by working longer and harder.

The application of new and highly productive technologies, however, enabled productivity to be raised above the level of subsistence without an accompanying increase in hours of work. Entrepreneurs discovered that the most effective use of technology occurred under certain organisational structures, and thus enterprises became effective tools for generating more value from available resources.

With the emergence of imitators and the consequent competition in the market, a technology-based cyclical growth took place in the economy. Organisational excellence arose from management's ability to integrate resources, and this became a major source for survival, through both the re-vitalisation of old technology and the creation of new technology.

The idea that productivity was an essential means of improving living standards became widely accepted and was looked upon virtually as a 'productivity movement', which became fairly well established throughout the industrialised market countries. The productivity movement spread throughout Western Europe and Asia and enabled those countries to improve their performance dramatically in the booming economies following the end of the Second World War. With the collapse of countries with centrally planned economies towards the end of the 1980s, China, the Eastern European countries and the states of the former USSR are now also seriously examining the possibility of introducing the 'culture' of this organised movement into their economic systems in order to restructure them and improve their effectiveness.

With the 'productivity movement' there also evolved a 'quality movement'. It started with inspection, which was product- or service-focused and emphasised conformance to specifications. It then gradually expanded towards process control, including suppliers, and then moved to some form of quality assurance.

2.7.1 Total quality management

One of the most effective strategies evolved over the years for business organisations to achieve quality and productivity excellence is TQM. In an examination of successful companies since the beginning of the twentieth century, Gupta (2003: 222) shows that they have achieved the following benefits by adopting total quality management (TQM):

1. **Improved company image:** An improved image encourages more customers.
2. **Improved productivity:** Productivity improvements arise from eliminating bottlenecks and potential disruptions, which are basically quality problems.
3. **Cost reductions:** Companies that have espoused total quality have consistently reported major savings in operational costs.
4. **Improved certainty in operations:** Better quality has enabled companies to ensure that customers get what they want and that their changing requirements are dealt with.
5. **Improved morale:** It has been observed that people like to work for companies with a reputation for quality. People like to do things well and to 'get it right first time'.
6. **Improved management:** Quality companies report that their managers make better decisions, more often.

Committed customers: It has been observed that the more a company commits itself to its customers, the more they will commit themselves to the company. The quality focus thus helps to create a partnership based on mutual trust.

2.7.2 Business excellence

Business excellence is an international benchmark for measuring the performance of management systems. It is therefore advisable for managers to apply the TQM system and to use the business excellence ideals to measure the success of its application.

2.8 THEORETICAL BACKGROUND OF TQM AND BUSINESS EXCELLENCE

Whatever the type of organisation – a hospital, a university, a bank, an insurance company, local government, an airline or a factory, it must compete – for customers, for students, for patients, for resources, for funds – and most people now recognise that quality is the most important of competitive and strategic weapons (Oakland, 2003: 3; Hasan & Kerr, 2003: 286).

According to Kartha (2004: 331), the quest for quality is probably more widespread and intense globally now than at any other time in history: Organisations have realised that the key to increased productivity and profitability is improving quality and, in order to survive competition from home and abroad, they are forced to return to the basics of better quality management and cost competitiveness measures for their products and services.

Murthy (1999: 5) describes it as a sea change in the availability of goods and services that are often of international standards, compared with the sheltered market of earlier years.

2.8.1 Globalisation

Many companies and organisations are now operating within the global marketplace. TQM and business excellence are of strategic importance to organisations in the competitive global business environment because modern management techniques are important in assisting organisations to become effective, efficient, productive, and competitive. Kruger (2001: 146) and Krasachol and Guh (2001: 299) argue that the globalisation currently affecting many societies has resulted in increased economic competition and a growing awareness of the value of TQM and business excellence for success.

2.8.2 Quality certification and ISO 9000

Since the quality of life of the common man depends upon the quality of the goods and services he uses, any deficiency in these can pose a threat to the quality of his life, if not to his very existence. To meet these challenges, quality systems and procedures are changing, with organisations adopting the philosophy of TQM

because it can lead to quality certification, thus assuring customers of an independent and unbiased appraisal of their quality systems and procedures.

'ISO 9000' is a collective name for a series of international standards for quality management, published in 1987 by the International Organization for Standardization (ISO) with the avowed purpose of harmonising standards and practices in the field of quality management, with specific orientation to third party certification. The ISO 9000: 2000 standard introduces the 'continuous improvement' concept, intended to stimulate the efficiency of the organisation, increase its competitive advantage in the market and respond better to its customers needs and expectations (Ho, 2001: 13).

Trading, and especially exporting, are greatly influenced by quality systems. As traditional trade barriers fall, they are replaced by internationally recognised quality systems such as ISO 9000 Certification and Environmental Management Systems (EMS ISO 14000) Certification. As a result, quality awareness needs to be part of everyone's work and life. Quality is not only an issue of good governance and business imperatives, it has become an essential life skill that is as fundamental to the success of individuals, companies and nations as are literacy and numeracy.

2.8.3 Standards

De Feo and Janssen (2001: 4) state that business- and consumer expectations are rising on all fronts. Public policy makers are mandating improved quality and, as emerging market countries export more to industrialised nations, governments are showing increased concern about exporting standards.

The European Union set a precedent by establishing safety standards. Singapore created a National Cost of Poor Quality initiative that is being rolled out through all industry and government sectors. Greece, India, the United Arab Emirates, and other governments are beginning national quality initiatives to make their business communities more aware of quality, as well as being productive. Lee (2002: 142) asserts that the growth and adoption of TQM in companies have to be facilitated increasingly by national governments. Indeed, national governments are

increasingly playing an active role in promoting and encouraging organisations to embrace TQM practices.

2.8.4 Perceived service

Customers compare 'perceived service' of a given organisation to 'expected service' and, if perceived service meets or exceeds expected service, the customer is satisfied and more likely to use the provider again.

2.8.5 Customer value

Fourie (1997: 57) says that the major challenge for management in any organisation is finding ways to deliver better customer value. Aramati and Woll (1997: 5) further state that the objective of TQM is no longer just to reduce defects, but rather to sustainably increase the value that customers receive. It starts with the measurement of service quality and the response of customers to that performance, which are central to the effective management of service quality performance. This leads to two distinct, but related issues: clearly identifying and measuring the attributes that convey value to the customer and result in higher customer satisfaction; and aligning internal processes to deliver these attributes to the customers.

2.8.6 Measurement programmes

Successful customer-driven organisations need to develop measurement programmes that master the art of linking what the customer wants with how to improve processes. Quality improvement programmes are therefore dependent on identifying and measuring customer needs, and linking customer satisfaction measures to internal process measures. In this regard, TQM can be viewed as a systems approach that considers every interaction between the various elements of the organisation (Singh & Deshmukh, 1999: 5).

Quality concerns and near misses need to be monitored to provide a mechanism for turning concerns into improvement opportunities and retaining customers and their loyalty. A company should always be aware that niggling incidents can cause aggravation to the customer and, whenever a customer becomes dissatisfied, a loss of goodwill results. This leads to extra effort being expended by personnel within

the organisation, investigating what has gone wrong and then trying to put right that wrong. These unsatisfactory experiences result in actual costs above what has been budgeted, which have a direct impact on bottom-line performance and can also result in erosion of market share.

2.8.7 Leadership

The importance of leadership to the success of TQM implementation is widely recognised. Joiner and Scholtes (2003) argue that 'total quality leadership' is an approach to management that focuses on giving top value to customers by building excellence into every aspect of the organisation. Leaders do this by creating an environment that allows and encourages everyone to contribute to the organisation, developing their skills so that they can scientifically study and constantly improve every process by which work is accomplished.

2.8.8 Reputation

Oakland (2003: 16) submits that the reputation enjoyed by any organisation is built by quality, reliability, delivery and price, with quality perhaps the most important of these competitive weapons. The involvement of all people in an organisation is a requirement of 'total organisational excellence', which means everyone working together at every interface to achieve excellence.

2.8.9 Ethics

To use what might seem a contradictory description, authors such as Abreu (2004) and Mani, Murugan and Rajendren (2003b: 605) propose a 'new ancient approach' in the field of total quality management. This strategy goes beyond the traditional focus on procedures, policies and the final product or service: It is concerned with the ethical values proposed by the ancient Persian prophet and philosopher, Zarathushtra, or Zoroaster, as well as Hindu sages, saints and philosophers thousands of years ago.

2.8.9.1 Zarathushtrian values

Zarathushtrian ethical philosophy contains the first historical formulation of values, principles, and virtues. It can be easily applied to modern management: Every

member in an organisation, from top to bottom, contributes with his or her actions to the quality of that organisation's product or service. The foundation provided by good thoughts, good words and good deeds leads to three strong pillars for quality management: good thinking, good communication and good actions.

The three pillars of the Zarathushtrian approach to quality through values must be introduced and maintained by the managers of the company. As the leaders of the organisation, they have the responsibility to create an environment in which to instil these three elements in the working community.

The Zarathushtrian approach proposes quality management by values. It takes into consideration human behaviour, and regards moral values as the elements that are vital to quality, and it can be implemented as follows:

1. To verify the mission of the organisation, and what values need to be incorporated in its work;
2. To analyse the environment of the organisation: all the factors of management, work and production;
3. To instil and maintain the three pillars of quality ('good thinking, good communication and good actions') in the environment and culture of the organisation;
4. To maintain the results through a progressive change in mentality.

Quality management must be perceived as a lifestyle or a philosophy of life. As such, it must have certain premises, policies, values, and beliefs, which can be summarised and taught to the workers. The Zarathushtrian view identifies quality as moral and social values, rather than just as efficiency, profit, procedures or technology, or competitive production. It is a new way to show that quality depends above all on the human elements of an organisation.

2.8.9.2 Hindu virtues

Mani, *et al.*, (2003a: 395) cite Hindu scriptural texts and state that the success of an organisation has to be monitored and assessed continuously for any possible erosion or aberration, which needs immediate attention to meet the hyper-

competitive marketplace. Hindu texts insist on constantly evaluating the following factors for the successful survival of the business:

1. strength of the self (organisation);
2. strength of the competitor;
3. strength of the collaborator/partner; and
4. strength of the product/process, and the technology adopted.

In addition, Hindu texts recommend for success the four natural traits of courage, generosity, knowledge/wisdom and perseverance. Perseverance can be translated as sustained prosperity and growth of business and implementation of the under-mentioned seven Hindu philosophical principles serves as a strategy for this:

1. spirit of service through industry;
2. spirit of fairness;
3. spirit of harmony and co-operation;
4. spirit of striving for progress;
5. spirit of courtesy and humility;
6. spirit of accord with natural laws; and
7. spirit of gratitude.

The symbiosis imperative for the sustainability of excellence in business is to be continuously creative and to out-innovate the competitor. As offence is the best form of defence, the globalisation of business leads to carrying out business outside one's own territory – which will provide success in one's own half of the ground.

2.8.9.3 *Spiritual influences*

Khoo and Tan (2003: 14) state that Japanese and USA organisations, in their striving to achieve organisational and quality excellence, differ significantly in various aspects of management and work culture. Spiritual teachings, such as Shintoism and Buddhism, have shaped the Japanese people's concept of human relations and management philosophy. The West, on the other hand, advocates freedom and creative thinking and has created competitiveness through fostering a culture of

entrepreneurship. TQM encompasses both the Eastern and the Western ideals, and admits both spiritual and cultural values.

2.8.9.4 Cultural influences

Noronha (2003: 351) argues that TQM, when implemented in a certain cultural context, leads to a fusion between the underlying cultural values and the fundamental TQM principles, thus creating a culture-specific TQM. This culture-specific TQM has its own way of regarding operations and manifestations and can lead to the fundamental objectives of quality improvement. Thus, in China, the underlying Chinese values of abasement, adaptiveness, harmony with people, harmony with the universe, interdependence, and respect for authority were found to have important influences on four quality dimensions relevant to TQM, namely climate, processes, methods and results.

Today, in the Third Millennium, people talk about the 'Ethical Globalisation' that has been insisted upon by the classical scriptures of the First Millennium itself. This means that there is no ethical conflict in TQM.

2.8.10 Principles of TQM

Despite all the different definitions, the following principles tend to be consistent across all TQM literature and they are articulated in easily understood terms by the National Quality Institute (2005):

1. cooperation, teamwork and partnering;
2. leadership through involvement and by example;
3. primary focus on clients/stakeholders;
4. respect for the individual and encouragement of people to develop their full potential;
5. contribution of each and every individual;
6. process-oriented and prevention-based;
7. continuous improvement of methods and outcomes;
8. factual approach to decision-making;

9. obligations to stakeholders, including concern for responsibility to society.

2.8.11 Benefits of TQM

According to Macdonald (2003: 14), the benefits of TQM are:

1. a greatly improved product or service;
2. a major decrease in wasted resources;
3. a massive leap in productivity;
4. the best opportunity to increase profit;
5. a long-term increase in market share;
6. a sustained competitive advantage;
7. a real release of the potential of people;
8. a motivated workforce; and
9. the elimination of much hassle and frustration involved in management.

These benefits are not mutually exclusive and an organisation might introduce TQM to achieve one or more of them. Quality is considered the springboard for other factors that influence the competitive position of an organisation, and TQM is considered the main vehicle for delivering quality – and more. This explains why TQM is considered the appropriate means to achieve such diverse benefits. Agus and Sagir (2001: 1018) suggest that TQM practices have an indirect impact on financial performance mediated by competitive advantage, since TQM has a strong effect on competitive advantage, which ultimately leads to a more significant impact on financial performance.

TQM provides an excellent framework for the devolution of decision-making from management to workers and for changing the role of managers and the management paradigm from ‘command and control’ to one where managers are ‘coaches, counsellors and clearers of the path’ for workers (Nova Scotia, 2004).

2.8.12 TQM and business excellence

McAdam and O’Neill (1999: 191) argue that it is a disservice to the philosophy of TQM and to organisations seeking to apply TQM to assume that the EFQM model is

the essence of TQM. Rather, it is a TQM approach that has its own strengths and areas for improvement. Kristensen, Juhl & Eskildsen (2001: 19) state that some criticism has lately been raised against the EFQM Model for Business Excellence in that its nine different areas are considered to give a quite complex picture of the position of the company without any formal directions on how to link the nine areas together. Secondly, better financial results to justify the use of such a holistic leadership model have not been provided so far.

McAdam (2000: 314) and Seghezzi (2001: 42) propose that organisational excellence is a key stage on the TQM journey and is composed of contributions from various management discourses. There appears to be an emerging dynamic to develop organisational excellence beyond that of an aspirational stage, where business improvement is considered to be a synonym for TQM.

Adebanjo (2001: 37) believes that the debate over the merits or demerits of the shift from TQM to business excellence and the exclusion of 'quality' from the EFQM Excellence Model is unlikely to go away in the near future. While it can be argued that the wide acceptance of business excellence slowed down the growth of the use of classical quality management tools and techniques, it is more debatable that quality died or was totally eliminated.

2.8.13 TQM and business excellence in South Africa

The implementation of a Total Quality Management and Business Excellence Programme is a means of ensuring that organisations adapt effectively to changes. Quality is a word that is being heard with increased frequency in South Africa and, as Milokovich (1995: 3) observes, concern about quality issues has become heightened in all types of service organisations. Competitive service providers such as accounting firms, airlines, banks, import-export firms, insurance companies and private hospitals, as well as regulated monopolies such as local governments, schools and utilities, are asked to demonstrate at least a minimum quality improvement application.

TQM and business excellence have the potential to help the African continent achieve its vision for the African Renaissance and the New Partnership for African Development (NEPAD), if they are adopted by the private and public sectors.

Ndaba (2001: 9) argues that both public and private organisations have been targets of criticism for their poor management practices, bureaucratic inefficiencies and low levels of productivity. The problem in Africa now, therefore, is not one of political ideology, but of managing weak institutions that desperately need to be strengthened – and TQM and business excellence play a role in this.

In South Africa, the democratisation process has taken the region to new heights and it is thus undergoing a period of change economically and politically. South Africans are in fact working hard to make the twenty-first century the ‘African Century’, and the competent management that is fundamental to all areas of economic and organisational activity has a crucial role to play in realising this vision. The application of TQM and business excellence can contribute to this.

Dale and McQuater (1998: 2) and Woon (2000: 314) state that, in the last decade, many organisations in South Africa have come to appreciate that TQM principles will enable them to become and remain competitive in both home and international markets. In many of these markets, quality and its continuous improvement are now qualifying criteria because TQM not only leads to increased productivity, higher standards, improved systems and procedures, improved motivation and increased customer satisfaction, but also to lower costs and bottom-line savings.

2.9 THE PHILOSOPHIES OF THE LEADING QUALITY PROPONENTS

Rao, Carr, Dambolena, Kopp, Martin and Schlesinger (1996: 37) attribute the initial success of the quality movement in Japan to two sages: W. Edwards Deming and Joseph Juran. Later on, leading thinkers among the Japanese helped to make the quality movement what it is today; notable among these was Kaoru Ishikawa. In the United States, Philip Crosby and Armand Feigenbaum were most closely involved with the early years of initiating TQM.

2.9.1 Dr W Edwards Deming

Dr Deming is thought to be the founding father of the quality movement. He introduced the concept of variance to the Japanese, along with a systematic

approach to problem solving which was eventually called the PDCA Cycle (Plan, Do, Check, Act).

The main thesis of Deming is: By improving quality, it is possible to increase productivity, which results in the improved competitiveness of a business enterprise. Low quality means high costs, which will lead to a loss of the business organisation's competitive position in the market. On the other hand, the quality improvement of the organisation's work processes will result in less reworking and less waste of manpower; material resources and the number of errors will be reduced; the organisation's output will be achieved with less effort; and investments in reworking and defective parts, which are very costly, can be avoided. The lower costs will thus enable the enterprise to have a stronger competitive market position.

In order to achieve this aim, Deming developed an approach that is summarised in his 14-point programme detailed below (Garrity, 1993: 17):

1. Create constancy of purpose for improvement of product and service;
2. Adopt the new philosophy;
3. Cease dependence on mass inspection;
4. End the practice of awarding business on price tag alone;
5. Constantly and forever, improve the system of production and service;
6. Institute modern methods of training on the job;
7. Institute modern methods of supervision;
8. Drive out fear;
9. Break down barriers between staff areas;
10. Eliminate numerical goals for the workforce;
11. Eliminate work standards and numerical quotas;
12. Remove barriers that hinder the hourly worker;
13. Institute a vigorous programme of education and training; and

14. Create a structure in top management that will daily emphasise the above 13 points.

Kruger (2001: 146) however states that Deming does not consider certain aspects of today's TQM approach, such as the role of the individual employee. Despite his attempt to recognise a holistic quality management system, it has to be pointed out that statistical methods remain the heart of his ideas.

2.9.2 Dr Joseph M Juran

According to Rao *et al* (1996: 40), Dr Juran was very influential in Japan in the 1950s. Juran was the first to broaden the understanding of quality control, emphasising the importance of the managerial aspect. The involvement of management can become visible in various ways:

1. It is the responsibility of management to establish a Quality Council. This council plays the central role in co-coordinating the company's various activities regarding quality; for instance, quality improvement teams, TQM awareness activities and training programmes.
2. Moreover, management should establish a Quality Policy. Quality policies are guides to managerial actions: The management of the company has to identify the need for quality policies, to assign the responsibility for preparing a draft, to review the draft, to approve the final version, and to implement the quality policy.
3. Furthermore, management has to establish quality goals, which should be expressed in numbers and should include a time frame. An example could be: within the next three years, the internal failure costs of the machine shop, which result from discrepancies detected prior to delivery to the external customer, shall be reduced by 40 percent.
4. Once management has established a specific goal, it has then the responsibility for providing the necessary resources needed to achieve the quality goals. This could mean additional training for some employees, monetary funds to improve a certain situation and time to work within a quality improvement team.

It can be seen from the above how Juran's approach, namely that quality control has to be conducted as an integral part of the management function, broadened the understanding of quality at that time.

2.9.3 Dr Kaoru Ishikawa

Dr Ishikawa substantially influenced the Japanese understanding of quality. He has become known in particular for his work on four aspects of TQM:

1. Quality Circles;
2. The question of continuous training;
3. The quality tool called the 'Ishikawa Diagram' or 'Fishbone Diagram'; and
4. The Quality Chain.

Ishikawa as cited in Rao *et al* (1996: 41) viewed Japanese quality control as a new way of thinking about management: To practice quality control is to develop, design, produce, and service a quality product that is most economical, most useful, and always satisfactory to the consumer. To meet this goal, everyone in the company must participate in and promote quality control, including top executives, all divisions within the company and all employees.

2.9.4 Dr Armand V Feigenbaum

Dr Feigenbaum can be considered as the originator of the concept of total quality control. He deals with elements like management of quality, the system for total quality, management strategies and quality, engineering technology and quality, statistical technology and the application of total quality in the enterprise. Feigenbaum as cited in Rao *et al* (1996: 42) contributed to the discussion about quality as follows:

1. Quality is the responsibility of everybody in the company, ranging from top management to the unskilled worker. TQM provides the fundamental basis of positive commitment to quality for all employees of the business organisation, from management to assembly workers.
2. Quality is produced, not only by the production department, but also by marketing, research and development, finance, purchasing and any other

department. TQM needs effective ways to integrate the efforts of large numbers of machines and technologies: It is the total participation of all employees and the total integration of all the company's technical and human resources that will lead to long-term business success.

It was first recognised that the costs of non-quality have to be categorised if they are to be managed. Costs of control have to be minimised by a quality improvement programme, and should be measured in two principal areas: prevention costs (e.g., quality training of employees) should keep defective parts from occurring; and appraisal costs (e.g., quality audit costs) cover the costs for maintaining the quality level of the company. The costs of failure of control are also measured in two areas: internal failure costs (e.g., scrap); and external failure costs (e.g., customer complaints, reworked material).

The intention is not so much to create managerial awareness of quality as to assist a business enterprise to design its own quality system, involving every employee. He offers a highly structured approach to total quality, which, however, hardly covers the question of motivation and commitment of the individual employee to quality (Rao, *et al*, 1996: 38).

2.9.5 Philip B Crosby

Philip B Crosby has become known for his concepts of 'zero defects' and 'do it right the first time', which he expects to be the only standards of performance. He argues that, to be able to understand quality, it is first helpful to deal with a number of erroneous assumptions held by many managers.

The first erroneous assumption is that 'quality' means 'luxury'. He makes it clear that quality is simply 'conformance to requirements' so the customer who talks about 'quality' must define his expectations in specific terms. Then exact measurements can be taken continually to determine conformance of the product or service to those requirements. If non-conformance is detected, this means absence of quality.

A second erroneous assumption is that quality is not measurable. He points out that it is possible to measure quality quantitatively, as the costs of non-conformance, i.e., of doing things wrong, are identical to the costs of quality.

Crosby as cited in Rao *et al* (1996: 44) points out that quality is the responsibility of every employee in the company, not just of the quality department, which has traditionally been held responsible for resolving problems to which it has no immediate access and over which it has no control.

This leads to the idea of the 'quality vaccine', which can be used by business enterprises to prevent the problem of non-conformance. He argues that a business organisation can be 'vaccinated' against non-conformance to quality requirements by applying his four absolutes of quality management:

1. DIRFT – Do it right the first time;
2. The system of quality is prevention;
3. The performance standard is 'zero defects'; and
4. The measurement of quality is the price of non-conformance (Rao, *et al*, 1996: 38).

2.9.6 Conclusions about the leading quality philosophies

In summing up the work of the five quality 'gurus', one can see that the main ideas of their works were primarily oriented to securing the survival of the company by making full use of the company's technical resources. These quality proponents understood that, in the increasingly competitive business world after 1945, where many firms were struggling to survive, companies could not afford to leave any technical resources of the enterprise lying idle.

However, the role of the human resource issue and the vital contribution that the individual employee can make to the quality objectives of his company were hardly recognised by these classical quality gurus. Today it is recognised that management needs to make use of all resources – technical and human: Without the total commitment of all employees, the work organisation will have great difficulties in surviving in today's business world. The above writers ignored this important dimension of total quality (Galgano, 2002: 1107).

2.10 PRIMARY ELEMENTS OF TOTAL QUALITY MANAGEMENT

2.10.1 Customer focus

No matter what a company does to foster quality improvement-training of employees, integrating quality into the design process requires new measurement tools, since the customer ultimately determines whether the efforts were worthwhile. Duffy (2000: 10) argues that measuring customer capital – customers' contribution to current and future revenues – is fundamental to assessing how successful an organisation is in turning customer relationships into sustainable competitive advantage.

A 'customer' is the person or unit receiving the output of a process of the system (Stamatis, 1996: 159). The customer may be an immediate, intermediate, or the ultimate customer, and may be a person or a process.

According to Zairi (2000: 389), achieving and maintaining an effective customer-focused culture would require the following to be considered:

1. Being customer focused means that one is attempting to get closer to customers, to know them better, be clearer about their needs, be aware of what concerns they may have, and have a feel for their future needs.
2. It is also very important to get some direct feedback on how well one is doing from the customer's perspective. Sometimes profitability and increases in business are extremely poor measures and it could well be that the reasons for them are incidental rather than deliberate.
3. Customer focus means that one is in a position to assess the adequacy of current approaches for fulfilling one's customer needs and in a position to know what new services, products, and innovations are required in the future.
4. Customer focus means that, through concentrating on one's customers, one can identify one's strengths and weaknesses and assess one's performance from a competitive perspective.
5. Finally, the external feedback is the echo of one's efforts and the 'acid test' for determining whether one is doing the right things and thereby gauging employee performance and the most appropriate reward and recognition systems.

2.10.1.1 Customer expectations

There are at least three levels of customer expectations about quality (Stamatis, 1996: 159):

Level 1: The expectations are very simple and take the form of assumptions, based on what customers believe they must have or what they take for granted they will receive;

Level 2: Customer expectations are a step higher than in Level 1, and they require some form of satisfaction through meeting requirements and or specifications; and

Level 3: The expectations are a step higher than in level 1 or 2, and they require some kind of delightfulness, or a service that is so good that it attracts one to it.

Thus, it can be seen that an enterprise should ensure that the quality features and standards of every product and service meet the customer needs. The enterprise must also identify the needs not met and take measures to incorporate them.

2.10.1.2 Customer satisfaction

According to Tenner and DeToro (1992: 56), the objective of implementing a disciplined approach to determining outputs, identifying customers and identifying requirements is to enhance the supplier's ability to meet the customers' needs and expectations and thereby increase customer satisfaction. The only viable means for organisations to achieve their objectives is to meet the requirements of their customers by continually improving work processes. However, customer needs and expectations are constantly escalating as customers have their requirements met and learn of new possibilities from competitors. The task, then, is to pursue customer satisfaction in an organised, disciplined manner.

2.10.1.3 Suppliers

Companies are increasingly aware that they need to work together with their supply partners in order to best serve their customers and achieve business excellence (Wong, 2003: 151).

2.10.1.4 Internal and external customers

In a similar vein, Costin (1999: 7) says that excellence is ascribed to customer-driven organisations that systematically integrate customer feedback into their strategic planning and delivery of products and services. Customer-driven organisations have a strong focus on quality, with quality being defined as both measurable dimensions of products and services and the perceptions of internal and external customers.

Hakes (1991: 11) states that successful organisations realise that a major factor in total quality improvement is monitoring performance in meeting or exceeding customer requirements. In this context, they understand that 'customers' are not only the people to whom you sell products or other services, but are also your internal staff. All your personnel interact with their own 'suppliers' in the processes they operate, not just the people who sell products or services to your organisation. These internal suppliers 'down the line' in a process provide an input to the next job and thus satisfy their customers – the people 'up the line' who need the information or material.

2.10.2 Employee empowerment

TQM requires total employee involvement (commitment at all levels) because top management commitment and employee awareness are essentials in TQM implementation. Regardless of the excellence of a company's data and change control systems, money invested will be wasted if employees are not committed to the fostering of TQM. Evans and Dean, Jr, (2003: 269) assert that businesses have learned that, to satisfy customers, they must first satisfy employees. The company FedEx, for instance, has found direct statistical correlation between customer and employee satisfaction: A drop in employee satisfaction scores precedes a drop in customer satisfaction by about two months.

A holistic approach must be taken to implementing empowerment practices in order to maximise quality improvements (Pence & Lunderman, 1995: 19; Meyer, 1998: 30; Bunz & Maes, 1998: 163). Gernalis and Terziovski (2003: 45) argue that empowerment practices have a favourable effect on employee well-being, productivity, performance and service quality.

2.10.2.1 Teams

The development of people, and their involvement in improvement activities and participation in decision-making, both individually and through a formal process of teamwork, is a key feature in a company's approach to TQM (Dale, 1998: 22; Stashevsky & Elizur, 2000: 53; Gumus & Koleoglu, 2002: 373). This can be done by forming them into teams.

There are a number of different types of teams with different operating characteristics, all of which can act as the means of getting people involved in improvement activities. Different types of teams can be used at different stages of an organisation's development of TQM: Some teams have a narrow focus, with perhaps limited problem-solving potential and with members coming from one functional area; others are wider and cross-functional, dealing with the organisation's more deep-rooted problems.

The names given to teams vary. They include:

1. quality circles;
2. yield improvement teams;
3. quality improvement teams;
4. work improvement teams;
5. quality work groups;
6. cross-functional problem-solving teams;
7. continuous improvement teams;
8. departmental action teams;
9. team challenge activities;
10. problem elimination teams;
11. process improvement groups;
12. project teams;
13. task forces;
14. error cause removal teams;

15. corrective action teams, and
16. Kaizen teams.

2.10.3 The integration of processes

All modern quality improvement theories stress a process or systems focus. However, Oakland (2003: 278) observes that, in many organisations, management systems are still viewed in terms of the internal dynamics between marketing, design, sales, production/operations, distribution and accounting. A change is required from this to a larger process-based system that encompasses and integrates the business interests of customers and suppliers. Management needs to develop an in-depth understanding of these relationships and how they may be used to cement the partnership concept.

2.10.3.1 Inputs and outputs

TQM is a complex, integrating process for meeting customer needs and expectations. For this to happen, clear links must exist across the company from vision to objectives, and to all of the critical processes of the company. Milokovich (1995: 126) defines a 'process' as simply a transformation of inputs (such as materials, manpower and equipment) into outputs that meet or exceed customer quality requirements.

2.10.3.2 Change and adaptation

Process-oriented managers constantly seek better ways to control and improve the quality of goods and services provided to customers. They continually seek methods and tools to stabilise processes that, in time, improve a system composed of many interconnected processes. In this way, organisations, like individuals, learn to adapt to their environments and change as necessary to learn, grow, and survive.

2.10.3.3 Technical and rhetorical dimensions

According to Zbaracki (1998: 602), in order to understand the institutional value of practices like TQM, one must take into account the technical dimensions of those practices: In studying institutional processes, one must carefully distinguish

between technical and rhetorical dimensions of a programme like TQM. He goes on to state that it seems an egregious error to equate the technical dimensions of, say, statistics, with a perhaps more ambiguous, but extremely important, rhetorical device such as urging employees to focus on the customer.

2.10.3.4 Perceptions

Only by treating practices like TQM seriously as sectors of reality with legitimate technical content and institutional meanings can we truly consider what managers mean when they say they have implemented TQM, what employees mean when they respond to those statements, and ultimately, how the meaning of those practices evolve, gain institutional value, and perhaps shift in their technical meaning.

In an exploratory study, Cook and Verma (2002: 1) tested the links between quality system, service quality, and performance as perceived by the employees of a large banking institution operating in the turbulent business environment of Hong Kong. Results of their detailed case study and empirical analysis show that employees perceive strong links between the three concepts.

This demonstrates that a properly conducted assessment of quality culture and strategic consensus has the potential to inform a service organisation of its current position and possible areas of improvement. The opinions, values, and practices of employees regarding quality are the fundamentals that define quality culture in many service organisations. Management must apply this knowledge to plan for the successful implementation of service quality-related activities, or 'quality functions'.

2.10.3.5 Functions

A 'quality function' can be the organisation's focal point, and should be equipped to gauge internal and external customers' expectations and degree of satisfaction. It should also identify deficiencies in all business functions and promote improvements.

The role of the quality function is to make quality an inseparable aspect of every employees' performance and responsibility. The transition in many companies

from quality departments with line functions requires careful planning, direction, and monitoring. Quality professionals have developed numerous techniques and skills, focused on product or service quality, to adapt these broader, process applications. The first objectives for many 'quality managers' are to gradually disengage themselves from line activities, which then need to be dispersed throughout the appropriate operating departments. This should allow quality to be understood as a 'process' at a senior level, and to be concerned with the following throughout the organisation:

1. encouraging and facilitating improvement;
2. monitoring and evaluating the progress of improvement;
3. promoting the 'partnership' in relationships with customers and suppliers;
4. planning, managing, auditing and reviewing quality management systems;
5. planning and providing training and counselling or consultancy
6. giving advice to management on:
 - 6.1 establishment of process management and control;
 - 6.2 relevant statutory/legislative requirements with respect to quality;
 - 6.3 quality and process improvement programmes;
 - 6.4 inclusion of quality elements in all processes, job instructions, and procedures.

2.10.3.6 Process management

Oakland (2003: 167) states that organisations create value by delivering their products and/or services to customers. Everything they do in that whole chain of events is a process so, to perform well in the eyes of the customers and the stakeholders, all organisations need very good process management – poor processes primarily cause underperformance.

Where process management is established and working, executives no longer see their organisations as sets of discrete vertical functions with silo-type boundaries. Instead, they visualise things from the customer perspective – as a series of

interconnected work and information flows that cut horizontally across the business.

2.10.3.7 Measurement

In monitoring process performance, measurement will inevitably identify necessary improvement actions. In many process-managed companies, they have shifted the focus of the measurement systems from functional to process goals and even based remuneration and career advancement on process performance.

2.10.3.8 The process of management

Sussland (2003: 108) argues that waves of restructuring and re-engineering have left many an enterprise with incongruous procedures and a patchwork of processes and, ultimately, in a strategic quandary where the alignment between leadership style, strategies, systems, and structures has become inadequate. Inevitably, this causes aggravations inside and outside the enterprise and sub-optimises the effectiveness of the whole organisation. These problems can be addressed by applying the Process of Management 'Guideboard' (Figure 2-1)

According to Sussland (2003: 109), the Process of Management Guideboard describes the key tasks of management. While it does not prescribe how they should be handled, it provides a comprehensive representation of the management processes and of their linkages. Thus, by laying out the big picture, it cultivates systemic thinking and facilitates communications across the different levels and functions of the organisation.

The salient points of the process of management are diagrammatically shown in Figure 2.1 below:

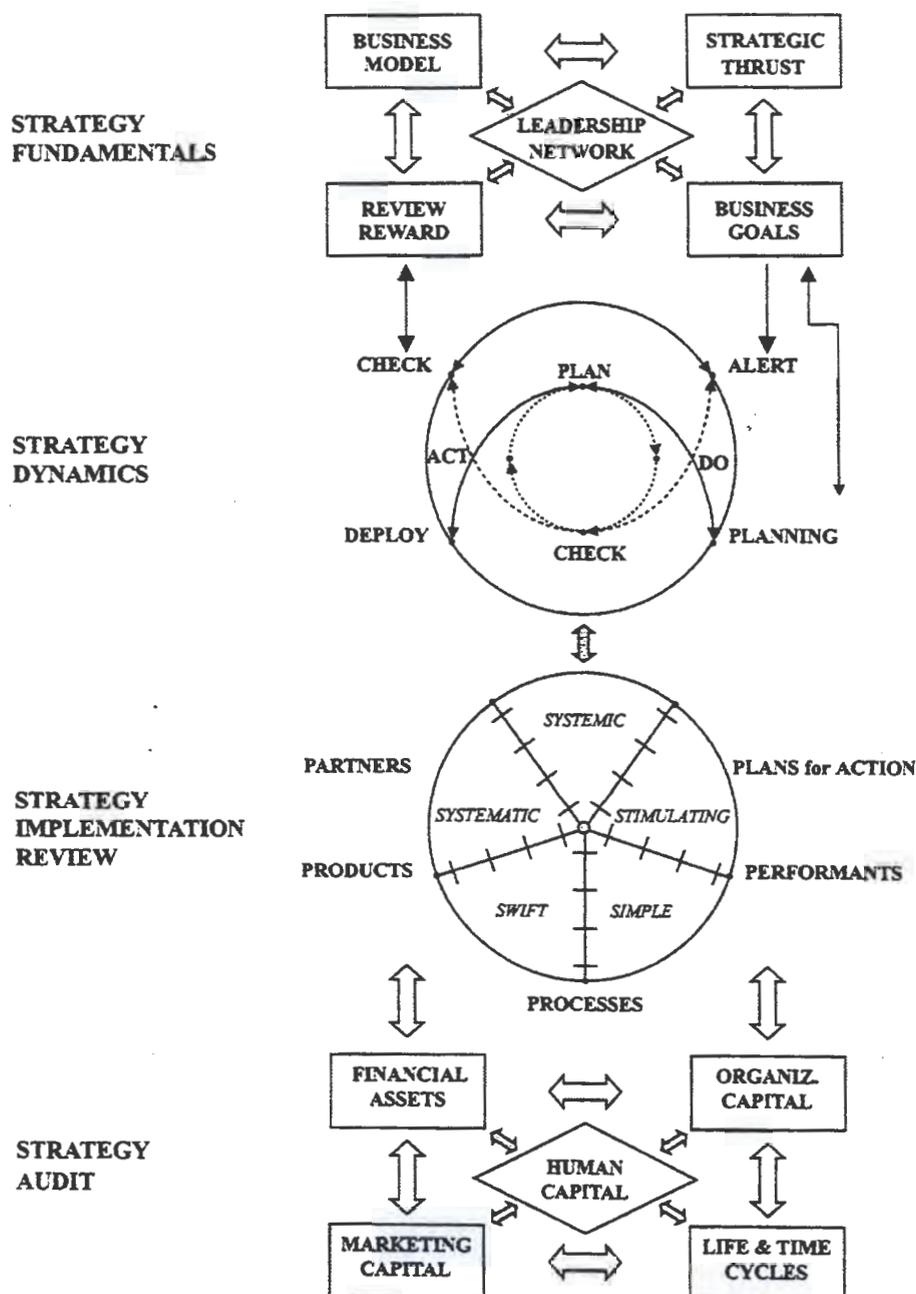
- It provides a framework for shared management practices. It shows a clear, coherent, and comprehensive pathway from mission to strategies, from strategies to actions, and from actions to performance assessment.
- It features four modules, all interactive and interconnected. The first two, namely the strategy fundamentals and the strategy dynamics, focus on 'doing the right thing'. The third module, strategy implementation and review, focuses on 'doing the thing right'. The last module, the strategy audit,

assesses the performance of the operations and audits the 'business value' to make sure the enterprise is 'doing the right thing right'.

- It structures the major managerial tasks, as well as the formal interactions between senior and operative management. Transparency over the whole process and a fabric of feedback loops ensure that all the life forces of the enterprise are strategically and organisationally connected.

Figure 2-1: The Process of Management Guideboard

Source: Sussland, 2003: 109



2.10.4 Continuous improvement

A major thrust in TQM is continuous improvement of all processes of a company. Turney and Anderson (1989: 37) define continuous improvement as an operational philosophy that makes increasing productivity a permanent responsibility of everyone in the organisation. It can be further defined as the relentless pursuit of improvement in the delivery of value to the customer.

Costin (1999: 7) defines continuous improvement as the integration of organisational philosophy, techniques and structure to achieve sustained performance improvements in all activities on an uninterrupted basis.

Continuous improvement, according to Strydom (2002: 26), is a culture that utilises a set of problem-solving tools to ensure that value is created, not only for the customer, but also more importantly for the shareholder who invests in the organisation and the societies and environment upon which it relies for its ability to generate economic value.

According to Burrill and Ledolter (1999: 292), it takes time for a quality improvement effort to show significant results because introducing quality is a project that must be undertaken. Beyond that, there is no limit to the type of improvement that an organisation might undertake. Some examples of continuous improvement projects are listed in Figure 2.2 below:

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Figure 2-2: Some examples of continuous improvement projects

Source: Burrill & Ledolter, 1999: 305

Organizational Projects

- Establish QA, Quality Council
- Establish Standards Committee

Awareness and Communication

- Provide quality orientation
- Improve quality communications
- Publicize quality accomplishments

Management Processes

- Exhibit commitment and leadership
- Change culture
- Communicate the quality message
- Practice participatory management
- Develop champions
- Break down barriers and drive out fear
- Control work, not workers
- Be a trainer to your people
- Develop better customer and subcontractor contacts
- Reward quality

Education and Training

- Teach basic quality concepts
- Orient on standards and available tools
- Train managers in how to
 - Establish employee improvement groups
 - Develop customer-supplier partnerships
 - Install self-directed work teams
- Provide technical education and training, on
 - How to develop standards
 - How to develop defect information systems
 - Process improvement techniques
 - Statistical concepts

Process Improvement Projects

- Establish process ownership
- Document processes
- Establish employee improvement groups
- Develop customer-supplier partnerships
- Develop a defect information system

Assessment Projects

- Determine quality status
- Assess quality measurement system
- Establish recognition projects
- Devise and review recognition schemes

Wherever it occurs, continuous innovation requires constant, active management and engagement with workers in an effort to initiate and sustain momentum. 'Probe and learn', insofar as it takes place in different parts of the organisation at different times, through multiple initiatives, is a continuous improvement tool that, applied to a product development process, has the potential to serve as a sustained energising force (Cole, 2001: 19).

2.10.4.1 Probe and learn

Probing and learning is a process well suited to fostering discontinuity and innovation because it is an experimental process that operates to successively solve problems in markets characterised by turbulence, uncertainty, and complex interactions (Cole, 2001: 19). This is because the generation of error is part of a productive learning process and should not always be avoided or suppressed. How firms learn to manage error in the new economy provides an important indicator of their success. This is a special challenge for the quality discipline – a discipline that has grown up viewing deviance and error as the enemy – for, if quality professionals do not learn how to manage error in a dual fashion, other disciplines will take up the slack.

The challenge for quality practitioners and scholars is to develop a set of tools that will improve the deployment and optimisation of probe-and-learn strategies. It is no longer enough to simply look for areas within the product development process to which traditional quality improvement tools can be applied to rationalise and streamline the process. If there is a place for continuous innovation in discontinuous product development, surely there is a place for it throughout the production chain.

2.10.4.2 Tools

Oakland (2003: 251) proposes the ‘DRIVE’ framework for continuous improvement. The mnemonic provides landmarks to keep the team on track in the right direction:

Define the problem.

Output: written definition of the task and its success criteria.

Review the information.

Output: presentation of known data and action plan for further data.

Investigate the problem.

Output: documented proposals for improvement and action plans.

Verify the solution.

Output: proposed improvements that meet success criteria.

Execute the change.

Output: task achieved and improved process documented.

2.10.4.3 Benchmarks

According to Strydom (2002: 28), a culture of continuous learning is the basis of becoming better with each work activity. The use of benchmarks helps support innovation and sets targets for improvement so that leaders can encourage original thinking and creativity by their people.

2.10.4.4 Business excellence

The continuous improvement process is a supportive element to business excellence and usually includes the following:

1. Benchmarking to best-in-class of most or all value chain activities provides a realistic basis for setting internal performance milestones and longer-range targets;
2. Empowerment of employees so that the authority for delivering great service or improving products is in the hands of the doer rather than the overseers. Empowerment develops as employees gain self-confidence, responsibility, and authority;
3. Creative, committed and motivated employees supported by an innovative reward system; and
4. Outsourcing non-core business activities, rightsizing and/or business process re-engineering.

An organisation is well on its way to excellence of performance when all employees put customer and stakeholder needs first and do their best to satisfy those needs. This can be achieved by focusing on the effectiveness (competence) of doing the right things; on the efficiency (capabilities) of doing things right the first time; and on the way things are done. There is no place for sacred cows so every

organisational aspect should be scrutinised, not only operational aspects, but also structural ones: Critical thinking throughout the organisation must be promoted and rewarded. All these actions need to be supported by the right levels of communication and by establishing and maintaining a culture of learning through training, coaching, and mentorship.

The same holds true for continuous improvement. The 'best-practice' or 100% mark today will become standard and will no longer be 'best-practice' tomorrow. Each idea is the creator of the next so the learning embodied in the continuous improvement philosophy will spark something else. Improvement in itself is a function of one's current level of understanding: As that is increased through continuous learning, so our understanding of what to learn changes and new philosophies are born. To solve most problems, an organisation must approach them from a totally different perspective: In continuous improvement, the practical approach is often thought to be finding a new, different, or better way of doing the same thing; in reality however, it may be necessary to look for a totally new idea and action.

According to Evgrafova and Chervonetskaja (2001: 31), continual improvement and a factual approach to decision-making are closely linked with each other because establishing goals, finding improvement paths, making decisions and achieving strategic goals can only be realised on the basis of timely and reliable information and analysis of facts.

2.10.5 Factual approach to decision making

Information management technologies provide managers with the information, necessary for effective management. The facts or data that are input into the system should be relevant, exact, timely, and updated regularly because managers in different areas of general management require the information related to their field of responsibility.

Decisions, changes, customer needs and process improvement needs must be based on fact so that continuous improvement can be measured and revised. Organisations need performance measures to effectively and efficiently manage a system for three reasons (Evans & Dean, Jr, 2003: 25):

- to lead the entire organisation in a particular direction, that is, to drive strategies and organisational change;
- to manage the resources needed to travel in this direction by evaluating the effectiveness of action plans; and
- to operate the processes that make the organisation work and continuously improve.

2.10.5.1 Data and information

Data and information support analysis at all organisational levels. The types of information and how it is disseminated and aligned with organisational levels are vital to success:

1. At the work level, data provides real-time information to identify assignable reasons for variation, determine root causes, and take corrective action as needed. This might require lean communication channels consisting of bulletins, computerised quality reports, and digital readouts of part dimensions to provide immediate information on what is happening and how things are progressing.
2. At the process level, operational performance data such as yields, cycle times, and productivity measures help managers determine whether they are doing the right job, whether they are using resources effectively, and whether they are improving. Information at this level is generally aggregated; for example, daily or weekly scrap reports, customer complaint data obtained from customer service representatives, or monthly sales and cost figures faxed in from field offices.
3. At the organisational level, quality and operational performance data from all areas of the firm, along with relevant financial, market, human resource, and supplier data, form the basis for strategic planning and decision-making. Such

information is highly aggregated and obtained from many different sources throughout the organisation.

2.10.5.2 Performance measures and indicators

A company should select performance measures and indicators that best represent the factors that lead to improved customer, operational, and financial performance. These typically include:

- 3.1 customer satisfaction;
- 3.2 product and service performance;
- 3.3 market assessments;
- 3.4 competitive comparisons;
- 3.5 supplier performance;
- 3.6 employee performance; and
- 3.7 cost and financial performance.

A comprehensive set of measures and indicators tied to customer and company performance requirements provides a clear basis for aligning all activities of the company with its goals.

2.10.5.3 Problem solving

According to Stamatis (1996: 212), the ability to solve problems is a central prerequisite for human survival, but the mechanics of the process remain a puzzle. Intelligence is generally regarded as a basic attribute of human beings and a main ingredient in problem solving. Yet its significance continues to be a matter of uncertainty and dispute. To further complicate matters, one would require the will in addition to intelligence to solve problems (opportunities). Perhaps more importantly, however, the process of problem solving requires systematic thinking and both personal and organisational enthusiasm. A six-step approach for problem solving that is appropriate for the service industry is:

1. Identify and define the problem;
2. Generate alternative solutions;

3. Evaluate the alternative solutions;
4. Make a decision;
5. Implement the decision; and
6. Follow up to evaluate the solution.

Stamatis (1996: 216) outlines the following quality tools for problem solving, which can be used by teams:

a. Delphi method

A panel is selected, composed of management and employee representatives (or specialist in the area of study). A questionnaire is designed, tested, and mailed to panel members, asking them to list their opinions and judgements about the subject being considered. Re-circulating their original responses in a priority format refines recommendations from the panel. Items received as responses on the second questionnaire are analysed and reported. This analysis is returned to the panel for another round of prioritisation. The third questionnaire is also analysed and sent back to the panel for a final opportunity to revise the ratings. It is not unusual for the Delphi method to have more than three iterations if the problem is large-scale.

b. Cross-impact analysis

This extension of the Delphi technique depicts the interrelatedness between events, using a matrix analysis to examine events in the context of their local setting. A cross-impact matrix is an array consisting of a list of potential future developments and two kinds of data concerning them: The first is the estimated probabilities that these developments occur within some specified period in the future; the second is estimates of the effect that the occurrence of any one of these events could be expected to have on the likelihood of occurrence of each of the others. In general, the data for such a matrix are obtained by collating expert opinions derived using methods such as the Delphi technique.

c. The cross-purpose matrix

This technique provides for stimulating discussions about various goals advocated in any team activity. It provides a way to prioritise goals without using ratings

because competing goals are displayed in a matrix and, through discussion and deliberation, the relative value of each with reference to the others is determined. In cross-purpose analysis, a goal is defined as an event that someone intends to occur.

d. Simulation/gaming

This technique allows possible future events to be generated by means of a speculative game. It provides an opportunity to simulate in order to consider possible problems, and the effect of a suggested programme implementation before actually trying it.

e. Trend extrapolation

This technique uses past and present trends to predict future trends. The technique assumes that what has happened in the past is likely to continue in the future. Trend extrapolation uses statistical data that have been plotted along a timeline to observe emerging patterns or trends.

f. Scenario writing

This technique calls for the generation of possible futures by speculating about what could be. It is generally used to stimulate thinking about positive changes concerning a system goals and priorities. Its focus is on how a certain chain of events will lead to a desirable or undesirable outcome in the future.

g. Historical analogy

In this approach, key events from the past are related to the present and the future. The technique may be used to determine whether past pitfalls can be recognised and avoided in future planning. It requires a parallelism in history, i.e., an essential similarity of key variables. This similarity must extend to those factors that are meaningful and important rather than peripheral. However, although history may repeat itself in some essential respects, such repetition is not inevitable.

h. Brainstorming

This technique stimulates uninhibited input of ideas by a team so that as many creative solutions to problems as possible are generated. Brainstorming is a

relatively simple procedure that can provide a wealth of ideas in all areas of quality, including problem identification. Steering committees as well as employee teams have used it to generate ideas about unique ways to collect data on particular projects, to identify goals, and to list different ways of implementing a programme. Through brainstorming, one can consider approaches to individual problems as well as implementation strategies to those problems.

i. Buzz session

Dividing members into subgroups to discuss a topic and to share their reactions with the total group is a technique that can be used in a meeting or conference. It tends to eliminate the domination of a group by a few individuals and to stimulate participation by everyone. The buzz session is designed around a carefully prepared question on a specific point and has both a stated objective and a limited time to reach that objective.

j. Fishbowl

Four to six people discuss a topic or problem while others surround them, listening and asking questions. This technique is useful for eliciting ideas from a particular group or for presenting ideas from a committee.

k. Force field analysis

This procedure analyses problems by considering a goal and listing the factors either for or against accomplishing it. It helps to identify the strategies that would enhance goal attainment, and to diminish the importance of factors that would inhibit implementation.

l. The 8D approach

Ford Motor Company has developed an approach to problem solving that is based on eight disciplines. The basics of the technique are as follows:

1. Use a team;
2. Describe the problem;
3. Start and check interim actions;
4. Define and check root causes;

5. Check corrective action;
6. Start permanent corrective action;
7. Stop future problems; and
8. Congratulate your team.

m. Focus group

The focus group approach is to select 7 to 15 participants to collect perceptions, attitudes, and expectations about current and/or future services and/or products. Through the interaction of the group, more insightful information is gained at a relatively low cost. A typical focus group may be selected for:

1. generating hypothesis;
2. diagnosing potential problems;
3. developing/validating questionnaires;
4. interpreting previous evaluations; and
5. evaluating programmes.

n. Storyboard

The storyboard approach uses the steps of the Focus Group and PDCA strategies to help teams organise their work and their presentations so that others can readily learn from them. The focus of this approach is to reduce variation in the process by emphasising the content as opposed to the telling (presenting). One of the strongest advantages of using the storyboard is that the process forms a permanent record of a team's actions and achievements, and all the data generated may serve as the working minutes of a team at a later date.

o. Nominal group process

The nominal group process method utilises a group that does not verbally interact, which is why it is called a 'nominal' group (in name only). A typical approach to the nominal process is:

1. Without direct interaction, group members write down their ideas concerning the problem;

2. Individuals' written lists of ideas may be categorised according to emotions or according to organisational dimensions;
3. Each person reads his or her entire list of ideas. Copies of each list are passed out to all the participants;
4. The highest priority items may be identified by a voting system.

p. Graphs and charts

While the preceding tools provide for employee and/or customer interaction in problem-solving analysis, they all depend on good understanding of the problem, as well as on communicating the problem verbally. However, the problem and/or solution can also be communicated by some form of graphic representation.

A 'graph' is a drawing that uses lines and shapes to represent numbers and concepts. It can be a histogram, frequency polygon, stem and leaf plot, dot plot, box and whisker diagram, scatter plot, relations diagram, affinity diagram, tree diagram, matrix diagram, matrix data analysis diagram, arrow diagram, information discovery, data visualisation or hypermedia.

'Charts' are the lines and shapes combined into representational forms. Common forms are bar charts, column charts, pie charts, line charts, process decision programme, chart organisational charts, flowcharts, time charts, control charts, and others.

q. Statistical process control

According to Domb (Costin, 1999: 313), statistical process control (SPC) started as a mathematical tool of specialists in a family of accessible methodologies, and has been evolving over the last seventy years into a hierarchy of tools used throughout the manufacturing process by operations workers, industrial engineers, quality specialists, statisticians and managers for process control, process analysis and process improvement. The understanding gained through this evolution is now being applied to the challenges of quality in the service industries.

A 'process' that is 'under control' is consistent and predictable. However, since it may consistently and predictably produce some results that are undesirable, inspection is still needed after control is established.

The DMAIC steps are as follows:

Define the scope and goals of the improvement project in terms of customer requirements and the process that delivers these requirements – inputs, outputs, controls, and resources.

Measure the current process performance – input, output, and process – and calculate the short- and longer-term process capability – the sigma value.

Analyse the gap between the current and desired performance, prioritise problems, and identify root causes of problems. Benchmarking the process outputs, products or services against recognised benchmark standards of performance may also be carried out.

Improve, i.e., generate the improvement solutions to fix the problems and prevent them from recurring so that the required financial and other performance goals are met.

Control, i.e., implement the improved process in a way that ‘holds the gains’.

Klefsjo, Wiklund and Edgeman (2001: 31) claim that Six-sigma is a methodology that might cut costs for an organisation. However, one must also think about how the six-sigma methodology supports the values of the organisation and how tools are chosen and, above all, one must not forget the totality of TQM.

Ingle and Roe (2001: 273) state that Six-sigma is differentiated from traditional quality change programmes by its focused approach to problem-solving projects, its attention to bottom-line results, and its sustainment of positive performance outcomes over time. If these improvements can be sustained, Six-sigma looks set to be an important strategy for manufacturing organisations in the twenty-first century.

According to Coronado and Antony (2002: 92), critical success factors such as management involvement, cultural change, communication, organisation infrastructure, training, linking Six-sigma to business strategy, customers, human resources, suppliers, understanding tools and techniques within Six-sigma, project management skills, and project prioritisation and selection are essential and

therefore should be taken into account for optimising the financial return from Six-Sigma projects in all organisations.

Antony (2004: 303) argues that Six-sigma is a powerful business strategy that has been well recognised as an imperative for achieving and sustaining operational and service excellence. While the original focus of Six-sigma was on manufacturing, today it has been widely accepted in both service and transactional processes.

The following aspects of the six-sigma strategy are not accentuated in previous quality improvement initiatives:

1. Six-sigma places a clear focus on achieving measurable and quantifiable financial returns to the bottom-line of an organisation. No six-sigma project is approved unless the bottom-line impact has been clearly identified and defined;
2. Six-sigma strategy places an unprecedented importance on strong and passionate leadership and the support required for its successful deployment;
3. The six-sigma problem solving methodology integrates the human elements (culture change, customer focus, belt-system infrastructure) and the process elements (process management, statistical analysis of process data, measurement system analysis) of improvement;
4. Six-sigma methodology utilises the tools and techniques for fixing problems in business processes in a sequential and disciplined fashion. Each tool and technique within the six-sigma methodology has a role to play and deciding when, where, why and how these tools or techniques should be applied makes the difference between success and failure of a six-sigma project;
5. Six-sigma creates an infrastructure of champions, master black belts (MBBs), black belts (BBs) and green belts (GBs) that lead, deploy, and implement the approach;
6. Six-sigma emphasises the importance of data and decision-making based on facts and data rather than on assumptions and hunches. Six-sigma forces people to put measurements in place and so measurement must be considered as a part of the culture change;

7. Six-sigma utilises the concept of statistical thinking and encourages the application of well-proven statistical tools and techniques for defect reduction through process variability reduction methods (e.g., statistical process control and design of experiments).

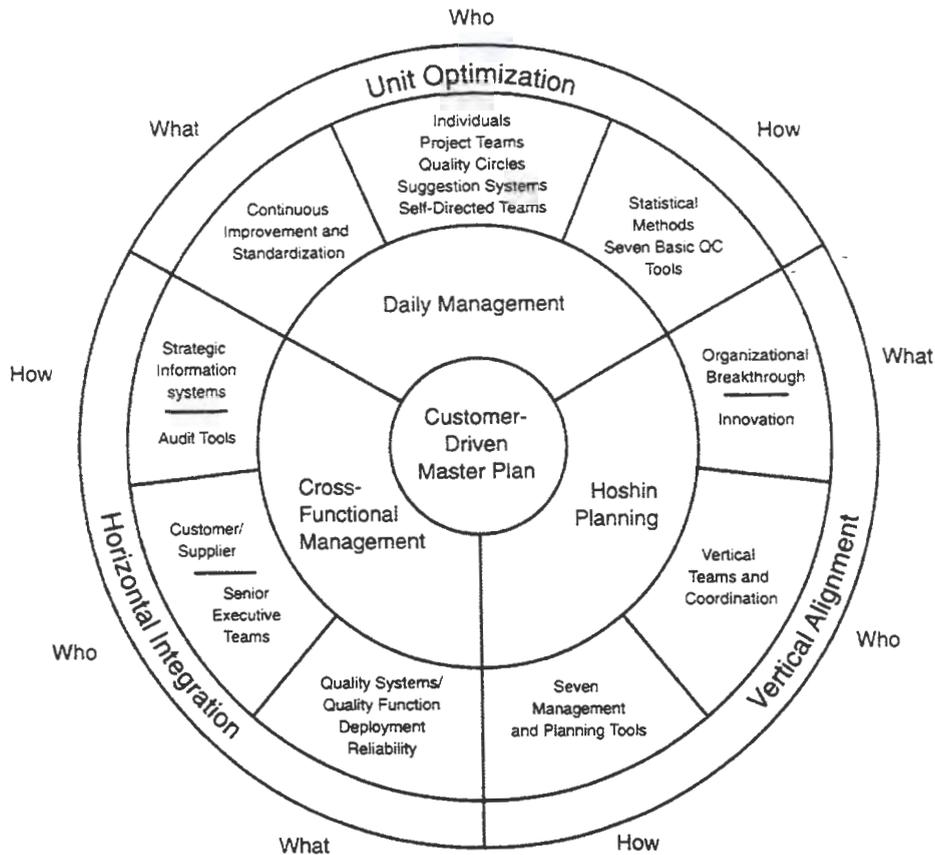
Lim, Ahmed and Zairi (1999: 304), through an examination of the Japanese utilisation of quality practices, found that full and unadulterated success requires a systematic amalgamation of these techniques. Just picking one technique can lead to some measure of success but, more often than not, it leads to failure and consequently to cynicism. Only with a proper combination of techniques are organisations able to reduce waste within production processes, and outside production too. These improvements are achievable, but only through perseverance and a commitment from all involved to reduce waste.

s. The TQM Wheel

The TQM Wheel, shown in Figure 2-3 hereunder, is a model that was developed by researchers of GOAL/QPC, a leading research and publishing organisation in the field of total quality, with significant input from representatives of large organisations implementing TQM, like General Motors, Ford and Hewlett Packard (Costin: 1999: 17). It represents a systematic effort to integrate all dimensions and processes of TQM around a 'customer-driven master plan'. It depicts the orientation of TQM – customers – and the interrelationship among systems, people, and tools within an organisation implementing TQM.

Figure 2-3: The TQM Wheel Model

Source: Costin, 1999: 17



Daily Management: Looking at the top of the wheel, unit optimisation is used to describe the ‘who, what and how’ of daily management. The term encompasses the concept of continuous improvement, the individuals and teams who are involved, and the methods or tools that can be used most effectively. Unit optimisation is typically the first phase of TQM implementation, and it refers to the identification, measurement, improvement, and standardisation of the processes that make up daily work. This initial step, often summarised by the Deming Cycle (Plan-Do-Check-Act), involves a variety of individuals, working singly and in teams, and using seven basic quality control tools to manage their day-to-day responsibilities.

Hoshin Planning: Moving clockwise on the wheel, the TQM practitioner next focuses on the vertical alignment phase of TQM implementation. ‘Vertical alignment’ is a term used to describe the ‘who, what and how’ of Hoshin Planning, which is a method of ensuring that the mission, vision, goals, and annual objectives

of an organisation are communicated to and implemented by everyone, from the executive level to the 'frontline' level. Senior managers use seven management and planning tools to facilitate the sharing of critical information among all members of the organisation and to assist in the organisational planning process.

Cross-functional Management: After making gains in daily management and Hoshin Planning, senior managers generally face the need for cross-functional management, which requires an integration of quality improvement efforts across the functional areas of an organisation.

t. Quality function deployment

Top-level managers use the advanced TQM tool, quality function deployment (QFD), to elicit the involvement of customer/supplier teams. QFD is a method for integrating the 'voice of the customer' into the design of services and provides the means to analyse and prioritise customer demands. QFD may also be used at earlier stages of implementation as needed. Additionally, managers use a variety of audit tools to assess how well the organisation has incorporated TQM principles and broken down departmental barriers. Strategic information systems can be helpful at this phase to integrate all useful data in the effort to improve quality, cost, delivery and employee morale.

u. Customer-driven total quality master plan

The customer-driven total quality master plan begins by involving all employees in an organisation with the identification of their customers' needs. TQM begins with a long-term plan (commitment) rooted in the organisation's customers. This plan emphasises thorough understanding of the customers and their needs, along with continual improvement of customer satisfaction. TQM is thus a management philosophy and a business tool. In achieving TQM, organisations have to follow a set of guiding principles and organisational practices, which help to improve productivity, effectiveness, efficiency, and finally competitiveness of the organisation.

2.11 CONCLUSION

Quality is not a new concept and found expression in the ancient cultures of the world. Various authors have defined 'quality' and 'TQM' in different ways and from different contexts and points of view. The philosophies of Deming, Juran, Ishikawa and Feigenbaum and Crosby, the five leading quality proponents, were outlined and critically discussed. The five primary elements that constitute TQM, namely customer focus, employee empowerment, the integration of processes, a culture of continuous improvement, and a factual approach to decision making were thoroughly discussed, with viewpoints of various writers being presented. Furthermore, various TQM tools that enhance the effectiveness and efficiency of the management of organisations were outlined.

It was found that TQM and business excellence, as new management techniques to enhance an organisation's effectiveness, efficiency, and productivity, have gained increased popularity in the global competitive environment during the past decade.

In the South African context, the use of TQM principles and business excellence benchmarks now enables organisations to operate within the global marketplace, and can help the African continent achieve its vision for the African Renaissance and initiatives such as NEPAD.

CHAPTER 3. TOTAL QUALITY MANAGEMENT AND LOCAL GOVERNMENT

3.1 INTRODUCTION

Governments around the world are under great pressure to control their costs and improve their service. In response to chronic fiscal constraints, local governments are considering management tools used in the private sector, such as activity-based costing, activity-based management, TQM, benchmarking, process re-engineering, and the balanced scorecard. Some government leaders believe that such tools are helpful in meeting the challenges of increased accountability, while others dismiss them as merely another fad (Kidwell, Ho, Blake, Wraith, Roubi & Richardson, 2002: 63).

3.2 THE RATIONALE FOR TQM IN LOCAL GOVERNMENT

Evans and Bellamy (1995: 37) argue that governments have multiple and sometimes competing objectives. Also, with multiple goals and no 'bottom line', governments have based their evaluations on process controls, that is, budgeted versus actual expenditure, and oversight rather than performance results. This approach is ineffective and forces management to focus on the accountability aspect rather than on the results.

Erridge, Fee and McIlroy (1998: 341) state that 'quality' has become one of the main methods by which increasing economic pressures on public expenditure have been challenged. Restructuring of a government organisation along the lines of TQM is believed to increase customer orientation, timeliness, and service performance, while reducing costs.

3.2.1 Service delivery

According to Kim (2004: 1), taxpayer revolts and growing demands for higher quality public services have increased pressure on government to deliver quality services in a cost-effective manner. To achieve this, governments are shifting from traditional ways of planning and delivering services and the traditional roles of labour and management: Traditional government systems focus on centralised,

bureaucratic service delivery, where services are often monopolies and are not sensitive to customers' needs. To improve the quality of products and services, governments are shifting to more demand-driven, decentralised systems of service delivery. Efforts to transform government have also focused on introducing incentives and competition, decentralising governmental structures and creating a non-bureaucratic culture. Sometimes cooperation between labour and management has been used to support efforts to reform the organisational systems that often impede service quality and efficiency programmes in government.

During the 1990s, improving service quality became an important part of the initiatives related to the modernisation of municipal management on a world scale. Hence, a growing number of town councils started to draw up pilot plans or projects on quality, independently of their status, characteristics, or political importance.

Du Toit, Knipe, Van Niekerk, Van der Walt and Doyle (2002: 56) state that the delivery of services is not something that merely happens. In a socio-political context, the delivery of services requires:

1. the government-of-the-day's idea of what it considers the majority of its people need for the enhancement of their general welfare;
2. inputs from society in respect of their requirements for the enhancement of their welfare;
3. policies that guide government institutions and officials to achieve their objectives in order to improve the welfare of the people;
4. an infrastructure with adequately qualified people (governments, government institutions and people) to support the general welfare of all citizens;
5. decisions and actions.

Van Amsterdam (1999: 12) argues that the quality of service delivery in South African cities is questionable, given the high expectations created by urban and economic growth. Fragmentation of city structures, poor management and lack of public participation are but a few of the problems faced. The adoption of TQM with its focus on managed process improvement is a necessary strategy in addressing, overcoming, and improving these problems.

3.2.2 Performance management

There are increasing demands on managers and employees to achieve higher levels of efficiency and productivity in South Africa. The changing nature of government initiatives and high expectations from the public have increased the awareness that institutions will have to come to terms with new political and social dimensions while trying to step up their productivity to compete internationally. The adoption of 'performance management' as a process to change the management culture of an institution to one that is more suited to the new environment holds many benefits, especially in the application of the principles and techniques of TQM (Pillay, 1998: 219).

3.2.3 Urban management

Urban management deals with the effective and efficient administration of an entire city, using a variety of strategic themes to encourage investment, promote economic development, integrate and manage growth, create institutions for delivery and build habitable and safe environments. Throughout the centuries, starting with the Roman Empire, people all shared the same objectives, that is, the provision of housing to the urban poor, provision of infrastructure at acceptable levels of service, and the regulation of urban space in relation to the quality of life.

Although times have changed with improvements in technology transfer, the problems facing urban dwellers are exacerbated in South Africa by inner city problems of crime and informal settlements, the collapse and legacy of Apartheid, costly urban sprawl and urban growth realities. Uppermost is the expectation by the community that their needs and demands will be met through adequate service provision, and this is where the problem lies: It is generally known that urban managers are not able to meet these demands due to a host of either inherited or created problems. It is postulated that the main obstacle to any improvement in service delivery is the monopolistic position that city governments currently hold.

The city role includes the provision of space for accommodating economic activities. But through the city's role in administering, in promoting and controlling change, and in providing and distributing services, city management

impacts directly on the efficiency of all activities taking place within its limits. Quality assurance and management at the urban interface is one of the means to deliver improved value for taxpayers' money, but efficiency enhancement is only one step along the road to a better quality of urban life in general.

Business executives from the private sector, trained in management techniques – planning, goal setting, organising, controlling, performance appraisal, work-flow analysis, etc., could have a lot to offer the public sector to make it more productive and could promote organisational change. The question is whether these skills can be transferred and implemented in the public sector with its politically driven structure. The TQM philosophy seems to be the answer because it can make the connection between the needs for efficiency in production and for greater efficiency in city management, and can thereby make great strides towards the twenty-first century and improving the quality of life for all.

3.3 A COMPARATIVE REVIEW OF TQM INITIATIVES IN LOCAL GOVERNMENT

According to Kline (1992: 7) and Appleby and Clark (1997: 29), local governments are increasingly turning to TQM to combat fiscal stress, improve the delivery of services and products, and boost organisational efficiency. Although the structure and emphasis on the elements of the process vary among local governments implementing TQM, this management approach's quality orientation and proactive methods have yielded significant financial savings for municipalities that adopted it. Additional, non-tangible benefits include improved morale, better sensitivity to client needs, better communication, faster turnaround time, and improved customer services.

According to Roper (2000: 430), implementing quality management in local government offers all the preconditions for integrative bargaining to take place – both in terms of the legitimate presence of trade unions and through the pursuit of an issue in which management, staff, and trade unions may have mutual interests.

Pasha (2004: 4) argues that TQM approaches to government are clearly a progressive, yet contextually and situationally limiting construct. In this regard, they could be considered beneficial.

In the local government setting, the context is effective and equitable service delivery. This should be developed selectively through locally driven processes and requirements rather than by a top-down, comprehensive national or local effort. The situation then requires a one-size-fits-all approach to the management of public utilities or public sector corporations that deliver well-defined services, or more-or-less homogenous products.

Morgan and Murgatroyd (1999: 166) argue that much depends on executive leadership of the quality efforts of a public sector department. The evidence suggests that the clearer the leadership in the department is about its vision, values, strategies and goals, the more likely it is that TQM will develop as an effective response to the problems that governments face. The under-mentioned principles summarise the key drivers for TQM in government:

1. Believe in, foster and support teamwork;
2. Be committed to the problem-solving process, use it and let data drive decisions;
3. Seek employee input before you make decisions;
4. Believe that the best way to improve the quality of work or service is to ask and to listen to employees who are doing the work;
5. Strive to develop respect and trust among employees;
6. Have a customer orientation and focus towards employees and citizens;
7. Manage on the behaviour of ninety-five percent of the employees, not the five percent who cause problems;
8. Improve systems and examine processes before blaming people;
9. Avoid top-down, power-oriented decision-making whenever possible;
10. Encourage creativity through risk-taking and be tolerant of honest mistakes;
11. Be a facilitator and coach. Develop an open atmosphere that encourages the provision and acceptance of feedback; and
12. With teamwork, develop with employees agreed goals and a plan to achieve them.

3.3.1 The United States of America

Hecquet (1995: 58) specifies a number of local governments in North America that are adopting TQM. It is estimated that the majority of American cities with populations of 50 000 and over have some form of TQM programme. Some of them report impressive results. Nevertheless, there are still many issues that need to be addressed concerning the implementation of TQM in local governments. These problems include the lack of appropriate training materials, the resistance of those used to anarchy in government, and the question of remuneration.

3.3.1.1 City managers

Berman and West (1995: 57) report, from the findings of a national survey of city managers and chief administrative officers in all American cities with a population of over 25 000, that local governments use a broad range of strategies, and that city managers play an important role. The data indicate that eleven percent of cities have a substantial commitment to TQM. TQM efforts are most common in police, parks and recreation, streets and personnel services. While modest positive results were reported for some cities, it was too soon to draw definite conclusions about the outcomes of municipal TQM initiatives.

3.3.1.2 Community-wide efforts

Milokovich (1995: 172) found that the application of quality improvement techniques by local agencies responds to grassroots citizen demands for better service quality, improves government's ability to solve public problems effectively, and provides a promising model for altering public management practices. Quality improvement and customer service strategies are most often used in such functions as police services, parks and recreation, personnel administration and financial reporting. Local communities continue to discover that TQM principles and techniques can be used to transform the public sector from a costly tax consumer to an effective problem solver. People everywhere are benefiting from community-wide efforts to share resources and information. The vagaries of local politics notwithstanding, there are no reason why these successes cannot be replicated elsewhere.

3.3.1.3 Customers/citizens

Joerger (2004: 65) argues that public sector organisations have a complex relationship with the public, which in some cases can be characterised as a customer relationship (especially in the case of direct service delivery by public sector organisations), and in other cases must be described as a 'citizen relationship', where the organisation is involved in determining and enforcing the environment in which the economic and social life is conducted. Since the two cases are not always separable, he describes this complex relationship as a 'customer/citizen relationship'. Customers/citizens are the recipients or beneficiaries of the activity, products or services of the public sector organisations. They are not necessarily restricted to only the primary users of the services provided.

Political targets are those set by national government rather than customer/citizen driven. Public organisations deliver services according to local and/or central government policy and are held accountable for their performance to political stakeholders. All kinds of public sector organisations should therefore directly measure the satisfaction of their customers/citizens with regard to the overall image of the organisation and the involvement of customers/citizens. Customer/citizen satisfaction measures are normally based on areas that have been identified as important by customer groups and based on what the organisation can improve within its specific area of service. Customer/citizen surveys typically record satisfaction, but other or complementary tools are also used.

3.3.1.4 Teamwork

Koehler and Pankowski (1996: 1) state that many government organisations are now finding that people working together in teams, as opposed to just working on a single task, have been very successful in improving the way work is done. The authors have observed dramatic results when process improvement teams are instituted in government organisations. Teams are most successful when they focus on the customers of their processes, flow-chart their processes and allow data collected with the assistance of quality tools to drive their decisions.

This is because data is at the heart of TQM to drive decisions. Decisions should not be based upon hunches, collective wisdom, or what the boss likes. Unfortunately, in many organisations and particularly in government, managers do not make decisions based upon data: They often lack faith in the data they have or do not have quality data given to them.

3.3.1.5 Quality knowledge with leadership and teamwork

Foster, Jr, Howard and Shannon (2002: 20), in a study of a city in the western United States, found that city employees believed that quality knowledge was necessary for improving quality. If followed up with application, it can be effective in improving processes. Results show departmental leadership was positively associated with teamwork, process improvement and employee satisfaction, and that leadership is necessary to the development of quality tools knowledge. Therefore, both leadership and teamwork are important contextual variables for quality improvement in the public sector.

The main finding (Foster, Jr, *et al.*, 2002: 20) was that the vast majority of quality improvement approaches being currently utilised could fit conceptually into a model of three domains: the corporate governance and management domain, the business unit competitive domain and the public health-specific domain, with the latter being surprisingly the least significant one. Almost all councils now had a formal corporate (organisation-wide) quality improvement system in place, or were developing one, and this was being applied to their public health practice. This typically comprised what was referred to TQM in some form, such as ISO Accreditation, the Australian Business Framework, organisational assessment or quality assurance. The corporate plan was also utilised as a vehicle for quality, including reporting against performance measures.

Equally significant were the quality measures associated with the new competitive culture. The purchaser-provider model itself appears to be a double-edged sword. On the positive side, business plans for the new units have been a useful vehicle to improve quality in many cases, and a structural split has made the purchaser sides of councils clearer about what it was they were purchasing through the development of specifications and contracts, and this led to more focus on outputs

and outcomes. Quality improvement has also been institutionalised into the contractual process in many cases. On the negative side, some contract processes have led to narrow definitions of, and inappropriate restrictions on, activities, as well as inflexibility in the face of changing needs. Issues with contract monitoring were also reported and the structural split has sometimes created poorer communication between public health staff.

Overall, the application of formal generic quality management systems and competitive business management activities has had significant effects. Benefits include: clearer articulation of goals and objectives for public health; improved documentation and formal accountability mechanisms; development and application of clearer performance measures; and more formal input from 'customers', particularly from customer surveys. Furthermore, the value of both business-related processes and corporate approaches depends, to some extent, on the way in which they are managed. They appear to be most effective when staff members have been given the opportunity to be closely involved in the application of the approaches.

3.3.2 Australia

According to Bennington and Cummane (1997: 372), integrating quality and planning activities within a government department in Australia, namely Asset Services, a business unit of the Department of Administrative Services, led to a successful 'customer focus', which could be attributed to the following factors:

1. the 'customer focus', vision and leadership shown by the CEO, and possibly his organisational development background, which made him different from many public sector CEOs;
2. the 'customer focus', leadership, determination to succeed, and willingness to take risks on the part of the general manager;
3. the concerted effort made to link every staff member to the customer through the use of various techniques;
4. the major redefinition of the type of business the Unit needed to be in – from construction to maintenance;

5. the development of clear and measurable targets;
6. the union co-operation and support;
7. the significant reduction of more than fifty percent of staff during the change period, while productivity rose by over twenty-five percent;
8. the considerable emphasis and resources spent on training, such that a number of staff members are targets for the private sector;
9. the recognition and importance of good quality customer data in driving the change process; and, overall,
10. the integration of TQM and business planning approaches.

McBride, Stubbings and Legge (2004: 7), in an Australian study on quality improvement in municipal public health practice, found that there was considerable variety among councils in the level of application and types of quality improvement processes utilised. This breadth implies a complexity of response to the quality issue that has some important implications. However, there were some very clear patterns too. Significantly, the principle of actively considering programme quality has become normalised and a culture of continuous quality improvement seems to have a clear and positive impact.

3.3.3 Germany

Hirschfelder (1997: 48) found that the adoption of the TQM approach proved instrumental in improving the value of public services and fostering long-term economic development at the City of Saarbrücken in Germany. This shows that TQM has long-term external effects.

3.3.4 Capital Cities

TQM also has long-term internal effects. McDaniel (1998: 114) tested the following hypotheses in relation to capital city governments:

1. TQM implementation is associated positively with the leaders' perception of organisational performance and internal operating conditions;

2. TQM implementation is associated negatively with the increased presence of organisational barrier variables in training, leadership, budget support and employee empowerment;
3. TQM implementation is positively associated with the sizes of the city population and the city staff;
4. TQM implementation is positively associated with the scope of leadership commitment activities, employee training activities, strategic planning, measurement activities, employee empowerment activities and customer focus activities variable.

The study formed several conclusions. Four out of the thirteen variables tested reflected their hypothesis relationships with TQM maturity status, i.e., the degree to which TQM becomes part of organisational culture (see Figure 7-1). These variables were leadership commitment activities, strategic planning activities, customer focus activities, and empowerment barrier activities. Of these four variables, the empowerment barrier was eliminated because it did not contribute significantly as a predictor of TQM implementation maturity status in capital city governments.

3.4 THE ROLE OF ISO 9000

The recent pursuit of ISO 9000 registration by many businesses has made some quality professionals question whether TQM and ISO 9000 can coexist. However, the relationship of ISO 9000 to TQM is strong. In fact, one can view ISO 9000 as the documented structure for a TQM system: It calls for management commitment and a defined organisation that identifies the interrelations among all personnel who affect and control quality in the company; it demands documentation of plans and procedures; it empowers employees to initiate action to prevent product or service non-conformities; it seeks to identify and record all quality problems and provide solutions; and it requires the tracking and verification of those solutions (Schuller, Dunlap & Schuler, 1996: 100).

Evans and Dean, Jr, (2003: 58) state that ISO 9000 defines quality system standards, based on the premise that certain generic characteristics of management practices can be standardised, and that a well-designed, well-

implemented, and carefully managed quality system provides confidence that the outputs will meet customer expectations and requirements. The ISO standards were created to meet five objectives:

1. To achieve, maintain, and seek to continuously improve product quality (including services) in relationship to requirements;
2. To improve the quality of operations to continually meet customers' and stakeholders' stated and implied needs;
3. To provide confidence to internal management and other employees that quality requirements are being fulfilled and that improvement is taking place;
4. To provide confidence to customers and other stakeholders that quality requirements are being achieved in the delivered product;
5. To provide confidence that quality system requirements are fulfilled.

3.4.1 System audits

Instead of inspecting an individual product or service to determine whether it meets required specifications, Bandyopadhyay (1996: 3) suggests that the emphasis under ISO 9000 should be on auditing the production system or service system to make sure that the system is capable of producing the desired quality of products or services according to customer requirements.

3.4.2 Leadership

Hill, Hazlett and Meegan (2001: 142) argue that visionary leadership is pivotal in effecting a successful transition from ISO 9000 to TQM. Such leaders have a propensity to encourage diffusion of leadership throughout an organisation, as appropriate, and act as a stimulus to learning, helping to create a culture conducive to both.

Torre, Adenso-Diaz and Gonzalez (2001: 355) found in their research study on the participation of management in promoting the process of TQM implementation that, although managers were very active, the expectations generated on the part of workers were not met at first. This was despite training having been focused on all the members of the company. At the same time, the greater the degree of

involvement of the employees, the less the time taken to obtain registration of the firm.

3.4.3 Continuous improvement

Harding (1998: 26) argues that quality and system improvement is a long, ongoing process but the ISO 9002 standard lays a good foundation for an improvement programme. The audit, the feedback, the corrective action, and review loop are strong tools for moving forward and, if those steps are followed, improvement will be forthcoming.

Beattie and Sohal (1999: 95) say that ISO 9000 is about giving confidence that the supplier can consistently meet the customer's requirements. This is the major benefit of ISO 9000 certification from the customer's viewpoint. Firms recognise the move to certification either as a market share strategy or as a way of defending their market position. Governments see ISO 9000 certification as a means of increasing the efficiency of industry, which will eventually allow businesses to gain overseas markets and improve the balance of trade.

In a research study conducted on United Kingdom manufacturing companies, Prabhu, *et al.*, (2000: 84) clearly show a significant association between TQM activities and competitiveness: 74% of TQM companies and 28% of ISO companies have achieved potential world-class status. The analysis has also shown that companies that systematically adopt best practice, starting with ISO 9000 and continuing with TQM, are achieving significantly higher performance levels.

Another viewpoint is offered by Dick (2000: 365), who argues that there is no proven link between quality certification (ISO 9000) and improved business performance. However, it is clear from the research reviewed on business performance factors that better quality does have a consistent, positive relationship with business performance. Combining these findings leads to the inference that quality certification to ISO 9000 standards is not consistently associated with having a quality assurance system that delivers improved process control, or better quality. Therefore, National Accreditation Registrars need to reflect on the standards of proof that they currently use to support claims for business performance improvement from the application of the ISO 9000 standards.

Any small change in people will have a significant impact on process as well as product. The attitude of people in adhering to the quality system developed (ISO 9000) therefore really matters and is reflected in the end product.

3.4.4 Creative thinking

The more ways one looks at or observes something, the more clearly one understands it. Hence, more effective decisions are possible, thereby resulting in a more productive workplace.

3.4.4.1 *The Kaizen 5-S system*

Pheng (2001: 334) proposes that the 5-S Japanese System be integrated into the ISO 9000: 2000 System. 5-S is the acronym for five Japanese words: *seiri*, *seiton*, *seiso*, *seiketsu* and *shitsuke* which, when translated, mean organisation, neatness, cleanliness, standardisation and discipline respectively. They have been referred to as the five keys to a total quality environment. By piggybacking them on ISO: 9000, 5-S principles can be introduced more readily into organisations without the need for additional resources.

Kaizen's 5-S system is a thinking system in which any individual is made to think in five different ways about the workplace. Kaizen introduces thereby an element of creativity, concentrating on new alternatives to existing methodology, in order to achieve the desired level of 5-S. Kaizen thinking can be classified into two types:

- **Creative Kaizen:** This refers to an improvement, which is the brainchild of the individual himself. Original thinking is the criteria.
- **Model Kaizen:** This refers to an improvement that another person developed in another place, but we have learned and implemented it in our workplace (Ashok & Santhakumar, 2002: 1).

3.4.4.2 *Neuro linguistic programming*

Understanding the presuppositions of neuro linguistic programming (NLP) improves the competence of the individual to do more Kaizens, in particular, the Creative Kaizens. When NLP is used in training, individuals accept 5-S and Kaizen as mind-training tools rather than as TQM tools of the organisation. Ashok (2002: 5) argues

that NLP analysis of Kaizen shows that the success of Kaizen implementation mainly depends on the transformation capabilities of the employees in the industry, which again depends on human elements such as the self-confidence, human relationships, determination and creativity of an employee.

Ashok and Santhakumar (2002: 1) contend that, in today's scenario, even after achieving ISO certification, quality is still wanting: There is always a gap in people's adherence to the standards. People-oriented techniques such as 5-S and Kaizen, when practised, tend to minimise this quality gap but managing quality at product level, process level and people's level requires TQM.

Heras, Casadesus and Ochoa (2001: 71) argue that the implementation of ISO 9000 tends to pay off in the end because ISO 9000 benefits a company several years after installation. Adherence to the ISO 9000 standard is a process that takes time and does not cause an immediate improvement in a company's financial or commercial results.

3.4.5 Stock performance

In an investigation to determine the link between attaining ISO 9000 certification and benefits to shareholders, Rajan and Tamimi (2003: 71) evaluated the stock performance of ISO 9000 certified companies in terms of a buy-and-hold investment strategy: A portfolio was created by investing in stocks of the companies that attained ISO 9000 certification. The performance of the portfolio was then measured by its return and risk, and compared to the performance of the S&P 500 index for different investment holding periods.

The results show that long-term investors are handsomely rewarded for investing in ISO 9000-certified companies. Performance of an ISO 9000 portfolio buy-and-hold strategy is better than the performance of the S&P 500 stock market index: While the ISO 9000 portfolio appears to be far more volatile than the S&P 500, it generally significantly outperforms the market index.

3.4.6 Service organisations and manufacturing organisations

Dick, Gallimore and Brown (2001: 52), conducted research into the relative importance attached by the chief executives of 93 service and 112 manufacturing

organisations to internal and external dimensions of quality. They analysed the relationship of these quality dimensions to the importance placed on the possession of quality certification. It was found that ISO 9000 quality management systems can give a significant quality emphasis differential to service firms. In contrast, there was little gain in differential in manufacturing firms, suggesting that any competitive advantages gained will be much weaker than for service firms.

In a survey of over 100 quality managers/representatives of ISO 9000 certified organisations in the service and manufacturing sectors of the UK industry, Douglas, Coleman and Oddy (2003: 316) indicate quite conclusively that most quality professionals are content with ISO 9000's contribution to quality improvement, dismissing many of the past criticisms of the standard as inappropriate. These results can form the basis of a case for the implementation of the standard for those organisations currently trying to decide whether to implement it or not.

3.4.7 Finland

Sundquist (2004: 11), in a pilot project for the quality improvement of municipal administration and services, conducted a study on five Finnish municipalities. The purpose of this project was to determine the applicability of the ISO 9000 series of standards in improving the quality of municipal services and to test customised quality systems developed based on those standards. It was found that the ISO 9000 set of standards is still an excellent tool for introducing municipalities to quality development work, as long as the process begins with adequate training. Although it would be an exaggeration to state that quality thinking has made a breakthrough, there has nevertheless been plenty of interest in the pilot projects.

The experiences of the five pilot projects and their efforts to promote the concept within their municipalities will certainly have a big impact on how quality-improvement and the ISO 9000 standards are embraced more widely in the municipal sector. The pilot units found ISO 9000 standardisation to be a rather heavy procedure but that, because of the thoroughness of the standards, it offers a firm foundation from which to begin developing quality control. Further efforts in this area could be pursued by adopting quality award criteria or benchmarking, depending on the specific goals of the service organisation. It is too early to

recommend any particular certification procedure, or to say how significant it will be, but quality certification is likely to gain importance in the Finnish public service sector in the future.

3.4.8 Taiwan

In a survey conducted on Taiwanese companies on the benefits from ISO 9000 and the impact of motivation and implementation process, Huarng, Horng and Chen (1999: 1009) indicate that adopting ISO significantly helps registered Taiwanese enterprises in quality improvement, international competitiveness, cost reduction and sales increases.

3.4.9 Malaysia

Lee-Peng and Lim-Teck Sia (2001: 223) surveyed 100 Malaysian companies with ISO 9000 certification to see whether such certification was perceived as having contributed to the implementation of TQM in these companies. They found that ISO 9000 certification had contributed greatly to improving intra-firm communication and satisfying customer needs. Even though the majority of companies embarked on ISO 9000 standards at the directive of top management rather than being customer driven, the process of seeking ISO 9000 certification was an important management step towards achieving TQM process and practices.

The consensus among Malaysian companies that adopted the ISO 9000 standards was that it was a very worthwhile effort, for it rewarded companies with tangible organisational improvements leading to quality enhancement. However, one needs to be mindful of the problems that may arise, namely increased paperwork and lack of understanding of the ISO standards. Based on these findings, the implementation of ISO quality management standards seems a good first step for a company embarking on TQM; attempts to earn certification have been shown to gain positive results in quality management.

3.4.10 Sweden

Poksinska, Dahlgard and Antoni (2002: 297), in an evaluation of Swedish ISO 9000 certified companies, state that it seems to be an indisputable fact that ISO 9000 is a powerful instrument, which cannot be disregarded. The predominant reasons

identified for seeking certification were the desires to improve corporate image and quality. The motivation for certification may influence the performance of ISO 9000 because the overall benefits that the companies gained from the standard showed dependence on the initial motivation for the certification.

3.4.11 South Africa

SABS ISO 9000 (2000: 1) consists of eight principles, namely:

1. **Customer focus.** Organisations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements, and strive to exceed customer expectations.
2. **Leadership.** Leaders establish unity of purpose and the direction of the organisation. They should create and maintain the internal environment in which people can become fully involved in achieving the organisation's objectives.
3. **Involvement of people.** People at all levels are the essence of an organisation and their full involvement enables their abilities to be used for the organisation's benefit.
4. **Process approach.** A desired result is achieved more efficiently when activities and related resources are managed as a process.
5. **System approach to management.** Identifying, understanding, and managing interrelated processes as a system contributes to the organisation's effectiveness and efficiency in achieving its objectives.
6. **Continual improvement.** Continual improvement of the organisation's overall performance should be a permanent objective of the organisation.
7. **Factual approach to decision making.** Effective decisions are based on the analysis of data and information.
8. **Mutually beneficial supplier relationships.** An organisation and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

3.5 THE RELATIONSHIP BETWEEN TQM AND ISO 9000

With this underlying philosophy, Evans and Dean, Jr, (2003: 59) state that the ISO 9000: 2000 revision aligns much closer to the spirit of TQM, for example:

1. Organisations now need a process to determine customer needs and expectations, translate them into internal requirements, and measure customer satisfaction and dissatisfaction.
2. Managers must communicate the importance of meeting customer and regulatory requirements, integrate ISO 9000 into business plans, set measurable objectives, and conduct management reviews. Top management can no longer delegate the programme to people lower in the organisation.
3. Organisations must now view work as a process and manage a system of interrelated processes. This is significantly different from the 'document what you do' requirements of earlier versions.
4. Information about customer satisfaction and dissatisfaction, products, and processes now needs to be analysed, with the focus on improvement.
5. Training effectiveness must be evaluated and personnel made aware of the importance of their activities in meeting quality objectives.
6. In the previous standards, organisations were required to perform corrective and preventive action, but now they must have a planned process for improvement.

In today's competitive and international market place, 'quality' is associated, not just with products, but also with cost, delivery and service. The systems used for managing quality must provide the necessary confidence to the 'global customer' with regard to the ability of any industry to provide products or services that meet requirements consistently (Ovsianko, Shirokova, Ovsianko & Nodelman, 2001: 72).

The principle of ISO 9000 defines the basic concepts and specifies the procedures and criteria to ensure that the activities that are processed within an organisation meets customer requirements. ISO 9000 and TQM supplement each other and a successful TQM effort will have a quality system that is similar to the ISO 9000 system.

Kanji (1998: 67) suggests that integration of ISO 9000 standards into an organisation's TQM process will help to focus on a total quality system, which, in turn, will provide an organisation with:

1. high quality;
2. competitive advantage;
3. reduced customer quality audits;
4. greater employee quality awareness;
5. enhanced internal communication;
6. increased operational efficiency and productivity;
7. better documentation; and
8. fewer internal barriers.

Waks and Frank (1999: 249) and Hughes, Williams and Ryall (2000: 329) see TQM as a philosophy and a system of guidelines that lays the foundation for a constantly improving organisation. The TQM approach and the ISO 9000 standards are interrelated so that an organisation that applies ISO 9000 standards in basic procedures can, in the next phase, implement the TQM philosophy.

3.6 THE DIFFERENCES BETWEEN BUSINESS AND GOVERNMENT

3.6.1 ISO standards in local government

Bugdol (2004: 1) states that the implementation of ISO standards in local government structures is affected by many factors. The community and administration offices are service-oriented, directed towards satisfying the needs and expectations of residents. This is why administration decisions, information, and promotion should be treated as a public good, which should meet the highest quality standards. The implementation process for ISO standards in local government administrations has the same stages and activities as introducing quality assurance systems in a majority of service-oriented and production firms. One critical difference is that, in the case of local governments, a significant procedure is the need for comprehensive social consultation.

3.6.2 TQM in local government

Fredriksson (2003: 225) says that today's society should, more than ever, be interpreted as a complex system, with growing interdependence between business life and the public and private spheres. TQM is a concept that has traditionally been connected with business life in commercial and industrial organisations; for example, the focus has been on more effective processes, lower costs, and more satisfied customers. However, the interest in TQM has increased in recent years in different kinds of organisations. According to Cohen and Eimicke (1994: 450), the costs of conducting quality improvement projects are much lower than the benefits they generate.

Foster, Jr, *et al.*, (2002: 20) found that, while there is an established literature in business, there is relatively little relating to quality improvement in government. There are significant differences in environmental variables of business versus government. A primary difference is the lack of profit in government, and infra-structural, labour-related practices differ in government.

Government entities often have a difficult time identifying the customer: In business, the customer often ends up owning the product; however, who is the customer in government? Is it the taxpayer, the elected leader, the legislature, or the individuals who directly access government services? In fact, government entities may have a number of customers who cannot be defined with the simple internal and external designations.

Employees have more job security in government than in business; to compensate for this, government wages often lag behind the private sector. The findings associated with improved employee satisfaction are important for government agencies since budget limitations often require non-monetary approaches to improve morale. This also suggests that government workers are much like private-sector workers, in that they perform work effectively and they feel satisfaction when they achieve positive results. They also perceive that they are serving the public better because of process improvement.

3.6.3 Performance management

Sa and Kanji (2003a: 503) argue that, in local government, performance systems have been dominated by budgetary measures and expenditure ratios, with little concern given to customers' and citizens' assessments. However, managing performance in municipalities requires more than working within the budget: Financial and non-financial measures, comprising both results and determinants of success, are necessary. Moreover, it is increasingly acknowledged that local government has a variety of stakeholders and that their needs represent different focal points for evaluating and assessing performance.

3.6.4 The role of political leaders and appointees

Sa and Kanji (2003b: 132) state that there is little discussion in the literature about the role of political leaders and appointees in TQM initiatives. The commitment of both is essential for TQM implementation and organisational excellence. In spite of the peculiarities of the public sector in general and of local government in particular, and regardless of cultural diversity and country-specific characteristics, many commonalities exist in the type of leadership associated with top-performing organisations. Among these commonalities are the importance of demonstrating long-term commitment to the process of continuous improvement; the need for listening, involving and delegating; the criticality of paying attention to employees' needs and satisfaction; and the consistency between the leadership style and the organisation's mission. There are new competencies and responsibilities that emerge for the leaders of TQM municipalities:

1. To communicate the municipality's values;
2. To create a sense of change urgency;
3. To work across traditional boundaries and build networks;
4. To develop an organisation-wide culture that solicits and values everyone's opinions;
5. To trust subordinates and empower the staff;
6. To ensure that important information is available to the decision-makers;

7. To act as coaches (that is, to be able to motivate without controlling, and to negotiate);
8. To show appreciation and recognition for employees' achievements and contributions; and
9. To be an agent for learning and develop a culture of continuous improvement.

In some cases, the characteristics described above are held by political leaders and elected members, but these are not common requirements for top positions in municipal structures because, in the public sector, the tradition is to promote people into managerial positions, based on seniority and professional competencies with little regard to managerial skills. The fact that managerial leadership is often politically appointed creates additional problems in local government, especially for establishing a long-term view in the face of high turnover rates. Furthermore, most of the necessary changes face the opposition of the bureaucratic culture still dominant in many public sector organisations.

3.6.5 How the public sector sees TQM

Redman, Mathews, Wilkinson and Snape (1995: 22) state that quality management is viewed by many in the public sector as the answer to the principal criticisms of public services: their alleged inefficiency, wastefulness and remoteness from those whom they are supposed to serve.

3.6.5.1 Strategic management

Staggs (1999: 7) asserts that the public sector, including government, is experiencing fundamental change as a result of a changing environment consisting of an increasingly hostile public, a growing number of mandates, reduced funding, and conflicting goals and desires of various stakeholders. The changing environment calls for new approaches to meeting the organisation's mission. Strategic management could help to address these challenges but, although it is often employed in the private sector, it is seldom used in the public sector. This is because it is difficult to translate the process from private to public sector agencies. In the public sector, there is a scarcity of almost every resource and yet the employee's knowledge and creativity is virtually untapped. Consequently, TQM

is one of the tools government organisations are embracing to meet the growing demands of a changing environment. However, it must meet the unique requirement of government organisations: Without care, TQM only results in more bureaucracy.

Another threat to implementing TQM in the public sector is that political leaders may become discouraged when they realise that TQM requires a long-term commitment. Similarly, political support may wane as one crisis is superseded by another. One of the challenges that government faces when implementing TQM is that, while cost savings are important, there is no clear budget link to profit, as there is in the private sector. Furthermore, the leadership has few incentives to implement TQM: Frequent elections, and annual budgets make it difficult to establish and commit to long-term priorities. Moreover, the incentives that do exist often only support meeting minimum legal requirements and make it difficult to initiate processes that improve long-term quality.

Regardless of the challenges faced, the more important focus in the public sector is on 'accomplishing the mission'. Consequently, a department may reach its quantitative goals, but quality of service or department effectiveness may actually decrease. For this reason, priorities of the local government council need to be 'reducing complaints and devising acceptable levels of citizen satisfaction'. Selecting a project that can easily be implemented with immediate improvements provides an early success that will encourage the use of TQM and build supervisors' understanding that TQM helps and does not hinder getting the job done and accomplishing the mission.

3.6.5.2 TQM is a new paradigm for government

Buckwalter, Chestnut and Parsons (1993: 77) argue that, if the basic concepts of TQM are so sensible, and if the benefits of implementing TQM are so clear and compelling, why then is TQM not the norm in the delivery of all government services? The answer is that, for virtually all government organisations, TQM is a new paradigm – a complex process of organisational change that must reach every part of the organisation. It demands visionary leadership, organisation-wide skills development, and above all, sustained commitment.

3.6.5.3 Short-term commitment and quick fixes

Bacal (2004: 1) says governments are too slow to make the commitment to quality improvement and they are unwilling to embrace the concept that it takes an investment of time and money to improve a system as large as government. The truth is that TQM and politics do clash. The current political context of government can be characterised as follows:

1. tends to focus on short-term activities that do not fundamentally change (emphasis on the quick fix);
2. crisis-driven rather than preventative;
3. driven by current economic conditions rather than long-term conditions;
4. characterised by mistrust between political and civil service arms of government;
5. top-down decision making prevalent; and
6. highly adversarial positions of political parties.

These conditions stem as much from the way the political system is structured as from the specific players in the game. Politicians can be shuffled but the system itself focuses even well-meaning politicians on a short-term perspective that can be hostile to the improvement of processes. In the absence of exceptional political leadership, these conditions will hold. When a TQM initiative is 'sponsored' by the political arm of government, it tends to exist on a foundation of crisis-oriented cost reduction. With the current economic conditions, it is not surprising that politicians are searching for ways to reduce expenditures, as public pressure for service and reasonable taxes increase.

3.6.5.4 Quality improvement versus cost-cutting

Quality improvement and cost-cutting initiatives are not the same. When the two are confused or seen as equivalent, problems result on the implementation side. When politicians, intent on budget reduction, introduce a quality improvement process to serve that end, an atmosphere of fear and mistrust is created that, at least initially, reduces the willingness of managers and employees to work together to achieve these ends. While it is important to have high-level commitment to the

process, quality improvement will succeed or fail to the degree that employees see that it is in their own self-interest. When the political arm makes it clear that the goal is to reduce expenditures, employees identify quality improvement as a threat to their continued employment, or the stability of their jobs. It is unreasonable to expect that employees will search diligently for ways to improve processes when those improvements might result in their own employment being terminated.

3.6.6 Best Value

'Best Value' is a United Kingdom government initiative that places a duty on all local councils and authorities to deliver services as economically and efficiently as possible. Councils must report to their public and the government each year on their performance, in addition to reviewing all their services to identify and achieve continual improvements. In this way, the government has challenged local councils to look at the way they deliver services and raise their quality at a reasonable level (Oakland, 2003: 396).

The British 'Best Value' programme offers the following highly interesting guidelines for promoting the modernisation of the municipal administration:

1. Management with the use of data as an essential element for the continuous improvement of municipal performance;
2. The need to incorporate the standards of quality of the services offered into the general framework of a strategic future vision as shared by the different actors in the municipality;
3. The advantage of lending certain municipal services under the authority of the different town council departments, other non-profit-making companies and organisations;
4. The uses of promoting benchmark projects between different town councils with similar characteristics, and even with other public and private organisations, with the aim of identifying and introducing the best available practices (BILBAO METROPOLI-30, no date).

Boyne, Gould-Williams, Law and Walker (2002: 9) argue that Best Value is a form of TQM because the TQM principles of customer focus, continuous improvement, and

team working are at the core of Best Value. To discover whether Best Value will deliver the performance improvements expected of local government, the authors examined evidence on the relationship between TQM and performance. They found that performance is most likely to be improved if the whole TQM approach is implemented in the Best Value framework.

3.7 INTEGRATED DEVELOPMENT PLANNING

According to the National Department of Provincial and Local Government (2003), integrated development planning is one of the key tools used by the South African government to tackle its new developmental role. In contrast to the role planning has played in the past, integrated development planning is a function of municipal management and is part of an integrated system of planning and delivery. The integrated development planning process is meant to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development, and institutional transformation in a consultative, systematic, and strategic manner. It therefore not only informs municipal management on key issues, but also guides the activities of other spheres of government, corporate service providers, non-governmental organisations and the private sector who wish to operate within the municipal area.

An Integrated Development Plan (IDP) is a five-year strategic development plan for a municipality and serves as the principal strategic management instrument. It is legislated by the *Local Government: Municipal Systems Act 32 of 2000 (MSA)* and supersedes all other plans that guide development at a local level. In line with the national Department of Provincial and Local Government (DPLG) and MSA, the IDP approach has to conform to specific methodological principals. It has to reflect the priority needs of the municipality and its residents and ensure that available resources are used in an objective-oriented manner. The IDP should be strategic and based on an informed and implementation-oriented process. It must be specific enough to inform budgets, business plans and land use management decisions within the municipality. This process is facilitated through the application of specific methodological tools, designed to support the integrated development planning process.

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The purpose of the IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the municipality. In doing so, it:

1. ***Contributes toward eradicating the development legacy of the past***

By being the local strategic mechanism to restructure South African cities, towns and rural areas, integrated development planning ensures that:

- 1.1 a shared understanding of spatial and development opportunities is created;
- 1.2 specific pro-poor strategies are pursued;
- 1.3 an overview of planned public and private investment is provided;
- 1.4 mechanisms to promote social equality through participatory processes of democratisation, empowerment and social transformation are put into place;
- 1.5 instruments to address ecological, economic, and social sustainability are created.

The integrated and participatory nature of such development planning therefore allows poverty alleviation to be addressed in a multifaceted way within the limits of scarce resources.

2. ***Operationalises the notion of developmental local government***

The IDP ensures that local government transformation can take place by making sure that:

- 2.1 integrated and sustainable projects and programmes are formulated;
- 2.2 the foundation for community building is laid;
- 2.3 a strategic framework that facilitates improved municipal governance is in place;
- 2.4 a conduit for attracting investment is provided for by elaborating on clear and agreed-upon, medium-term financial and capital investments;
- 2.5 more effective and efficient resource allocation and utilisation takes place; and

2.6 political accountability and municipal performance can be monitored and evaluated against documented decisions.

3. *Fosters a culture of co-operative governance*

The IDP is a mechanism for alignment and co-ordination between different spheres of government and sectors of development because it:

- 3.1 serves as a basis for communication and interaction between spheres and sectors;
- 3.2 ensures accountability and partnership by debating concrete issues, such as planning and resource allocation decisions;
- 3.3 harnesses all public resources of the three spheres of government behind common goals within a framework of municipal support;
- 3.4 promotes integration of sectorally divided departments at local level.

In this way, co-operative governance is encouraged so that service delivery to the most needy can be expedited (DPLG: 2003).

3.7.1 Core objectives and impacts

Integrated development planning has a number of clear objectives and intended impacts:

1. **As a consultative process**, it aims to become a tool for democratic local government by ensuring that:
 - 1.1 engagement is structured;
 - 1.2 participation is institutionalised;
 - 1.3 bottom-up and top-down decision making processes of engagement are inter-linked;
 - 1.4 focused analysis takes place; and
 - 1.5 a forum for debate on real issues affecting service delivery is created.
2. **As a strategic process**, integrated development planning aims to ensure that, within a municipality:
 - 2.1 most effective and efficient use is made of scarce resources;

- 2.2 innovative and cost- and time-saving solutions are sought for local problems;
 - 2.3 underlying causes and not symptoms are addressed;
 - 2.4 integration of crosscutting and cross-dimensional issues is considered.
3. As an implementation-oriented process, IDP aims to become a tool for better and faster delivery by:
- 3.1 ensuring that concrete project proposals are designed;
 - 3.2 planning-budget links are made for feasibility;
 - 3.3 institutional preparedness is addressed.

IDP therefore ensures that municipalities are not only informed about their environment but are also sensitive to cross cutting dimensions and impacts. In this way, municipal management is informed on key issues that will affect budgetary and land use management decisions. It also facilitates intergovernmental relations by ensuring that all developmental activities within a municipal area are consolidated and further the vision, objectives, strategies, and projects of the municipality. The fact that the responsibility of IDP lies with the municipality's Executive Committee or Executive Mayor ensures that IDP and its implementation receives top priority within decision-making structures.

3.7.2 The planning cycle

To arrive at an integrated development plan, the municipality needs to follow a number of inter-related cyclical phases (Department of Provincial and Local Government: 2003). These are as follows:

Preparation phase

- 1. Programme for planning process and alignment within the local government sphere;
- 2. Draw up procedures for consultation and participation;
- 3. Identify binding plans and planning requirements.

The municipality must ensure that proper planning is undertaken at this stage.

Analysis

1. Assess existing level of development through
 - 1.1 compilation of existing information;
 - 1.2 community and stakeholder issue analysis;
 - 1.3 municipal analysis of economic, environmental, institutional, spatial, and socio-economic aspects;
2. Agree on priority issues; and
3. Undertake an in-depth analysis of priority issues through assessing the context, causes, dynamics, resources and potentials related to the priority issues.

The municipality must ensure that sufficient resources are deployed to undertake a comprehensive analysis of issues.

Strategies

These include:

1. formulating a long-term shared vision (25–30 years);
2. setting mid-term municipal objectives with related targets and indicators;
3. deciding on appropriate strategies to address priority issues and achieve the municipal objectives and targets; and
4. identifying projects.

The municipality must be able to have a long and medium term strategic focus.

Projects

These include:

1. preliminary budget allocations for capital and operational value;
2. design of project proposals; and
3. setting of project objectives, targets, and indicators.

Appropriately qualified project managers must undertake this vital task.

Integration

This includes:

1. screening project proposals
2. integrating projects and programmes;
3. drafting integrated plans and programmes
 - 3.1 five-year Action Plan;
 - 3.2 five-year Financial Plan;
 - 3.3 Institutional Plan;
 - 3.4 Integrated Environmental Programme;
 - 3.5 Integrated LED Programme;
 - 3.6 Integrated Poverty Reduction and Gender Equity Programme;
 - 3.7 Integrated HIV/Aids Programme;
 - 3.8 Spatial Development Framework
 - 3.9 Draft Sector Programmes
 - 3.10 programmes for each sector for which projects have been designed
 - 3.11 summary of sector plans legally required for Water Services, Waste Management, and Transport.

Approval

1. Inviting and incorporating comments from the public, provincial and national government departments and the District Municipality;
2. Adoption by Council.

3.7.3 Implementation

The methodology of the IDP gives substance to implementation. During this critical part of the process, municipalities are able to effectively address key delivery challenges identified during the planning process by systematically implementing meaningful and realistic projects. In this way, real delivery and meaningful change can occur in the lives of all who reside in the municipality.

3.7.4 Monitoring, evaluation and review

Linked to all of the above is the critical element of monitoring, evaluation, and review. Here the municipality:

1. monitors and collates information on implementation management, the achievement of organisational objectives and new information that may have a bearing on IDP;
2. evaluates the implications of input from the performance management system, the impact and relevance of new information, the achievement of objectives, the impact of intergovernmental and municipal budget review process; and
3. uses the insights gained through monitoring and evaluating to redraft the relevant sections of the IDP document.

Integrated Development Planning is therefore a cycle of planning implementation, monitoring, and review.

3.8 THE RELATIONSHIP BETWEEN TQM AND IDP

3.8.1 Total Quality Management

TQM is a cultural transformation tool for municipalities to realise their constitutional mandates, legislative obligations and their organisational goals. It focuses on the total organisation. There are three main elements that are at the centre of TQM, namely:

1. organisational goals, structure and management;
2. systems/process goals, design and management; and
3. job goals, design and management.

TQM is about alignment and culture change. It is about being conscious of every decision and action taken, and its outcomes/implications for the organisational goals. It is about quality leadership, management and systems. It is about saving costs, job creation and value for money. It is a people-orientated concept. TQM is the HOW of the Constitution, the HOW of the IDP and the HOW of the *Local Government: Municipal Systems Act 32 of 2000* (Kwanaloga, 2004).

3.8.2 Integrated Development Planning

According to Meiklejohn and Coetzee (2003: 28), integrated development planning is a process through which municipalities develop a strategic development plan for a five-year period. The IDP is the principal strategic planning instrument that guides and informs all planning, management, investment, development, and implementation decisions and actions in the local area and supersedes all other plans for local development.

3.8.2.1 Strategic planning

Evans and Dean, Jr, (2003: 350) state that 'strategic planning' helps leadership to mould an organisation's future and to manage change by focusing on an ideal vision of what the organisation should and could be 10 to 20 years in the future. In contrast, the term 'long range planning' may mean only one year in the future or the next budget submission in many organisations. Strategic plans are developed at the highest level of an organisation and deployed throughout.

3.8.2.2 Strategic management

The strategic management process consists of formulation and implementation. Strategy formulation defines the mission of the organisation – the concept of the business and the vision of where it is headed; defines the specific performance needed to achieve the mission; and defines the specific actions needed to achieve the performance objectives. Implementation focuses on executing the strategy effectively and efficiently, as well as on evaluating performance and making corrective adjustments when necessary.

3.8.2.3 Strategic thinking

According to Vaghefi and Huellmantell (1999: 169), organisational leadership begins with planning, and planning in turn begins with strategic thinking. Strategic thinking is considered the prelude to strategic planning. It provides the leader with a mental blueprint, a vision of what he wants the organisation to become. The vision is expressed as a verbal model containing the questions the plan must answer if it is to be successful. Strategic thinking is based on the premise that organisations must be led; they cannot be permitted to drift into the future. The

CEO, President, or Board Chairman must provide this leadership by asking some of the basic questions that could provide the core of a strategic plan and management. The fifteen core strategic questions that make up the non-business verbal model for strategic planning of a non-profit organisation are:

1. What are the organisation's mission statement and long-range objectives?
2. What is the geographic scope of the organisation's responsibilities?
3. What is the size of the organisation's market in this geographic area?
4. What is the organisation's general statement of strategy?
5. What external changes now on the horizon could affect future operations in this industry?
6. What could be the effect of these changes on tomorrow's industry?
7. What new opportunities or threats, if any, could these changes bring to the industry?
8. If there are competitors, what will be their strengths and weaknesses for responding to both new or current industry opportunities and threats?
9. If there are competitors, what are the organisation's capabilities relative to theirs?
10. Based on what tomorrow's industry could look like, what projects and programmes will be needed to fill unfilled client needs?
11. At what client group will the organisation target its programme's responses?
12. What additional personnel will be required to offer the new programmes listed in the questions above?
13. What resources, other than personnel, will the organisation require over the next five years?
14. Where will the money come from to provide these new resources and fund the new projects?
15. How can the organisation link the new strategies and programmes to its long-range financial plan and budgets?

3.8.2.4 Strategy formulation

TQM can improve the strategy formulation process in several ways: First, it forces the organisation to think in terms of its customers. Second, it expects the leadership of senior management in developing and implementing strategy. Third, the focus on measurement and objective reasoning introduces a reality check in determining the effectiveness of strategy and performance in meeting goals and objectives. Fourth, the focus on teamwork creates an expectation that everyone in the organisation play a role in the formulation of the strategy. Finally, it supports the inclusion of quality as part of the fundamental strategy.

Strategy formulation is a process. Like any other process, it can be improved through the use of TQM methods, which can improve the strategy formulation process each time it is undertaken. The aspects of this process that could be improved are the forecasting of future demand, assessment of internal capabilities, and integration of internal and external perspectives into the planning process.

3.8.2.5 Continual improvement

According to Koehler and Pankowski (1996: 2), continual process improvement requires data collection and analysis, and successful teams understand when and how to use quality tools. The following principles should be stressed:

1. Work in government organisations can best be understood and improved if activities are composed of processes;
2. Government processes involve activities that can be improved;
3. The goal of each process is to meet or exceed customer expectations;
4. Continual improvement produces lasting results;
5. Continual improvement requires understanding of a process;
6. People closest to the process are in the best position to improve it;
7. Measurement of each process is essential;
8. Graphic problem solving works best with processes that are charted;
9. Decisions to improve the process are data-based; and

10. Understanding and applying continual improvement tools and methods facilitate problem solving.

3.8.2.6 Policy deployment

Top management requires a method to ensure that their plans and strategies are successfully executed within the organisation. Policy deployment is essentially a TQM-based approach to executing a strategy. With policy deployment, top management is responsible for developing and communicating a vision, then building organisation-wide commitment to its achievement. This vision is deployed through the development and execution of annual policy statements (plans). All levels of employees actively participate in generating a strategy and action plans to attain the vision.

At each level, progressively more detailed and concrete means to accomplish the annual plans are determined. The plans are hierarchical, cascading downward from top management's plans. There should be a clear link to common goals and activities throughout the organisational hierarchy. Policy deployment provides frequent evaluation and modification based on feedback from regularly scheduled audits of the process. Plans and actions are developed based on analysis of the root causes of a problem, rather than only on the systems. Planning has a high degree of detail, including the anticipation of possible problems during implementation. The emphasis is on the improvement of the process, as opposed to a results-only orientation.

Strategies specify the means to achieve the goals, detailing the actions to be taken. Middle managers are responsible for managing the resources to accomplish the goals. Middle management then negotiates with the implementation teams regarding the performance measures that are used to indicate progress toward accomplishing the strategies. Measures are specific checkpoints to ensure the effectiveness of individual elements of the strategy. The implementation teams are empowered to manage the actions and schedule their activities. Senior management then uses a review process to understand both the progress of the implementation teams and the success of their planning system.

3.8.2.7 Cultural change

In the context of integrating TQM with the strategic and operational planning process, Oakland (2003: 60) argues that changing the culture of an organisation to incorporate a sustainable ethos of continuous improvement and responsive business planning will come about only as the result of a carefully managed process. There are six basic steps for achieving this and providing a good foundation for the implementation of TQM:

1. Develop a shared vision and mission for the organisation;
2. Develop the 'mission' into its critical success factors (CSFs) to coerce and move it forward;
3. Define the key performance outcomes (KPOs) as being the quantifiable indicators of success in terms of the mission and CSFs;
4. Understand the core processes and gain process sponsorship;
5. Break down the core processes into sub-processes, activities and tasks, and form improvement teams around these; and
6. Ensure process and people alignment through a policy deployment or goal translation process.

The strategic and operational planning process will:

1. provide the senior management team with the means to manage the organisation and strengths and weaknesses through the change process;
2. allow the senior management team members to have a clear understanding of and to achieve agreement on the strategic direction, including vision and mission;
3. identify and document those factors critical to success (CSFs) in achieving the strategic direction and the means by which success will be measured (KPOs) and targeted;
4. identify, document and encourage ownership of the core processes that drive the business;

5. reach agreement on the priority processes for action by process improvement teams, incorporating current initiatives into an overall, cohesive framework;
6. provide a framework for successfully deploying all goals and objectives through all organisational levels through a two-way 'catch-ball' process;
7. provide a mechanism by which goals and objectives are monitored, reviewed, and appropriate actions are taken at appropriate frequencies throughout the operational year; and
8. transfer the skills and knowledge necessary to sustain the process.

The components outlined above provide a means of effectively deploying a common vision and strategy throughout the organisation. They also allow for the incorporation of all change projects and 'business-as-usual' activities into a common framework that will form the basis of detailed operating plans.

3.8.2.8 South African Constitution

The *Constitution of the Republic of South Africa*, Act 108 of 1996, mandates local government to:

1. provide democratic and accountable government for local communities;
2. ensure the provision of services to communities in a sustainable manner;
3. promote social and economic development;
4. promote a safe and healthy environment;
5. encourage the involvement of community organisations in matters of local government.

The *White Paper on Local Government* (1998) establishes the basis for a new developmental local government system, which is committed to working with citizens, groups and communities to create sustainable human settlements, which provides a decent quality of life, and which meets the social, economic and material needs of communities in a holistic way. The section on developmental local government envisages a developmental local government that works with local communities to find sustainable ways to meet their needs and improve the quality of their lives.

It discusses four characteristics of developmental local government, namely:

1. exercising municipal powers and functions in a manner that maximises their impact on social development and economic growth;
2. playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area;
3. democratising development; and
4. building social capital through providing community leadership and vision, and seeking to empower marginalised and excluded groups within the community.

It also provides three approaches that can assist municipalities to become more developmental, namely:

1. integrated development planning and budgeting;
2. performance management; and
3. working together with local citizens and partners.

It emphasises the potential of integrated development planning as a mechanism to enable prioritisation and integration in municipal planning processes, and strengthen links between the development and institutional planning processes. It proposes a process for the development of a performance management system for local government; and suggests ways in which municipalities can engage citizens and community groups in the affairs of the municipality in their capacities as voters, citizens affected by municipal policy, consumers and end-users of municipal services, and partners in resource mobilisation for the development of the municipal area.

3.8.2.9 *Municipal Systems Act 32 of 2000*

The *Municipal Systems Act 32 of 2000* was promulgated “to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all; to establish a simple and enabling framework for the core processes of

planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government.”

3.9 CONCLUSION

TQM seeks to improve productivity and performance excellence through leadership and it does so by focusing on customer satisfaction and by involving employees in continuous improvement processes.

The relationship between TQM and ISO 9000 is strong: The principle of ISO 9000 defines the basic concepts and specifies the procedures and criteria to ensure that the activities that are processed within an organisation meet customer requirements; and a successful TQM effort will have a quality system that is similar to the ISO 9000 system. An organisation or company that has successfully established a TQM system in its business should only need minor changes to meet ISO 9000 registration requirements.

Municipal quality improvement initiatives have to simultaneously strengthen the twin characteristics of the citizen as a customer and owner of the municipality. To this end, business guidelines on quality must be accompanied by mechanisms to encourage the participation of citizens in municipal management. This participation will only be effective if preceded by actions related to the education and provision of information to citizens. TQM can make implementation of IDPs possible and measurable.

Managing quality at local government level implies an enormous upheaval in organisational culture, and includes the improvement of internal communication, the joint training of civil servants, leadership by political and executive management, and the design and introduction of an incentive system to encourage the evaluation of quality. IDP, being a product of strategic leadership and management, should inform all policies and procedures within a municipality. The principles and tools of TQM and the benchmarks of business excellence should be adopted and utilised in order for the strategic objectives of a municipality to be realised and achieved.

The following chapter explains the role and value of setting benchmarks to measure service delivery by local government within the South African context.

CHAPTER 4. SERVICE DELIVERY EXCELLENCE IN LOCAL GOVERNMENT

4.1 INTRODUCTION

According to Koehler and Pankowski (1996: 7), benchmarking is a way of comparing an organisation's processes to those of a recognised leader, in order to identify gaps. Lamming (2001: 405) state that benchmarking involves the detailed study of productivity, quality and value in different departments and activities in relation to performance elsewhere.

This chapter gives an historical overview of local government restructuring, negotiations and development in South Africa in the last decade of the twentieth century and the first few years of the twenty-first century, so that the reader can fully appreciate the utility and significance of indicators and benchmarks in developmental local government.

4.2 LOCAL GOVERNMENT RESTRUCTURING

Reddy (1999: 201), states that it is generally accepted that local government is an integral part of the broader issues of governance, transition and development in the South African context. The political events at the local government level contributed in many ways to some of the fundamental political and social changes experienced in the country in recent years.

The track record of ethnic local authorities established in terms of the apartheid policy was one of political controversy, administrative constraints and financial shortfalls. The majority of local authorities did not have adequate revenue bases, the administrative capacity or the political legitimacy to govern their areas. Consequently, they were not in a position to address development challenges. In addition, many protest actions took place at the local level, targeting racially-based local government structures as symbols of apartheid. This included rent and service charge boycotts, which added to the problems being experienced by an already financially vulnerable local government system.

4.2.1 Local government negotiations

Although a wide range of local-level negotiations took place during 1989 and 1992 with all stakeholders, local government negotiations only began in earnest with the establishment of the Local Government Negotiating Forum (LGNF) in March 1993. Initially, perceptions of the crisis facing local government differed according to statutory and non-statutory points of view, with the former emphasising the problems of non-payment, and the latter the need for legitimate structures and service delivery (Boraine, 1995: 119).

Reddy (1996: 57) explains that, although negotiations for new local government structures began some time before national negotiations, they were very disjointed and depended to a large extent on the initiatives of some of the stakeholders, namely individual local authorities, political parties and civic organisations.

4.2.2 South African Constitution

The legal framework of local government is derived from the *Constitution of the Republic of South Africa* (Act 108 of 1996). In terms of Section 151 of the *Constitution*, local government is recognised as a distinct sphere of government, with both legislative and executive authority powers. The constitutional recognition of the status of municipalities in South Africa was a major step in the development of local government.

4.2.3 Local Government Transition Act 209 of 1993

In preparation for the ushering of a new democracy, an overarching plan for the transformation of local government was set out in the *Local Government Transition Act 209 of 1993* (LGTA). The process of local government transformation has since been proceeding logically and systematically according to this plan.

The LGTA outlined a three-phase transition for local government. The first phase, the pre-interim phase, was defined as the period lasting from the publication of the LGTA to the date of elections for transitional councils. The second phase, an interim phase, was defined as the period lasting from the election of transitional councils until the legislation and implementation of 'final arrangements' for local government. The LGTA did not explicitly define a final phase, but it implicitly

envisaged a further period of change as municipalities were established and restructured in accordance with the final legislative arrangements.

A focussed strategy was developed and adopted to drive the change process in the sphere of local government for each phase of the transition period.

4.2.3.1 *The pre-interim phase (1993–1995)*

In the pre-interim phase, the key change driver was local negotiations. Negotiations were conducted between representatives of existing statutory bodies (including municipalities and the provincial administrations) and non-statutory delegates from community and political organisations.

The negotiations led to the establishment of pre-interim councils. These pre-interim councils took the decisions necessary to sustain governance and service delivery during the period of transition.

More importantly, they laid a foundation for the first local elections by agreeing on which areas would be included in the new transitional local councils. Although the pre-interim phase paved the way to further transformation, and created conditions for the amalgamation of white and black local authorities, real change in local government was extremely limited. This phase was more about democratisation of local government than it was about its transformation.

4.2.3.2 *The interim phase (December 1995–December 2000)*

In the interim phase, three important developments shaped the transformation of local government. First, the form and structure of the new system of democratically elected transitional councils was tested in practice.

a. Form and structure

The new structures included:

1. New Transitional Metropolitan Councils and Metropolitan Local Councils in six of the largest metropolitan regions in the country;
2. Transitional Local Councils covering new integrated urban areas in the larger cities and smaller towns;

3. District Councils, now more democratically elected and given new powers and functions by provincial proclamation, covering all parts of the country; and
4. Transitional Representative Councils and Transitional Rural Councils with limited powers in most rural areas (excluding KwaZulu-Natal and parts of the North West Provinces). These structures were required to represent the development needs and interests of rural residents to the District Councils.

b. Policy framework

The second major development was the design of a new policy framework for local government. This policy process was initiated by the 1996 *Constitution*, which redefined local government as a sphere of government, distinctive from, yet interdependent and inter-related with, provincial and national government.

The drafters of the 1996 *Constitution* deliberately reiterated the view taken by the drafters of the 1993 *Interim Constitution* that local government in South Africa should be regarded, not as a 'third tier' of government established by statute, but rather as a sphere of government that receives its mandate, powers and functions directly from the *Constitution*.

With this new status, the *Constitution* (1996) gave local government a new development mandate. It provided that a municipality must "structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community."

This mandate was more clearly defined in the *White Paper on Local Government*, published in March 1998 after a year of research and consultation on the purpose and structure of South African local government. The White Paper outlined a powerful vision of developmental local government that worked with citizens and groups in the community to find sustainable ways to meet their needs and improve the quality of their lives in accordance with the Reconstruction and Development Programme.

The White Paper went on to outline new structures, systems and approaches that would enable South African local government to be developmental. It proposed new institutional forms for metropolitan and rural government, new political

decision-making systems, principles for structuring administrations, new service delivery options, and a framework for a more rational system of local government finance.

c. Legislation and demarcation

The third development was the promulgation of new laws to implement the *White Paper on Local Government* (1998), and the re-demarcation of local government boundaries to prepare for the second local government elections to be held in terms of this legislation. Most notably, the *Local Government: Municipal Structures Act* (Act 117 of 1998) and the *Local Government: Municipal Systems Act* (Act 32 of 2000) defined new administrative systems to constitute developmental local government. The Municipal Demarcation Board (established in terms of the *Local Government Municipal Demarcation Act*, no. 27 of 1998) reasoned that developmental local government could not be realised within the irrational and fragmented boundaries drawn for the previous local government elections, and rationalised 843 municipalities into 284 more functional and viable jurisdictions.

The interim phase was therefore characterised by the testing of transitional arrangements, by careful policy development that took account of the weaknesses in these arrangements, and finally by the re-establishment of local government in new structures and boundaries in line with this policy.

4.2.3.3 The final phase (December 2000–onwards)

In the final phase of the transition, government seeks to strengthen policy frameworks necessary for service delivery.

a. Establishment

The first year of the final phase was a period of establishment, during which newly amalgamated municipalities developed new organisations, systems and operating practices to manage the day-to-day business of local government. This period was largely aimed at the stabilisation of municipalities within new boundaries.

b. Consolidation

The period between 2002 and 2005 has been entitled the consolidation phase. In this period, the systems and practices of developmental local government were

consolidated in municipalities. Change was driven through comprehensive programmes of support and monitoring, by means of which national and provincial government stimulated and guided local government towards a more developmental approach.

4.2.3.4 Sustainability

As South Africa pursue its objectives in the second decade of freedom, 2004–2014, the role of local government will be critical. In the sustainability phase from 2005–2010, the role of the local government sphere will be enhanced with the strengthening of the capacity of each municipality and continued empowerment from national and provincial government.

a. The Local Government: Municipal Demarcation Act 27 of 1998

The rationale behind this legislation is that existing municipal boundaries were based on irrational settlement patterns, and so municipalities could not consistently plan and provide for the basic needs of the communities within the integrated social and economic area of settlement. In determining the new municipal boundaries, the Municipal Demarcation Board, as provided for by the Act, reviewed the following factors:

1. the mobility of the people in an area;
2. factors related to the promotion of integrated areas and avoiding sprawls and fragmentation;
3. the administrative and financial capacity of the municipality to perform functions;
4. land use management;
5. topographical, environmental and physical characteristics; and
6. functional boundaries, for example: voting, magisterial, health, transport, police and census boundaries.

b. The Local Government: Municipal Structures Act 117 of 1998

Central to this Act is the establishment of municipalities in accordance with requirements relating to categories and types of municipalities. The Act defines

the different types of municipalities that may be established in each area and also provides for the division of functions and powers between categories of municipalities. The Act further regulates matters relating to internal systems and structures, including the electoral system, such as:

1. Ward Committees;
2. Composition of the Municipal Council and related matters;
3. Division of power between local and district municipalities;
4. Traditional Leaders; and
5. Cross-boundary municipalities.

c. The Local Government: Municipal Systems Act 32 of 2000

The *Municipal Systems Act* is best described as the third pillar on which the new legal regime of local government is being built, after the *Municipal Demarcation* and *Municipal Structures Acts*. The focus of the *Municipal Systems Act* is mainly on the internal systems and administration of the municipality and it establishes the basic principles and mechanisms to give effect to the vision of development local government espoused by the *White Paper*.

Fundamental to the Act is the provision of an enabling environment for a municipality to perform and exercise its executive authority. Over and above this, there are mandatory provisions in the Act related to fundamental changes. The Act also introduces a culture of high performance. Municipal Managers and those who report to them directly will be appointed on a five-year performance contract, which can be terminated due to non-performance or renewed.

d. The Local Government: Municipal Finance Management Act 56 of 2003

The aim of this legislation is to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government, to establish treasury norms and standards for the local sphere of government, and to provide for matters connected therewith, in that it makes provision for appropriate municipal financial management, municipal budgeting and community participation therein.

e. *The Property Rating Act 6 of 2004*

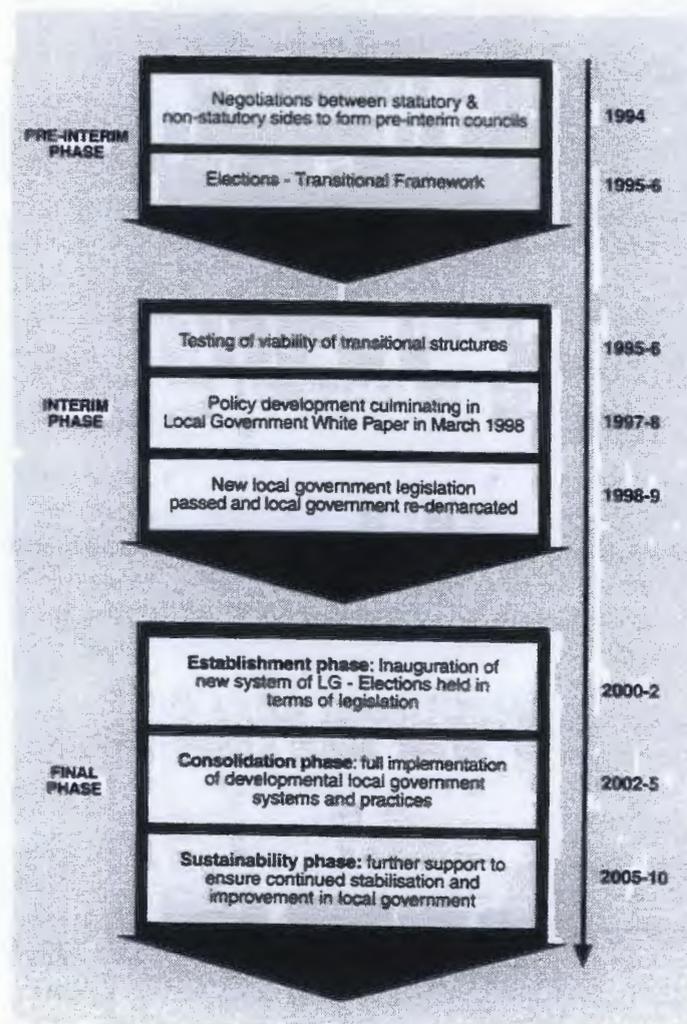
This legislation aims to regulate the power of a municipality to impose rates on property by establishing a uniform framework for levying property rates. The Act is significant in that it will introduce a property tax for the first time to many rural-based municipalities. This will increase the limited existing revenue base for many municipalities.

4.3 LOCAL GOVERNMENT TRANSFORMATION

An overview of the local government transition process, illustrating the different phases and the major developments in each phase, is shown diagrammatically in Figure 4-1 below, as envisaged by the South African government.

Figure 4-1: Schematic representation of the transformation of local government

Source: National Assembly, Portfolio Committee on Provincial & Local Government, 2003.



Local government transformation in South Africa is thus structured in terms of a number of specific aims and objectives, namely:

1. democratising and legitimising the system of local government, previously segregated on racial lines;
2. establishing representative, 'wall-to-wall' local government for all communities and geographical areas in South Africa;
3. integrating previously segregated local government administrations and budgets on the principle of 'one city, one tax base' in order to achieve a greater degree of social equity;
4. rationalising the total number of municipalities (from 1 262 in 1993 to 284 in 2001) in order to improve local financial sustainability and redistribution of resources;
5. developing the capacity of local and managerial leadership;
6. promoting increased access to resources for local government; and
7. ensuring the participation of communities in all the affairs of local government.

The transformation process required substantial changes to the institutional framework in existence prior to the 2000 elections. The most important of these changes were:

1. good governance and co-operative government with national and provincial spheres;
2. a strong focus on service delivery at local level;
3. developing efficient and effective administrative systems;
4. strengthening institutional systems;
5. changing accountability systems;
6. creating a new framework for municipal finance management; and
7. ensuring that local government fulfils its developmental mandate.

While transformation ultimately rests with each municipality, national government can enable and support municipalities in a number of ways. These include the

creation of an enabling legal framework, the development of a performance management system, increased financial certainty, skills development and capacity building. Indeed, local government has a significant role to play in the reconstruction and development of South Africa.

4.4 DEVELOPMENTAL LOCAL GOVERNMENT

Kumar, Moodley and Reddy (2003: 35) state that the apartheid regime established a political system that subjugated the majority of South Africans and created a social and economic order that entrenched racial discrimination, gross injustices and inequities. Although these conditions were pervasive, they were most apparent in the municipal sphere of government. It is therefore within this sphere that there must be the most radical and significant changes: New legislative, executive, evaluative and monitoring measures are contained within a suite of legislation that will have as its primary developmental goal the provision of relevant municipal services, with specific adherence to the normative guidelines of efficiency, effectiveness, economy, accountability, transparency and openness.

Once these new statutory and regulatory measures are in place, it will be necessary to continuously review, monitor and update the progress made and determine the corrective action necessary to meet the developmental goals set out in the *Reconstruction and Development Programme (RDP)*. This is a task of great magnitude and will require for its success, not only the political will, but also the commitment and dedication of public officials and the participation of all communities.

According to the national Department of Provincial and Local Government (DPLG) (2004: 25), the notion of local government as being fundamentally developmental in nature and intent is enshrined in the South African Constitution. It provides that a local government must, as part of its task to provide democratic and accountable government and ensuring the provision of services to communities, also:

1. promote social and economic development;
2. promote a safe and healthy environment; and
3. encourage the involvement of communities and community organisations in matters of local government.

4.4.1 Vision

The *White Paper on Local Government* (1998) helps to clarify what the developmental vision for local government entails in practice. In essence, it defines developmental local government as involving a new approach to governing locally, and a new set of tools which local government could use to foster this approach.

4.4.2 Culture

Developmental local government thus entails an entirely new culture or orientation for local government. Municipalities must begin to focus their energies on a clear set of developmental outcomes, which are:

1. the provision of household infrastructure and services;
2. the creation of liveable, integrated cities, and rural areas;
3. local economic development; and
4. community empowerment and redistribution.

4.4.3 Management

To orientate itself to these developmental outcomes, local government is constitutionally required to structure and manage its administration, planning and budgeting processes differently from that prescribed in the past. The new administrative systems that municipalities must adopt in their developmental approach include:

- integrated development planning;
- performance measurement and management; and
- structures and systems to enable the active involvement of citizens and communities in the affairs of municipalities.

4.4.4 Capacity

Furthermore, in terms of the *Local Government Review* by the DPLG (2004: 37), municipalities must develop three sets of capacities in order to be effective and efficient, namely:

1. **strategic capacity** to assess, plan, and develop innovative programmes to meet local needs. Strategic capacity is defined as the ability to be open and flexible to new demands (rather than simply ignoring them because they do not fit with established plans or patterns of supply), to prioritise carefully on the basis of a clear understanding of existing resources and medium- to long-term objectives, and to move quickly and effectively to meet demands at the highest level of competence;
2. **integrating capacity** to coordinate and integrate inputs from inside and outside the administration to ensure developmental outcomes. Integrating capacity refers to the ability to direct capacity and resources from both inside and outside the municipality to reciprocal, directed programmes of action. The vertical integration of national and provincial programmes with municipal administrative systems is a particularly effective way for rural municipalities to build their administrative capacity; and
3. **a capacity for community orientation** with, as guiding goal, a user-friendly, relevant and quality service to their local community. Municipalities must develop mechanisms to interact with community groups to identify service needs and priorities, and community resources that can be unlocked and channelled for development ends. Municipal delivery systems must be inclusive, and accommodate groups that are, or tend to be, marginalised or disadvantaged.

4.4.5 Free basic services

According to Sam (2003: 142), the provision of free basic services remains a big and complex challenge for municipalities, since the actual service delivery happens in the municipal sphere of government. This is primarily because of the many constraints that have to be overcome to ensure the success of free basic service provision and the determination of appropriate tariffs. Given the different income and service level profiles of municipalities, some find it relatively easy to implement the free basic services policy, while others face severe constraints, which are listed below. Thus the key challenge in the future is in how municipalities begin to deal with these constraints, which continue to be a barrier to the successful implementation of the policy by some municipalities. (It should

be noted that these are general issues which will not necessarily apply to all services and all municipalities, therefore their tackling will depend on the problems a municipality is faced with at any given time.)

4.4.5.1 *Financial constraints*

These have to do with the availability of funds to finance and target the supply of free basic services in a sustainable and efficient manner. The type of funding required is both capital expenditure to provide infrastructure where it does not exist, and operational expenditure for the continuous operation, provision and maintenance of services. Given the budgetary constraints of many municipalities, especially those newly established after the December 2000 municipal elections, the ability to access such funding will be the key issue to be addressed. All the possible sources of finance, including national government subsidies, will have to be explored.

4.4.5.2 *Technical issues*

The appropriate technical and service level options to facilitate the provision of free basic services should be explored. Different service levels have different implications for the costs associated with providing services, and the selection of these has to be informed by the need to ensure that the service levels opted for are financially viable and sustainable. All this should also happen within the context of environmental sustainability.

4.4.5.3 *Institutional constraints*

Municipalities have to look at the best ways to develop and enhance the required organisational capacity and working relationships between different institutions. They should have an understanding of the different role-players in service delivery and the available options for service provider arrangements and contracts.

4.4.5.4 *Subsidy finance*

Subsidies play a cardinal role where municipalities have limited sources of finance for service delivery. Sufficient subsidy finance therefore has to be raised to

provide infrastructure where it is not available, and to finance the operation of basic services where they are provided.

4.4.5.5 Socio-political issues

For any approach to service provision to be successful, it requires the input and cooperation of the targeted consumers. Thus communication and cooperation between consumers, councillors, local government officials and different spheres of government need to be fostered.

4.4.6 Planning and policy-making

Mabin (Parnell, Pieterse, Swilling & Wooldridge, 2002: 51), states that there are opposing tendencies, both to broaden the scope of planning and to narrow it, and shifting, indeed contested, attitudes to the role of local government. South Africa has moved a long way down the path of making local government responsible for planning – responsible for overcoming the uneven development of the apartheid colonial past. Whether any or all municipalities are able to pick up this challenge remains very much to be seen.

Municipal planning in South Africa will be advanced under the conditions described above, not by complex laws and expensively revised manuals, but by enabling councillors, officials, and citizens to ask their own questions and generate their own answers. The exciting vision opened by developmental planning in local government will then gain prospects – uneven though they will be – of making a better life for all.

Chipkin (Parnell, *et al.*, 2002: 76), argues that a developmental role for local government today implies a greater political and policy-making role for municipalities. In this regard, municipalities are charged with the responsibility for building local alliances and partnerships, deploying non-state bodies (including private for-profit agencies and non-governmental organisations) and, when possible, marshalling their own resources to fulfil their obligations in terms of the *Constitution* (1996). This marks a radical departure from the original thinking, which stressed the principal delivery function of third-tier government.

4.4.6.1 Community leadership

According to Stoker (2002: 38), local government no longer has a set role in an unfolding process of welfare state development. It is searching for a new role in the context of economic globalisation, a communications revolution and an uncertain new world order. A new role for local government is emerging – perceived in various ways in different countries – based on the idea of community leadership. However, this emerging system of local governance has a number of tensions associated with it.

a. Legitimacy

The first tension is how to give legitimacy to leadership, because legitimacy is required if leadership is to have any capacity. Local governments cannot command their citizens to learn new skills or share a pride in preventing crime in their area. Still less can they dictate to major businesses and employers about where to locate and what to do. But they can influence and persuade, and legitimacy enhances their capacity to undertake such activities.

b. Participation

A second tension is how to ensure that participation emerges from a range of interests rather than a narrow band. If effective learning is to take place, a variety of interests need to be taken into account. Yet in the end all interests cannot be satisfied, and we return to the issue of how to facilitate legitimate leadership.

c. Accountability

A third tension revolves around the need to rethink accountability relationships in the context of community leadership. Under the established democratic rules of the traditional political system, politicians promised, citizens voted, officials delivered and citizens judged. Under governance, the rules are different: Politicians and non-politicians forge shared promises, they act together to fulfil these promises and they judge together.

If community leadership is to work, it means downplaying the us-and-them dimension of the relationship between governors and governed. Yet without some us-and-them split, it is difficult to see how accountability can be built into the

system. Somebody must be in charge, even if they are not directly responsible for all delivery. Getting the right amount and variety of accountability into the system is a key tension in local government.

Different systems of local governance emerging throughout the world are all struggling with the tensions identified above. The emerging United Kingdom system scores high in terms of some elements of accountability and on imaginative ways of getting people involved, but its leadership lacks legitimacy and a capacity to bring people together. The French and Spanish systems, in contrast, provide very strong local leadership and a capacity to focus on a very few key objectives, but seem to lack the capacity to achieve widespread participation beyond that exercised through the ballot box. North American systems, particularly those in the United States, lack a strong capacity to integrate but can have strong legitimacy. Given the difficulties associated with the task and the variety of tensions involved globally, local leaders and citizens need to learn how to maximise their chances of developing a democratic local governance fit for the twenty-first century.

4.4.6.2 Local economic development

In further emphasising the point that municipalities have a developmental mandate, Harrison, *et al.*, (Reddy, Sing & Moodley, 2003: 196), state that an integral part of the developmental mandate is local economic development. Local economic development means the mobilisation of local skills and resources around the tackling of development challenges within the municipality. More specifically, for the municipality, it means the mobilisation of local government skills and resources. It is a locally driven process designed to empower people, and identify, harness and utilise resources to stimulate the economy. This does not take place on a piece-meal basis, but must be the result of local government planning, implementation and monitoring processes.

Local economic development must take cognisance of the broader global challenges, while acting locally in providing appropriate local responses. It is a process, rather than an event, and has to be harnessed and enriched by all stakeholders for it to be sustainable, innovative and responsive.

Parnell and Pieterse (Parnell, *et al.*, 2002: 87) argue that the second wave of post-apartheid transition associated with local government reform followed the well-established South African planning practice of adopting, adapting and incorporating global planning or developmental discourses for use within particular national or regional contexts. The current framework of local government policy simultaneously reflects fresh global discourses and peculiarly national constraints. What emerged from the post-apartheid transition is a unique institutional approach to the development and governance of municipalities of the south that is located within the conception of sustainable and equitable cities and the development state. Developmental local government therefore represents a fusion of local and global visions of how to achieve sustainable democratic development at the local scale.

The authors further go on to state that the challenge of the post-apartheid epoch is to translate conception of developmental local government into technical and administrative instruments of planning that are simultaneously capable of achieving the vision of integrated, sustainable and equitable urban management and upholding the principle of local democracy and autonomy (Parnell & Pieterse *in* Parnell, *et al.*, 2002: 87). Institutionalising integrated planning procedures that give weight to social, economic, environmental and physical issues, and overcoming the legacy of exclusion and discrimination are enormous tasks.

Yorke and Reddy (2003: 52) agree that the developmental challenges at the local government sphere are vast. It is unlikely that local governments will be able to finance the proposed development without national and provincial government assistance. Effective intergovernmental fiscal relations can facilitate the process. These fiscal flows will need to be targeted, not only at infrastructure, but also at sustaining operating services. Serious consideration should be given to budgetary reform, the development of sound information systems and, more particularly, at capacity building, to enhance local monitoring, co-ordination and alignment. Fiscal relations require a dynamic and evolving process that can be refined and adapted

to coincide with constitutional imperatives and the developmental mandate of local government.

According to Sing (2003: 64), viability and sustainability are fundamental factors in municipal service delivery if local government is to address its developmental role effectively. The financing of economic and social development and municipal infrastructure, using appropriate national transfers, needs constant and consistent analysis and evaluation. Strategic interventions, such as project viability studies, budget reforms and generally accepted municipal accounting policies, promote a holistic approach to achieving developmental objectives in local government finance.

Gitsham, Reddy and Ntshangase (2003: 228) add that, given the developmental challenges, it is generally acknowledged that local authorities will have to be very creative and innovative in terms of meeting the basic infrastructure needs. The private sector and other public sector entities have a pivotal role to play relative to the financing and management of service delivery. The government has formally accepted municipal service partnerships (MSPs) as an integral part of government policy and has signed a formal record of understanding with the major stakeholders in the local government sector, namely the South African Local Government Association (SALGA) and the Congress of South African Trade Unions (COSATU).

A key consideration in ensuring the success of MSPs is developing the required institutional capacity at the local level. Local authorities have limited capacity to facilitate MSPs and so the national government has a crucial role to play in supporting and strengthening local government to take the process forward. There should be a positive link between the appropriateness of the service delivery mechanism that is chosen and the policy objectives of the local authority. In addition, a critical assessment should be undertaken of existing service delivery, based on the integrated development plan.

4.5 BENCHMARKING

According to Strydom (2002: 100), the purpose of benchmarking is to seek out best practices from other organisations or departments using qualitative measures to compare costs, quality or processes and to find the enabler to improve one's own

organisation. Benchmarking forces organisations to look outward and assists in breaking paradigms by providing an organisation with a new appreciation of how exemplary organisations conduct their processes. It allows an organisation to set performance targets based on a true assessment of the gap between its own practice and best practices. The results of this critical self-analysis and comparison with the best lead to a sense of urgency and create breakthrough results, which in turn lead to quantum leap improvements. Benchmarking is also an effective approach, when small incremental improvements and evolutionary changes run out and the organisational improvement initiatives need a breakthrough to achieve higher and continuous levels of improvement.

Strydom (2002: 101) further states that the innovative manner in which activities or processes are performed by recognised 'best-practice' organisations provides useful performance targets for other organisation units to achieve or to compare themselves against. But it is not enough just to identify the best practices of other organisations. Usually the best-practices of other organisations need to be modified and adapted to an organisation's own specific situation, and then be improved as time passes. Hence benchmarking nearly always involves creativity and innovation in applying the best-practices of outsiders. For benchmarking to be a success, the following should be regarded as crucial:

1. senior management support, commitment, understanding and participation;
2. understanding one's own processes;
3. teamwork;
4. planning; and
5. making benchmarking part of strategy.

Oakland (2003: 151) states that there are four basic categories of benchmarking:

Internal – the search for the best practices of internal operations by comparison, for example, multi-site comparison of polymerisation processes and performance;

Functional – seeking functional best practices outside an industry; for example, a mining company benchmarking preventive maintenance of pneumatic/hydraulic equipment with preventive maintenance practices at Disney;

Generic – comparison of outstanding processes irrespective of industry or function; for example, a restaurant chain benchmarking kitchen design with that of the United States nuclear submarine fleet to improve restaurant to kitchen space ratios; and

Competitive – specific competitor-to-competitor comparisons for a product, service, or function of interest; for example, retail outlets comparing price performance and efficiency of Internet ordering systems.

As a managed process of change, benchmarking uses a disciplined, structured approach in order to identify what needs to change, how it can be changed, and the benefits of the change. Any process or practice that can be defined can be benchmarked, but the focus should be on those which impact on customer satisfaction and/or business results – financial or non-financial.

4.5.1.1 Criteria of excellence

Zairi (1999: 215) says that one of the best methods to assess the effectiveness of the leadership process is to use criteria of excellence from prestigious quality models such as the Malcolm Baldrige National Quality Award (MBNQA) and the European Quality Award Model (EQA).

Organisations that have pursued excellence over the years have successfully implemented a wide range of quality improvement processes, and those based on self-assessment have delivered continuous and measured improvements in business performance (Prabhu & Robson, 2001: 156; Silva, 2001: 177; Strydom, 2002: 10; Evans & Jack, 2003: 7). As Kanji (2002: 1115) and Sa and Kanji (2003a: 491) state, because business excellence implies the simultaneous satisfaction of the various stakeholders, performance measurement has to take into consideration their distinct views.

4.5.1.2 Self-assessment

Eriksson, Johannsson and Wiklund (2003: 235), in a survey of Swedish companies that use or have used in-company quality awards to stimulate TQM efforts and thereby to improve performance, show that there is no strong evidence of improved performance for units that applied for the in-company quality award

(showing that they assessed themselves as deserving it). One large positive effect perceived by the participating units, however, was increased customer orientation, and this offset the high costs that were attributed to the description of activities and the improvement work itself.

Hewitt (1997: 76) looked for reasons why the Business Excellence Model was so successful as a basis of self-assessment in large organisations, whereas the small business sector was not interested in using it. He suggested that reasons for the lack of interest from the small business sector were poor marketing, inappropriate self-assessment tools, and the fact that small businesses do not always accept the Model's underlying principles. He concluded that the bodies concerned with promoting business excellence have not yet put much effort into the small business sector, but that some progress is being made.

McAdam and Kelly (2002: 7), by studying twenty small and medium enterprises (SMEs), has shown how the broad parameters of the business excellence model can be combined with generic benchmarking to improve performance in SMEs. However, there is a danger that the application of the model can be over-systematised and bureaucratic, resulting in SMEs being distracted from their main goals and consuming scarce resources.

Jarrar and Zairi (2001: 74) argue that, as the pace of change accelerates in the twenty-first century because of technological opportunities, liberalisation of world markets, demands for innovation, quality, and speed, organisations have to re-adjust and re-align their operations to counter all these challenges. The pace of change has increasingly forced organisations to be more outward looking, market oriented, and knowledge driven. Benchmarking is a useful tool that can help businesses build strong capabilities, ensure an inward flow of ideas, and establish true competitive gaps.

4.5.2 Benchmarking in local government

Koehler and Pankowski (1996: 9) state that, in their experience, benchmarking is not often done by teams who work in government. Excuses for not using benchmarking frequently include: "There is no other programme like ours..."; "Other states have more money to work with..."; "They have a different personnel

plan with more flexibility...” and “Our staff does not have the training resources the other agencies have...” Many of these excuses stem from a fear of benchmarking, including the concern that weaknesses in their own programme will be highlighted by comparing it with an outstanding one. In a true TQM organisation, this is exactly the objective. In a true TQM organisation, management ‘drives out fear’ in keeping with Dr Deming’s principles, and every effort is made to improve the process.

4.5.2.1 Peer review

According to McKenzie (2003: 9), peer review involves comparing the municipality under review against the benchmark of an ‘ideal’ local authority, which has all the attributes of a highly effective local council in the South African context. Peer review among South African municipalities has been inspired by other contexts, particularly the United Kingdom, where peer reviews are an established part of the ongoing effort to improve local government, and the service it provides to residents.

4.5.2.2 Relevance

While the benchmark developed in the United Kingdom has provided inspiration for municipal peer review and the development of a South African benchmark, it is important that the South African benchmark is relevant to the challenges of developmental local government, where many residents live in poverty without access to basic services and economic opportunities. Given the important shifts that have been brought about by new laws, the benchmark should also seek to measure the extent to which a municipality has been able to implement the new legislative framework, including the Constitution, laws that apply directly to local government and general laws that give expression to different aspects of the Constitution, as well as government policies.

4.5.2.3 Performance management

According to Sing (2003: 144), performance management will inevitably become intrinsic to the political, governmental and administrative systems of local government in South Africa. The conviction, commitment and circumspection of

all role-players will contribute to the success of the system. Clear definitions and understanding of the terminology, concepts and processes that underpin performance management will assist municipalities to acknowledge their circumstances and conditions.

The goals of a municipality may lack clarity and precision and may be perceived differently by the various stakeholders and role-players. Furthermore, the various goods and services that are provided are of a public nature and may not be subject to narrowly defined performance measures and indicators. Performance measures and indicators therefore have to be revised and new ones have to be developed in line with how municipalities change and adapt their objectives to meet changing circumstances.

Oakland (2003: 396) cites the Harrogate Borough Council in the United Kingdom as a case study of a UK Government initiative that places a duty on all local councils and authorities to deliver the most economic and efficient services possible. Councils must report to their public and the Government each year on their performance, in addition to reviewing all their services to identify and achieve continual improvements. In this way the Government has challenged local councils to look at the way they deliver services and raise their quality at a reasonable cost.

Harrogate Borough Council's performance management arrangements reflect the devolved service culture in the authority (Oakland 2003: 396). They are supported by a management culture of delegation and accountability at a service level. The developed management culture includes appropriate checks and balances, together with incentives that encourage effective business unit management. The incentives are set out in the *Business Unit Manager's Handbook* and cover the treatment of budget surpluses and losses, virement and internal trading relationships.

a. Performance indicators

Harrogate Borough Council's approach to performance management is 'hands on', whether at a service or corporate level (Oakland 2003: 396). This provides an open management environment in the authority where problems, failings and successes are reported upwards on a regular basis. A document on *Best practice guidance for*

staff working with performance indicators (PIs) has been issued to address the users and uses of performance information. It contains the following information:

1. Performance Indicators:
 - 1.1 What they are for;
 - 1.2 What they do; and
 - 1.3 What makes good PIs?
2. Developing new PIs:
 - 2.1 Who the PI is for;
 - 2.2 How the PI will be used;
 - 2.3 The importance of PI focus and balance with the 'bigger picture'; and
 - 2.4 Robust PIs.
3. Documenting PI calculations:
 - 3.1 Audit trail;
 - 3.2 Support / guidance;
 - 3.3 Evidence-based;
 - 3.4 Transparent/replicable; and
 - 3.5 Sign posts to evidence.

This document points out that PIs indicate how well an organisation is performing against its aims and objectives; they are not a means to an end but:

1. measure progress towards achieving corporate objectives and targets;
2. promote accountability of the service providers to the public and other stakeholders;
3. allow comparisons of performance to identify opportunities for improvement; and
4. promote service improvement by publicising performance levels.

The council recognises that good performance information helps identify which processes/policies work and why they work, and is the key to effective

management, including service planning, monitoring and evaluation. Clearly, in this public sector environment, performance information is important externally as it permits greater accountability and allows members of the public and stakeholders to have a better understanding of relevant issues and to press for improvements.

Parnell and Poyser (2002: 251) state that, in response to the changing political and socio-economic climate, new and demanding requirements have been placed on local governments throughout the world. Local authorities have become increasingly relevant as more and more power has devolved from central government. One of the key responsibilities of local government is to engage the relevant interest groups (such as local communities, business and non-governmental organisations) in policy-making. Indicators are an indispensable tool, as they provide a common language that can translate the different concerns and specialist needs into a comparable, measurable format. Indicators can also help build a transparent, accountable and effective local government. It is now a national requirement that local governments in South Africa move towards an indicator-based system of performance management.

However, the authors caution that an enthusiasm for the use of indicators needs to be tempered with an awareness of their limitations. While indicators can be extremely useful, they can also be quite dangerous, and should remain part of the process of developing participatory, democratic, accountable, locally specific structures of governance. Indicators need to have a clear rationale and remain a tool of local government (Parnell & Poyser, 2002: 251).

4.5.2.4 What should be benchmarked?

Koehler and Pankowski (1996: 9) identified a concern amongst teams that work in government that centres on a fear of not knowing what should be selected to benchmark. Should an agency look at the number of successful job placements? Time taken to serve their customer? Overhead administrative costs? The number of customers served as a percentage of those referred? The answer is that any one or more of these measures can be a benchmark. A good idea of what should be benchmarked can be found in the mission statement and vision for the agency:

What does the agency claim to do? What is important to the customers served? Which customers? For example, one customer, the one walking in the door for services, would be certainly be interested in his or her chances of successful placement if he or she were in an employment agency office. Yet another, the firm placing job orders with the agency, would be interested in having ‘quality’ referrals, whose experience and skills will ensure a long-term successful placement. Care, therefore, must be taken in selecting the measures that will be benchmarked.

The Audit Commission in the UK has a set of five-point guidelines on good practice for performance information. Councils should try to develop and use a range of performance indicators that measure five aspects of their service:

1. ***Its aims and objectives*** (why the service exists and what it wants to achieve);
2. ***Its inputs and outputs*** (the resources committed to a service and the efficiency with which they are turned into outputs – cost and efficiency);
3. ***Its outcomes*** (how well the service is being operated);
4. ***Its quality*** (the quality of the service delivered explicitly reflecting users’ experience of the service); and
5. ***Its accessibility*** (the ease and equality of access to services).

4.6 PEER REVIEW AND THE IDEAL MUNICIPALITY BENCHMARK

4.6.1 The Ideal South African Municipal Benchmark

Based on the key challenges facing South African municipalities, McKenzie (2003: 12), states that the Ideal South African Municipal Benchmark (See Appendix 01) has been developed under four headings namely:

1. sustainable development;
2. leading and learning;
3. democracy and community engagement; and
4. performance and resource management.

4.6.1.1 Sustainable development

The sustainable development section asks:

1. Is a municipality in touch with the development challenges in the area?
2. Does the IDP address these challenges?
3. Are basic services provided?
4. Is the Council involved in social and economic development?

Sustainable development should be integrated in every municipal planning process and programme.

4.6.1.2 Leading and learning

The leading and learning section explores:

1. issues around leadership within the Council – pertaining to both councillors and staff;
2. council's ability to facilitate and manage change, build a culture of teamwork and motivate staff; and
3. the issue of partnerships and alliances with other organisations and spheres of government.

Strategic leadership and management and the promotion of a culture of continuous improvement is imperative in developmental local government.

4.6.1.3 Democracy and community engagement

Deepening democracy remains a key goal, given that local democracy is still in its infancy. The section explores:

1. the relationship between councillors and the community;
2. the relationship between council and its residents and customers;
3. the effectiveness of council communication with residents; and
4. the effectiveness of public participation processes.

Consultation should be undertaken comprehensively as possible so as to ensure maximum buy-in of municipal policies, programmes and projects.

4.6.1.4 Performance and resource management

The section on performance and resource management explores:

1. the relations between council and staff;
2. the nature of systems and processes;
3. financial management and control;
4. monitoring and evaluation; and
5. project and operations management.

The municipality need to constantly conduct performance appraisals and undertake periodic evaluation of its activities so as to ensure that it is executing its service delivery mandate effectively and efficiently.

Positive indicators and contra-indicators are provided for sub-areas under each heading, as well as a set of questions in order to assess the municipality under review. While the South African benchmark aims to be relevant to different types and categories of municipalities, it may be that different versions of the benchmark will evolve for municipalities in categories A, B and C.

In addition to being used as an instrument for peer review, the benchmark can also perform a number of other functions, including:

1. being a general review tool and reference point for councils;
2. informing on-going reflection and debate about good municipal practice;
3. being a training and learning tool for councillors and officials;
4. acting as a simple communication tool for expressing the intent of current policy and legislation; and
5. being a measure for citizens to hold their municipality accountable.

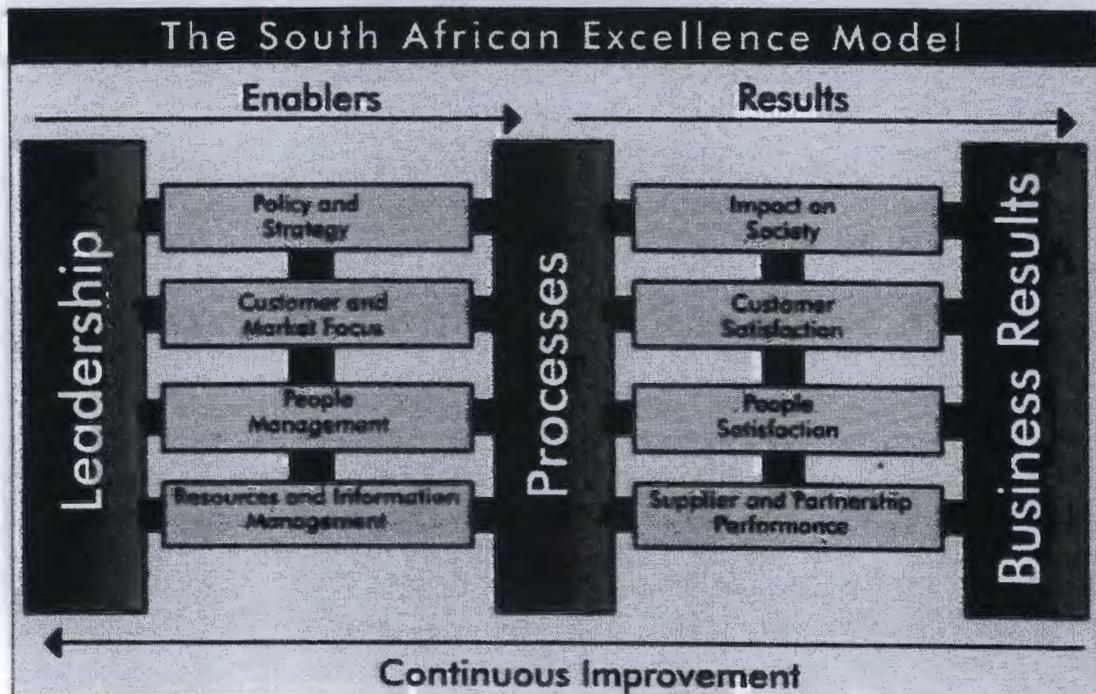
The process of developing the benchmark included consultation with key stakeholders such as the South African Local Government Association (SALGA) and the Department of Provincial and Local Government (DPLG). Bergman (2001: 341) argues that leaders who adopt a model should allow the members of the organisation to create meaning over time based on the presence of the model in

the organisation. This means that they must allow time for the model to become embedded in the organisation.

The South African Excellence Foundation Model which is diagrammatically shown below in Figure 4.2 offers a sound solution to this modern day challenge that has been specially honed in to meet not only the international requirements but also the unique ones dictated by our own South African condition. The SAEF Model was developed by the South African Excellence Foundation in 1997, and builds on the experience of the Malcolm Baldrige Quality Award and the European Foundation for Quality Management. The SAEF Model has been adopted throughout countries in the Southern African Development Community and is duly recognised by both the MBNQA and the EFQM.

Figure 4-2: The framework of the SAEF Model

Source: South African Excellence Foundation, 2003



4.6.1.5 Self-assessment

The principle of the SAEF Model is that customer satisfaction, people satisfaction, supplier and partnership performance and social responsibility are achieved through leadership that drives strategy and planning, a customer and market focus, people management, resources and information management to achieve excellent

results. The Model provides a set of criteria against which self-assessment (or external assessment, if applying for an award) is done (See Appendix 4).

According to the South African Excellence Foundation (2003), self-assessment is a comprehensive, systematic, and regular review of an organisation's activities and results referenced against a benchmark of business excellence. The self-assessment process allows the organisation to clearly identify its strengths and areas in which improvements can be made, and culminates in planned improvement actions, which are then monitored for progress. It is also an effective means to co-ordinate an organisation's quality improvement initiatives, such as ISO 9000: 2000 and business process re-engineering. (See SAEF Self-Assessment Instrument in Appendix 5).

Internationally, the application of self-assessment has been found to result in a wide range of benefits (Shergold & Reed, 1996: 48; Van der Wiele, Williams & Dale, 2000: 8; SAEF, 2003). Notably, self-assessment provides:

1. a rigorous and structured approach to business improvement;
2. an assessment based on facts and not individual perceptions;
3. a means to achieve consistency of direction and consensus on what needs to be done by everyone in the organisation, sharing the same conceptual base;
4. a means to educate people in the organisation on how to apply, in a meaningful way, the principles of, for example, TQM and business excellence;
5. a means to integrate various quality initiatives into normal business operations;
6. a powerful diagnostic tool;
7. an objective assessment against a set of criteria which is internationally accepted;
8. a means of measuring progress over time through periodic self-assessment;
9. process induced improvement actively focused where it is most needed;
10. a means to create enthusiasm amongst the people within the organisation, involve them in the improvement process and give fresh impetus to their performance excellence;

11. opportunities to promote and share excellent approaches within different areas of the organisation or with other organisations of a similar or diverse nature;
12. opportunities to recognise both progress and outstanding levels of achievement through internal awards;
13. a link between what the organisation needs to achieve and how it applies strategies, business plans and processes to deliver its objectives; and
14. a means to benchmark internally as well as against other organisations.

The primary purpose of undertaking self-assessment should be to drive business improvement. However, the process of self-assessment does not in itself improve the organisation. Self-assessment provides a 'moment in time' picture of the status of the organisation, usually expressed in terms of strengths, areas for improvement, and a score. Nothing will change in the organisation as a result of this activity if the outcomes are not acted upon. There is a greater chance of success, not just in conducting the self-assessment but also in managing the outcomes, if the senior management team is actively involved in the process and has a sound grasp of the SAEF Model and its rationale.

4.6.1.6 Managing outcomes of self-assessment

Most organisations undertaking the self-assessment will generate well in excess of a hundred areas for improvement, ranging from issues that need a strategic decision through to specific 'quick fixes'. It is impossible to describe a 'definite' process for identifying the 'vital few' and then linking the outcomes to the organisation's business planning process. Grouping improvement opportunities will often help and there are many other parameters, which can also be taken into account to help the prioritisation process. Having prioritised the actions, the greatest chance of ensuring they are implemented is for them to be included in the organisation's business planning process (George, Cooper & Douglas, 2001: 573). However, in a survey conducted within the financial services sector in the United Kingdom, Hughes and Halsall (2002: 255) found that there was strong evidence that having a high self-assessment score does not guarantee that an organisation will be as fully developed in terms of quality transformation or excellence.

4.7 CONCLUSION

The local government transformation process in South Africa required substantial changes to the institutional framework in existence prior to the 2000 elections. While transformation ultimately rests with each municipality, national government can enable and support municipalities in a number of ways. These include the creation of an enabling legal framework, the development of a performance management system, increased financial certainty, skills development and capacity building. Indeed, local government has a significant role to play in the reconstruction and development of South Africa.

Developmental local government thus entails an entirely new culture or orientation for local government. Municipalities must begin to focus their energies on a clear set of developmental outcomes. To orientate itself to these developmental outcomes, local government is constitutionally required to structure and manage its administrative, planning and budgeting processes differently from those prescribed in the past. The new administrative systems that municipalities must adopt in their developmental approach include: integrated development planning, performance measurement and management, and development of structures and systems to enable the active involvement of citizens and communities in the affairs of municipalities.

The challenge facing South African local government is to find a way to measure organisational excellence that is both understood and accepted nationally and internationally. South African municipalities must have dynamic world-class management processes and appropriate leadership. That means utilising and honouring their internal systems to effect unrelenting, continuous improvement throughout the municipality as a whole. This requires the use of internationally recognised benchmarking measures, which focus on sustained improvement, rather than short-term gains.

CHAPTER 5. RESEARCH METHODOLOGY AND DESIGN

5.1 INTRODUCTION

Having reviewed the literature on total quality management (TQM), it is now necessary to discuss how the researcher discovered the *status quo* of the administrative and management practices within the Makana Municipality.

Arising from the literature review, TQM and business excellence concepts were related to the specific research context, and the objective and purpose of the study were formulated, as well as the research questions. This chapter describes the research methodology and design used in the study, and the rationale behind them. The population sample, sampling approach, and statistical techniques used in the study are also described.

5.2 TYPES OF RESEARCH METHODOLOGY

According to Hussey and Hussey (1997: 59), the following are the main methodologies used in business research:

1. Positivistic methodologies:
 - 1.1 cross-sectional studies;
 - 1.2 experimental studies;
 - 1.3 longitudinal studies; and
 - 1.4 surveys.
2. Phenomenological methodologies:
 - 2.1 action research;
 - 2.2 case studies;
 - 2.3 ethnography;
 - 2.4 feminist perspective;
 - 2.5 grounded theory;
 - 2.6 hermeneutics; and

2.7 participative enquiry.

5.2.1 Positivist methodologies

Robson (Saunders, Lewis & Thornhill, 1997: 71) lists five sequential stages through which positivist research will go:

1. Deducing a hypothesis (a testable proposition about the relationship between two or more events or concepts) from the theory;
2. Expressing the hypothesis in operational terms (i.e., indicating exactly how the variables are to be measured) that propose a relationship between two specific variables;
3. Testing this operational hypothesis. This will involve an experiment or some other form of empirical enquiry;
4. Examining the specific outcome of the inquiry. It will either tend to confirm the theory or indicate the need for its modification;
5. If necessary, modifying the theory in the light of the findings. An attempt is then made to verify the revised theory by going back to the first step and repeating the whole cycle.

Gill and Johnson (Saunders, *et al.*, 1997: 71) state that positivist research has a number of distinguishing features. It:

1. is deductive (theory tested by observation);
2. seeks to explain causal relationships between variables;
3. normally uses quantitative data;
4. employs controls to allow the testing of hypotheses; and
5. uses a highly structured methodology to facilitate replication.

Easterby-Smith, Thorpe and Lowe (1991: 23) list eight features of positivism:

1. **Independence.** The observer is independent of what is being observed;
2. **Value-freedom.** The choice of what to study, and how to study it, can be determined by objective criteria rather than by human beliefs and interests;

3. **Causality.** The social sciences should aim to identify causal explanations and fundamental laws that explain regularities in human social behaviour;
4. **Hypothetico-deductive.** Science proceeds through a process of hypothesising fundamental laws and then deducing what kinds of observations will demonstrate the validity of these hypotheses;
5. **Operationalisation.** Concepts need to be operationalised in a way that enables facts to be measured quantitatively;
6. **Reductionism.** Problems as a whole are better understood if they are reduced to the simplest possible elements;
7. **Generalisation.** In order to be able to generalise about regularities in human social behaviour, it is necessary to select samples of sufficient size;
8. **Cross-sectional analysis.** Such regularities can most easily be identified by making comparisons of variations across samples.

5.2.2 Phenomenological methodologies

According to Saunders, *et al.*, (1997: 72), the phenomenological approach to research is so called because it is based on the way people experience social phenomena in the world in which they live. Phenomenology is characterised by a focus on the meanings that research subjects attach to social phenomena, an attempt by the researcher to understand what is happening. Such research would be particularly concerned with the context in which such events were taking place. Therefore, it may be more appropriate to study a small sample of subjects than to study a large number of them, as with the positivist approach. Researchers in this tradition are more likely to work with qualitative data and use a variety of methods to collect these data in order to establish different views of phenomena.

5.3 MANAGEMENT RESEARCH

Howard and Peters (2002: 4) define 'management research' as the application of information that has been gathered and analysed to the resolution of a given problem or question. It should contribute, whether directly or indirectly, to the decision-making processes in an organisation. It should be of sufficient depth and

rigour to satisfy an organisational client, accomplish the given objective and, where applicable, satisfy the academic requirements of an educational institution.

Management research should:

1. be aimed at a problem to which there is no single answer, rather than at a 'puzzle' to which an answer can be found;
2. be externally judged by client, supervisor and/or examiner, as appropriate;
3. draw on extant knowledge as far as possible;
4. be rigorous in its analysis, and should have a consistent internal logic;
5. be aimed towards a tangible output;
6. be communicated;
7. be developmental, that is, should bring skills and knowledge to the researcher, which are relevant to his work and which were not present before.

Management research should be contextual, applied and congruent with the objectives of the organisation within which the researcher is working, otherwise it loses its meaning. Managers usually come to management research for one of four reasons:

1. they are asked by their seniors to solve a problem;
2. they take it on themselves to solve a problem;
3. they are required to do so as part of a management development initiative within their organisation;
4. they are studying for an academic qualification in management.

Data can always be obtained and processed. The measure of the potential impact of the research, its quality, the appropriateness of the data gathered, the rigour with which the data is analysed and the presentation of the data, analysis and conclusions must be done in such a way as to communicate effectively with the target audience. By so doing, problems are solved and rewards are gained, whether externally bestowed or of improved self-esteem. In most cases, a well-managed research project with well-defined and appropriate objectives brings tremendous benefits to the organisation and individual alike. It is one of the most

powerful personal development tools available, with the advantage of showing tangible paybacks for the organisation.

Easterby-Smith, *et al.*, (1991: 5) state that there are three main things that make management distinctive as a focus of research:

Firstly, despite the progress towards creating distinct disciplines within management, the practice of management is largely eclectic: Managers need to be able to work across technical, cultural and functional boundaries, and to be able to draw on knowledge developed by other disciplines, such as sociology, anthropology, economics, statistics and mathematics. The dilemma for the researcher, then, is whether to examine management from the perspective of one discipline, or whether to adopt a cross-disciplinary approach. It seems that the former is the safer course for those who wish to gain respectability from academic peers, but the latter is more likely to produce results that are of use to practising managers.

Secondly, managers tend to be powerful and busy people. They are unlikely to allow research access to their organisations unless they can see some commercial or personal advantage to be derived from it. This means that access for fieldwork can be very difficult and may be hedged with many conditions about confidentiality and publication rights; feasible research questions may be determined more by access possibilities than by theoretical considerations; nowadays, managers have to count the cost of their time very carefully and therefore short interviews are more likely than unstructured observations and discussion.

Thirdly, management requires both thought and action. Not only do most managers feel that research should lead to practical consequences, they are also quite capable of taking action themselves in the light of research results. Thus, research methods need to either incorporate within them the potential for taking action, or need to take account of the practical consequences that will probably ensue.

5.3.1 Areas of research

Howard and Peters (2002: 5) name five broad areas of research:

1. pure basic research,
2. basic objective research,
3. evaluative research,
4. applied research, and
5. action research.

Pure basic research seeks the resolution of a theoretical question. It is typically at a high level of generality. Its outlets tend to be academic journals and the results are not usually communicated to the general public or to potential users in the organisation.

Basic objective research is concerned with a general problem rather than a theoretical question. It tends towards the highly generalised and does not aim to resolve a particular practical problem. Its outlets are likely to be professional and academic journals, but it is often not directly usable in organisations.

Evaluative research assesses the performance or impact of a person, group or organisation. It does not attempt to promote change, but may form the foundation of doing so.

Applied research is aimed at the solution of a practical problem or fulfilment of an objective within an organisation. Typically, it is a consultancy project that allows the researcher the opportunity to appraise and reformulate the problem, if appropriate. As with consultancy work, applied research culminates in recommendations (contained within a report to management or an academic dissertation). The researcher will normally be on the outside looking inwards and, though he may later be invited to implement his recommendations, there will be no action until decided by the organisational client. The findings frequently stay within the commissioning organisation or may be published in case study format in professional journals.

Action research involves recommendations and/or actual implementation of organisational change. It necessitates a commitment on behalf of the sponsoring organisation to allow and embrace change. It is the most fluid of the researcher/client relationships. In addition to solving designated problems, action

research often adds to the body of knowledge by allowing access to information from which the basic researcher would be restricted. Purists argue that, as change is almost inevitable, the research cannot be replicated and the conclusions cannot, therefore, be generalised. A counter argument is that the depth of research conducted and the evaluation of change can be a stimulus, which could give direction to other workers in the field.

5.3.2 Purpose, design and tools

The management researcher can be confronted with a bewildering variety of purposes, designs and tools. Any one project might involve several elements from each of the following lists:

5.3.2.1 Purpose

Purposes or objectives include:

1. description (what?);
2. explanation (why?);
3. speculation (what if?);
4. measurement (how much?);
5. performance improvement (how can we?);
6. prediction (what happens if?);
7. policy analysis (where are we going?); and
8. technique analysis (how can we use?)

5.3.2.2 Design

Designs refer to how the researcher plans to address the problem and include:

1. historical analysis;
2. case studies;
3. surveys;
4. data analysis;

5. comparative analysis;
6. mathematical modelling; and
7. mapping.

Therefore, an appropriate research design must be selected based on the specific nature of the problem or issue to be addressed.

5.3.2.3 Tools or methodology

Tools for research include:

1. literature survey;
2. experimentation;
3. interview;
4. questionnaire;
5. informal data gathering; and
6. statistical analysis.

According to Hair, Jr, Babib, Money and Samouel (2003: 5), the scope of business research is broad and the types of phenomena business researchers study are expanding rapidly. Time and motion studies are relatively infrequent today, although they were essential in the development of scientific business management. Instead, one may study employee productivity as a function of a communication channel's bandwidth or how purchasing patterns have changed because of the Internet. Thus, business research is truly dynamic, in that researchers are constantly studying new issues with new tools. Below is a list of key elements of business research that help provide a clearer picture of what is involved:

1. Business research is **broad**. It involves the study of a countless range of phenomena and focuses on:
 - 1.1 studying people, including employees, consumers, supervisors, managers, and policy-makers;

- 1.2 understanding systems or groups of people, including strategic business units, offices, labour forces in factories, management groups, boards of directors, CEOs, market segments, cultures, subcultures, corporate cultures, communities, companies, and industries; and
 - 1.3 examining the interaction of people with systems, including auditing/accounting systems, legal systems, management practices, compensation systems, manufacturing systems, production processes and financial systems.
2. Business research can be **formal**. Researchers can undertake a systematic and sometimes exhaustive project aimed at answering a very specific decision question.
 3. Business research can be **informal** and informal research is often ongoing. This means that it is performed constantly and not directed toward any specific issue.
 4. Good research is **replicable**. A goal of scientific research is that it be as objective as possible; that is, scientists are more or less play-by-play announcers who describe events as they see them. When research is objective, it is generally replicable, meaning that another researcher could produce the same results using the identical procedures employed by the original researcher.
 5. Good research **should provide more benefit than it costs**. Ultimately, this is of primary importance in determining whether the research was any good.
 6. Business research is **scientific enquiry**. However, the terminology of business research differs depending upon what motivates a particular study.
 - 6.1 **Applied** business research is motivated by an attempt to solve a particular problem faced by a particular organisation.
 - 6.2 **Basic** business research is motivated by a desire to better understand some business-related phenomenon as it applies to all of an industry or all of business in general.

5.4 RESEARCH DESIGN

Research design depends on what kind of study the researcher will be undertaking: What type of study will best answer the question that the researcher has formulated? According to Hair, Jr, *et al.*, (2003: 50), the business research process provides a roadmap with directions for conducting a business research project. Generally, three phases are involved. They are the formulation, execution and analytical phases.

5.4.1 Formulation

The formulation stage involves defining the substance and process of the research. This stage is very much like writing a recipe: The substance of the research provides the ingredients that will eventually produce the desired result. A systematic set of instructions is provided with any recipe, and this is the process by which the separate ingredients are made into something meaningful. With business research, a similar process is followed.

5.4.2 Execution

After formulating the research, the execution phase begins and the researcher actively gathers information from the appropriate sources. This information is then checked for errors, coded, and stored in a way that allows it to be analysed quickly and conveniently.

5.4.3 Analysis

In the third phase phase, the data are analysed. Hypotheses are tested and either supported or not supported, based upon comparing the actual outcome of the study with the outcome predicted in the formulation stage. Results are examined to provide answers to the key research questions. The decision-maker can then take actions based upon better knowledge of the situation.

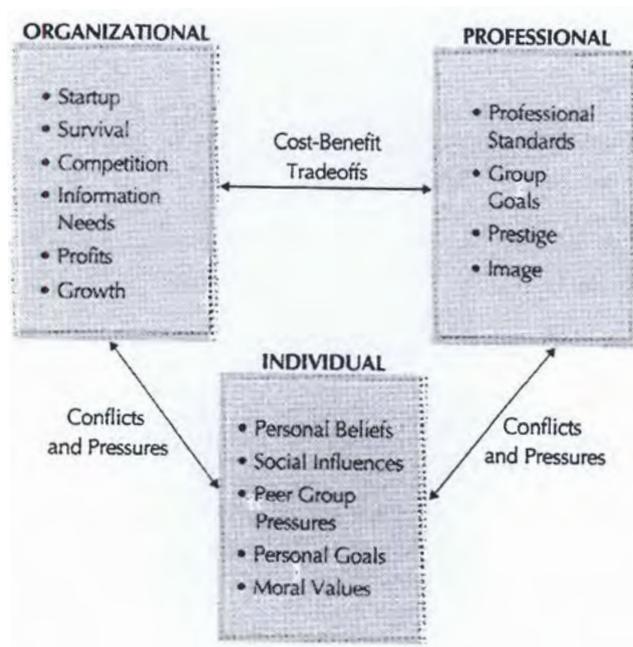
5.5 RELEVANCE OF BUSINESS AND MANAGEMENT ETHICS

Business ethics are relevant to business researchers because ethical issues occur through many phases of the research process. According to Hair, Jr, *et al.*, (2003: 104), ethical dilemmas are situations when a person is faced with courses of

actions that have differing ethical implications. They arise from questions of fairness or justice, potential conflicts of interest, responsibility issues, power discrepancies, and honesty issues. Hair, Jr, *et al*, (2003: 105) demonstrates in Figure 5-1 how various organisational, professional, and individual elements provide pressures and conflicts that produce ethical dilemmas. However, organisational, professional, and individual elements also provide checkpoints that counter motivations towards unethical actions. In the end, these three groups of elements help balance business decision-making.

Figure 5-1: Ethical balance between individual, professional and organisational values

Source: Hair, Jr, *et al*, 2003: 105



Business researchers are faced with ethical considerations and possible ethical dilemmas throughout a research project. They involve the researcher's dealings with management, respondents, and their own professional integrity.

5.5.1 Researcher obligations to management

Here we focus on the ethical considerations between the person requesting the research (the manager or decision-maker) and the person doing the research, before, during and after the project.

5.5.1.1 Before the research project

The period just before the initiation of a research project is perhaps the most critical point in the entire research process. During this time, the researcher must interview key decision-makers to gain a working knowledge of the situation and an understanding of the project objectives. The key here is to translate a decision issue into a researchable proposition. Once a study is envisioned, researchers need to honestly assess their capabilities and, if they lack the skills or resources to carry out the project, they should decline it. In addition, if a researcher is unable to reach a consensus on the primary research questions, he or she should probe more or not accept the job.

The researcher must communicate exactly what the research will be able to do. This typically is referred to as the 'project deliverables'. In other words, researchers must be certain the project will be able to address the research questions and the research project should begin only when they are confident in this regard.

5.5.1.2 During and after the research

The researcher has a moral obligation to have a thorough working knowledge of the analytical and statistical tools necessary to complete the project. Researchers should not apply a technique unless they can do so competently and confidently: They are sometimes tempted to apply a more complex tool than is needed in an effort to seem more sophisticated or perhaps even to increase the perceived worth of the research. But only the right tool should be used. This is usually the simplest tool that will provide the necessary results.

The researcher is responsible for interpreting the results honestly and fully. Researchers may have an opinion about the research questions being examined, or they may have a good idea of the research outcome that management desires but, if the results disagree with a key decision maker's desires, the researcher is obligated to present the results fully and faithfully, even if the decision-maker may not want to hear the results.

The researcher generally presents results both through a formal written report and a formal or informal presentation. If the researcher acknowledges and fully

communicates any limitations, the decision maker has a more complete understanding of how much the results should affect the ultimate decision.

5.5.2 Researcher obligations to participants

Researchers should serve as advocates for research participants. Without their participation, the researcher might well be without a job so the researcher should show respect to participants at all times. For example, the researcher should describe the nature and extent of participation required. If a survey requires knowledge about computer basics, the researcher should make this clear in the opening instructions. It is also essential that the researcher provide a fair estimate of the amount of time that will be required to complete the research task.

Researchers have an obligation to treat any participants in a research project ethically. The following ethical issues are important:

1. participation should not be coerced;
2. potential physical or psychological harm should not occur;
3. participant privacy should be preserved;
4. subjects should be informed of the nature of the research.

5.6 DATA COLLECTION PRINCIPLES AND PRACTICES

Data are obtained through observation and/or surveys.

5.6.1 Observation or survey data collection

5.6.1.1 Observation data

Observation data are collected through a systematic approach to recognising and recording occurrences associated with people, events, and objects. Such data, whether narrative or numeric, can be collected by trained observers or by mechanical means, such as videos, scanning or other electronic methods.

5.6.1.2 Survey data

Survey research is a method of data collection in which information is obtained directly from the individuals who are selected so as to provide a basis for

inferences about a larger population. This means that surveys are conducted on samples of 'survey respondents' who are taken to represent a cross-section of the population at a certain point in time and within a particular context. Surveys provide five types of information: facts, perceptions, opinions, attitudes and reports of behaviour but survey findings do not present either eternal or universal truths.

Neuman (2003: 264) says that the following can be asked about in a survey:

1. behaviour,
2. attitudes/beliefs/opinions,
3. characteristics,
4. expectations,
5. self-classification, and
6. knowledge.

A survey usually involves the collection of large amounts of data through the use of a self-completion or interviewer-administered questionnaire. Questionnaires can include both closed-ended and opened-ended questions, which yield numeric and narrative data respectively (Hair, Jr, *et al*, 2003: 142)

There are no typical formats for a questionnaire: They are designed or modified to meet the needs of the researcher or fit the topic of research. Survey questions should be designed to elicit answers pertaining to characteristics and frequencies of occurrences. The variables studied, such as attitudes, opinions, or beliefs, help to narrow the focus of the study or to explore large study groups or populations (Sapsford, 1999: 103).

The validity of survey research rests on what people say – what they tell us about what they think, how they feel and how they act (Stark & Roberts, 2002: 132). Since validity refers to whether or not we are measuring the concept we intend to measure, we must be careful not to confuse measures of what people say they think and feel with measures of what they say they do. Put another way, we must know when we are measuring attitudes (or attempting to do so) and when we are measuring behaviour.

An 'attitude' is an enduring, learned predisposition to respond in a consistent way to a particular stimulus or set of stimuli. We all have attitudes toward significant things in our environment: objects, people, ideas, events and so on. 'Behaviour' involves action; it is what living creatures do. We 'hold' attitudes, but we 'perform' behaviour.

5.6.1.3 Research methods for the survey of Makana Municipality

The selection of the survey method was influenced by factors such as cost, time, accuracy, amount of data required, response rate, flexibility and level of control. Observation techniques were not appropriate for this research, as attempting to assess employee behaviour through observation would be extremely time-consuming and limiting. For this reason, a questionnaire was used.

5.6.2 The survey process

McCormack and Hill (1997: 26) state that the survey process is usefully thought of as a series of steps that, if taken in the right order, will enable the researcher to gather and interpret relevant data and enable the objectives to be met. These key steps are:

1. Set objectives;
2. Select a data collection method;
3. Identify an appropriate sample;
4. Design a questionnaire;
5. Collect the data;
6. Process the data;
7. Interpret and report findings.

5.6.2.1 Set objectives

Setting objectives is the start of the research process. The research objectives that are to be met using the survey should be explicitly identified and the precise data requirements associated with them listed. Some of the research objectives may be better met by using different research techniques. It is therefore

important to exclude them from the survey plan as early as possible to avoid any confusion about exactly what the survey is intended to achieve.

5.6.2.2 *Select a data collection method*

Decisions about how to collect data should be made in conjunction with decisions about the sample: The data collection method should enable the most appropriate sample to be approached and, conversely, the logistics of collecting the data may influence the choice of sample.

5.6.2.3 *Identify an appropriate sample*

The sample should be chosen to resemble the total population of interest as closely as possible. The following must therefore be considered in selecting a sample: the *sample frame*, which is the group of people from whom individuals will be chosen to respond to the questionnaire; the *sampling procedure*, which is the process of selecting individuals from the sample frame to answer the questions; the *sample size*, which will influence the confidence with which the findings from the survey can be assumed to hold true for the whole population.

5.6.2.4 *Design a questionnaire*

The questionnaire is a vehicle for the collection of data. The style in which it is presented, the clarity and preciseness with which the questions are written, the form in which people are required to answer, and the quality of the instructions to researchers and respondents are all very influential on the quality of the findings. In particular, they determine their reliability and validity.

5.6.2.5 *Collect the data*

This is the stage at which the careful preparation at stages one to four is put to work, and the survey is administered to the sample. Interviewers must be briefed and trained in face-to-face and/or telephone data collection, and administrative systems must be set up for any on-site self-completion and mail surveys. If preparation was good, this can be the most straightforward part of the research.

5.6.2.6 Process the data

Data processing converts raw data (i.e., the responses given on the questionnaires) into a form that enables their underlying meaning to be identified. Processing data comprises three main elements: *data input*, which is the process of transferring the data from the questionnaire into the analysis software; *data summary*, which is the process of counting up how many people said what in response to each question (known as generating frequencies for each question); and *data analysis*, which involves the use of statistical techniques to identify inter-relationships between the answers given.

5.6.2.7 Interpret and report findings

At this final stage, conclusions have to be drawn from the facts and figures in such a way as to create information that is relevant to the objectives set. This information then has to be communicated to decision-makers, usually in the form of a report, but sometimes as a presentation too. The danger at this stage is that over-enthusiastic researchers draw inappropriate conclusions if they fail to interpret cautiously and rigorously.

5.7 STRATEGIC STAKEHOLDER SURVEYS

If the sample for a questionnaire includes stakeholders, the questionnaire can help management improve the operation of the organisation, promote good stakeholder relations in the process, and establish benchmarks for evaluating the progress of both.

Both customers and employees are stakeholders and frequent strategic surveys to discover the satisfaction, loyalty and referenceability of stakeholders can give management early input on both short-term and long-term decision-making, and provide organisations with critical operational and strategic advantages over their competitors.

5.7.1 Satisfaction, loyalty and referenceability

According to Strydom (2002: 107), the satisfaction, loyalty and referenceability of stakeholders are much more than measures of people's experiences with the

organisation, its products or its services: They directly affect corporate growth and profitability, and measuring and managing them are crucial to effective day-to-day operations and long-term strategic planning.

High levels of satisfaction, loyalty and referenceability result when experiences exceed expectations:

- 'loyalty' or 'retention' is the likelihood that a customer will buy from you again, or that an employee will stay with your firm.
- 'referenceability' is the likelihood that a customer or employee will recommend you to friends or colleagues.

Since engaging a new customer or employee typically costs five times that of retaining an existing one, and since word-of-mouth is the most effective and least expensive form of advertising, high customer and employee satisfaction, loyalty and referenceability translate directly into savings, sales growth and profits.

Surveying customers and employees to measure satisfaction, loyalty and referenceability provides invaluable information to management:

1. Where are the problems in the organisation?
2. Where should the organisation be in the medium- to short-term?
3. Where is the organisation under-investing and where is it over-investing?

5.7.2 Measuring stakeholder attitudes can change them

However, the physical and social sciences have long understood that the very process of measuring a phenomenon can change the properties of what we are trying to measure. This is no less true in the measurement of stakeholder attitudes in a strategic stakeholder survey and a well-executed survey to measure stakeholder attitudes can effect positive change in stakeholder perceptions. On the other hand, a poorly executed survey can contribute to unfavourable perceptions about the organisation, the products/services, the workplace and management.

Conducting a strategic stakeholder survey can communicate that:

1. management is interested in stakeholders' contributions to organisational improvement.
2. stakeholder opinions are valued.
3. management is interested in the stakeholders' well-being.
4. stakeholders are serious partners in the process of organisational improvement.
5. management is committed to taking action on issues that are important to stakeholders.

However, the opposite may be the outcome if:

1. stakeholders see that the questionnaire does not address issues that are relevant to them.
2. they do not have confidence that their confidentiality and anonymity will be protected.
3. stakeholders perceive the process as being self-serving for management.

5.8 THE DATA GATHERING INSTRUMENT

The measuring instrument that was used in the research survey was a questionnaire (see Appendix 02) based on TQM and business excellence principles. The survey method offered a lot of advantages in this context, as described below:

1. access to various organisational levels to obtain clusters of opinions;
2. the opportunity to gather feedback quickly; and
3. a questionnaire that was simple to use and has a simple measurement scale.

Stark and Roberts (2002: 136) state that most questionnaire studies are conducted by mail, although sometimes they are distributed by hand – to students in a class, to persons attending a meeting or employees of a firm. The distinguishing feature is a set of written questions to be filled out and returned by each respondent.

Hair, Jr, (2003: 141) in Table 5.1 below shows the various ways in which questionnaires can be presented to respondents for completion.

Table 5.1: Advantages and disadvantages of methods of administering survey questions

Source: Hair, Jr, *et al.*, 2003: 141

Methods of Administration	Advantages	Disadvantages
Through the Mail (post) This method involves mailing the questionnaire to predetermined respondents with a cover letter. Generally used when there is a large number of geographically dispersed respondents.	<ul style="list-style-type: none"> • Wider access and better coverage • Provides anonymity • Relatively low cost • Large sample size • Respondents complete questionnaire at own pace 	<ul style="list-style-type: none"> • Questionnaire must be simple • Low response rate • Points of clarification are not possible • Follow-up of non-response is difficult
In Person This requires face-to-face contact with respondents. Generally, makes use of small samples to canvass opinions and when dealing with sensitive issues.	<ul style="list-style-type: none"> • Establish empathy and interest in the study • Can probe complex issues • Clarify respondents queries • High response rate 	<ul style="list-style-type: none"> • Expensive in time and cost • May lead to interviewer bias • Difficult to obtain wide access • Relatively small sample size
Over the Telephone This is a form of personal interviewing which is used to obtain information quickly. Generally used to gain access to respondents that are geographically dispersed.	<ul style="list-style-type: none"> • Provides personal contact • Wide geographic coverage • Easy and quick access • Can be done with the aid of a computer 	<ul style="list-style-type: none"> • Short interview time • Limited to telephone owners • Can be expensive
Electronic This is administered via the intranet and Internet through the use of email. It is becoming the most popular method for collecting data.	<ul style="list-style-type: none"> • Easy to administer • Low cost • Global reach • Fast capturing of data and analysis 	<ul style="list-style-type: none"> • Loss of anonymity • Can be complex to design and program • Limited to computer users

Fourthly, they can ask questions that are far more sensitive. Many respondents are entirely comfortable about confiding in writing with people they will never meet and who have no personal interest in them. However, sitting face-to-face with an interviewer, they become unwilling to answer.

5.8.1 Weaknesses of questionnaires

The first weakness of questionnaires is that they must rely entirely on respondent reports without any interviewer observations.

Secondly, they must substitute elaborate follow-up questions for interviewer probes.

Thirdly, they are limited to respondents who have a reasonable level of literacy.

However, despite the various limitations of the questionnaire method and particularly in the context of TQM, it was felt that this approach was useful, since the aim was not to establish direct correlations or causality.

5.8.2 Designing a questionnaire

5.8.2.1 Stages

According to West (1999: 80), there are six main stages in designing a questionnaire, namely:

1. defining the questions to be asked;
2. determining the structure of the questionnaire;
3. forming the questions;
4. assembling the questionnaire;
5. piloting the questionnaire; and
6. approving the questionnaire.

a. Defining the questions to be asked

The questions to be included on the questionnaire are normally dictated by the research brief. Clearly, the questions asked must address the problems that the survey is designed to solve.

b. Determining the structure of the questionnaire

Typically, the design of a questionnaire takes place in stages. The first stage sets out the generic objectives of the questionnaire. In a survey designed to test the effectiveness of a supplier's customer service strategy these could be:

1. Are we providing the services our clients require?
2. How well do we meet the service objectives of our clients?
3. Do we do better or worse than our competitors?
4. What do we need to do to improve our performance?

The second stage involves a programme of exploratory research, designed to provide the information on which a detailed questionnaire can be based. The exploratory research should be undertaken in two stages – internally with the company's own staff and externally with customers.

The final stage of the design process converts the generic objectives into a set of specific questions using the results of the exploratory research.

c. Forming the questions

One of the key skills in management and/or market research is the creation of a questionnaire, which is interesting to respondents, elicits the information that is required comprehensively and consistently, and in which the questions are unambiguous. For this reason, questionnaires tend to rely on simple wording and, wherever possible, check boxes and numerical scales.

d. Assembling the questionnaire

The key skills in assembling the questions that are to be asked into a full questionnaire are:

1. question sequencing;
2. logic;
3. relevance;
4. refer-backs;
5. questionnaire length;
6. format;
7. inspection of correct routing instructions; and
8. other interviewer instructions.

e. Piloting the questionnaire

Once designed, it is advisable to test a questionnaire by carrying out a series of pilot interviews with a small sample of respondents. Pilot interviews are carried out to test:

1. whether all questions can be answered and whether respondents are likely to be willing to answer them;
2. whether all the questions can be answered by a single respondent;
3. whether the questionnaire flows logically and is ordered in a way that respondents find easy to follow;

4. whether pre-coded questions include all major options; and
5. whether the questionnaire is not too long.

f. *Approving the questionnaire*

The critical importance of the questionnaire in the research process means that it is essential to agree on its contents, before the full-scale launch of the survey, with the person or people in management who expect to make use of the survey results. Although that person or those people may not be expert in questionnaire design, they will be able to comment on content (missing or superfluous questions) and terminology. They may also be in a position to comment on whether respondents will be in a position to provide answers to questions and whether the wording is likely to be ambiguous.

5.8.2.2 *Steps*

According to Hair, Jr, *et al.*, (2003: 185), there are five steps to be followed in the design of a questionnaire.

1. initial considerations,
2. clarification of concepts,
3. typology of a questionnaire,
4. pre-testing a questionnaire, and
5. administering a questionnaire.

a. *Initial considerations*

1. Clarify the nature of the research problems and objectives;
2. Develop research questions to meet research objectives;
3. Define the target population and sampling frame (identify potential respondents);
4. Determine the sampling approach, sample size, and expected response rate; and
5. Make a preliminary decision about the method of data collection.

The researcher follows a deductive approach where he or she begins with a theoretical or applied research problem and ends with empirical measurement and data analysis.

b. Clarification of concepts

1. Ensure that the concept(s) can be clearly defined;
2. Select the variables/indicators to represent the concepts; and
3. Determine the level of measurement.

The researcher develops an instrument – a survey questionnaire or interview schedule – that he or she uses to measure variables.

c. Typology of a questionnaire

1. Determine the types of questions to include and their order;
2. Check the wording and coding of questions;
3. Decide on the grouping of the questions and the overall length of the questionnaire; and
4. Determine the structure and layout of the questionnaire.

The researcher conceptualises and operationalises variables as questions. He or she writes and rewrites questions for clarity and completeness, and organises questions on the questionnaire based on the research question, the respondents, and the type of survey.

d. Pre-testing a questionnaire

1. Determine the nature of the pre-test for the preliminary questionnaire;
2. Analyse initial data to identify limitations of the preliminary questionnaire;
3. Refine the questionnaire as needed; and
4. Revisit some or all of the above steps, if necessary.

The researcher pilot-tests the questionnaire with a small set of respondents similar to those in the final survey. If interviewers are used, the researcher trains them with the questionnaire. He or she asks respondents in the pilot tests whether the questions were clear and explores their interpretations to see whether the

intended meaning was clear. The researcher also draws the sample during this phase.

e. Administering a questionnaire

1. Identify the best practice for administering the type of questionnaire utilised;
2. Train and audit field workers, if required;
3. Ensure a process is in place to handle completed questionnaires; and
4. Determine the deadline and follow-up methods.

Survey research can be complex and expensive and it can involve coordinating many people and steps. The administration of survey research requires organisation and accurate record keeping.

The final outcome of a well-constructed questionnaire is reliable and valid data, if the related phases of the research are executed well. To achieve this one must follow a systematic process as outlined above.

5.8.2.3 Potential problems

Kent (2001: 54) warns that there are many things that can go wrong in the design of questions and the overall design of questionnaires. These might include, for example:

1. questions that are understood or interpreted in ways that the researcher did not intend;
2. questions that people fail to understand or find too difficult to answer;
3. questions to which everybody gives the same answer, that is, where they do not discriminate;
4. questions that give response categories that do not allow some respondents to answer in ways that are relevant to them;
5. questions that do not provide sets of categories that are exhaustive, mutually exclusive and that refer to a single dimension and;

6. questionnaires that have routings that leave the respondent 'stranded' in the middle of the questionnaire or lead them into inappropriate sections of the questionnaire.

Any of these problems will result in errors of various kinds and their extent is unlikely to be known. It has been shown many times over that the responses people give to questions is notoriously sensitive to question wording. However, answers are also affected by:

1. the response alternatives they are given in fixed-choice questions;
2. whether or not there is a middle category in a rating scale or a 'don't know' filter, or
3. by the ordering of the questions, the ordering of the responses, or their position on the page.

All the researcher can do is to minimise the likelihood of errors arising from poor questionnaire design through design improvements.

5.8.3 Designing the Makana Municipality stakeholder survey

The researcher considered a questionnaire to be the most relevant applicable measuring instrument for the type of organisational survey that he required. The questionnaire was designed to determine the effectiveness and efficiency of the present administrative and management practices within the Makana Municipality in Grahamstown from a cross-section of its employees. The questionnaire required the respondents to evaluate:

- The level of importance that the respondent and his/her colleagues placed on the constituent parts of a TQM and business excellence system; and
- How well the respondent considered management in his/her department was currently performing these.

5.9 DATA EVALUATION TECHNIQUES

5.9.1 Definitions of terms

The following terms were used in the survey as defined in Wisniewski (2002: 107):

The mean: Commonly known as the arithmetic average, the mean is computed by adding up all the scores in the distribution and dividing the total (sum) by the number of scores. The mean for a distribution is the sum of the scores divided by the number of scores.

Frequency: The number of responses for each question.

Dimension: A dimension consists of a number of statements.

Standard deviation: The standard deviation provides an indication of the dispersion of responses, i.e., how close they are or how spread out. A standard deviation close to '0' indicates that responses are close to one another on the 5-point scale (agreement/disagreement). A standard deviation close to '1' means that the responses are spread out and indicates a wide difference in opinion.

Correlation coefficients: Correlation coefficients measure the relationship between variables (dimensions or statements). The higher the correlation between variables, the closer the relationship.

T-Test: The T-test compares the results of two groups to determine whether their differences are significant. The T-test was used in the Makana Municipality survey to determine whether there were statistically significant differences between two biographical groups.

5.9.2 Frequency tables

Data resulting from observations (actual responses) made on two different categorical variables can be summarised using frequency tables. In the Makana Municipality survey, the two categorical variables were **Current Level of Quality** and **Future Level of Quality**.

The responses were tested for any significant relationship between Current Level (1–5) and Future Level (1–5). A respondent had to choose one value (category)

under Current Level versus Future Level for each of the 79 questions presented in the questionnaire. The test employed compared the categories (values) chosen under Current Level with those chosen under Future Level, using all responses to check whether there was a relationship between the mentioned variables under each specific question of the 79 questions posed.

5.9.3 Scaling method

In the survey, each respondent allocated a score to each question based on his/her response to the question. The Likert scaling method was utilised in the design and construction of the questionnaire because a Likert scale records the degree of support or non-support by a consumer for a particular attitudinal statement. Respondents express a favourable or unfavourable attitude towards each statement.

Neuman (2003: 197) explains that Likert scales are called *summated-rating* or *additive scales* because a person's score on the scale is computed by summing the number of responses the person gives. Although Likert scales usually ask people to indicate whether they agree or disagree with a statement, other modifications are possible: People might be asked whether they approve or disapprove, or whether they believe something is 'almost always true'.

Likert scales need a minimum of two categories, such as 'agree' and 'disagree' but using only two choices creates a crude measure and forces distinctions into only two categories. It is usually better to use four to eight categories. A researcher can combine or collapse categories after the data are collected, but data collected with crude categories cannot be made more precise later.

In preparing Likert Rating Scale Data for analysis, care must be exercised to ensure that the scores assigned are consistent over questions. Positive (or high) scores, for example, must be assigned to approval responses for favourable items, and to disapproval responses for unfavourable items.

McCormack and Hill (1997: 74) state that, whereas unipolar and bipolar scales measure attitudes and opinions in a single dimension, the Likert Scale is a multi-dimensional approach, which recognises that opinions about individual issues or attributes are not necessarily good predictors of overall attitudes or behaviour.

The questions set in association with this scale can give an overview of an issue rather than measure individual elements of it. One of the problems associated with Likert scales is that agreement with a negative statement does not necessarily mean disagreement with a positive statement, and vice-versa.

The following scales were used in the Makana Municipality survey:

PRESENT:

NOT APPLICABLE	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE
1	2	3	4	5

FUTURE:

NOT APPLICABLE	NOT IMPORTANT AT ALL	NOT REALLY IMPORTANT	IMPORTANT	VERY IMPORTANT
1	2	3	4	5

5.9.4 Cut-off point

In discussing the results of the survey, a cut-off point of 3.40 of the mean was used to distinguish between positive and negative (developmental/critical) perceptions.

Excellent	5.00 ↑ 4.00	
Positive	↑ 3.40	Proactive Intervention Point
Development	↑ 2.50 ↑ 2.00	Intervention Point
Not applicable	1.00 ↓ 0%	Not applicable

5.9.5 Frequencies and means

The results of the survey are reported in frequencies and means (averages). An indication is also given of the percentage response distribution, which indicates whether a particular statement is perceived as strength or a weakness.

5.9.6 Analysis of variance

It is important to remember that the results of an analysis of variance reveal the overall or global status of differences among groups. However, if one finds differences, analysis of variance does not tell you which groups or pairs are responsible. To get that information, one needs to use *post hoc* comparisons, such as Tukey's HSD (honestly significant difference) or Scheffe procedures. The Scheffe and Tukey-Kramer tests were therefore used to determine differences for more than two groups.

5.10 CONCLUSION

The type of research undertaken was management research. The survey method was selected as the blueprint for the research design. The measuring instrument that was used in the research survey was a questionnaire, and the questions in the questionnaire were all based on the literature review of TQM and business excellence. The sample of respondents was made up of employees of the subject organisation, Makana Municipality. The statistical techniques that were used to analyse the data were Likert scales and Scheffe and Tukey-Kramer tests.

CHAPTER 6. THE RESEARCH INVESTIGATION, ANALYSIS, DISCUSSION OF DATA AND RECOMMENDATIONS

6.1 INTRODUCTION

Having outlined the research design and methodology in the previous chapter, the purpose of the research investigation, the theoretical basis for the formulation of questions in the questionnaire, and the analysis and discussion of the data and results will be presented in this chapter. Finally, a set of recommendations classified as urgent, medium-term and long-term will be offered. Through a gap analysis, it is envisaged to ascertain the present level of quality with respect to the current administrative and management practices and how the Makana Municipality should be managed in terms of TQM and business excellence principles. The principles and elements of TQM as embodied in the international ISO 9000: 2000 Quality Management Standard would be used as a basis for the formulation of questions, namely customer focus, employee involvement and empowerment, the integration of processes, continuous improvement and a factual approach to decision-making.

6.2 PURPOSE OF THE RESEARCH INVESTIGATION

It was argued in Chapter 4 that one of the best methods to assess the effectiveness of the leadership process is to use the criteria of excellence from prestigious quality models, such as the Malcolm Baldrige National Quality Award, European Foundation of Quality Management Quality Award and the South African Excellence Foundation Model.

The purpose of the research investigation was to ascertain the *status quo* of the present administrative and management practices within the Makana Municipality. More specifically the purpose of the investigation was to:

1. determine employees' levels of satisfaction with the current level of quality;
2. determine the gaps between the current and expected (future) levels of quality;
3. identify specific aspects of quality that needed to be addressed; and

4. propose recommendations to improve and maintain quality levels.

Basically, the gap analysis indicated how the organisation was presently managed and how it should be managed in terms of TQM and business excellence principles.

6.2.1 Dimensions

The following dimensions were measured:

1. continuous service improvement;
2. financial resources;
3. infrastructure/work environment;
4. management responsibility: processes;
5. managing systems and processes;
6. measurement and monitoring;
7. needs/expectations of interested parties;
8. quality policy;
9. resource management;
10. responsibility, authority and communication;
11. service realisation; and
12. suppliers and partnerships.

The above-mentioned dimensions are core components of the ISO 9000: 2000 Quality Management System, which has a strong relationship to TQM.

6.3 THEORETICAL BASIS FOR THE FORMULATION OF QUESTIONS

The questions contained in the questionnaire were all based on the theoretical principles of TQM theory. The main elements constituting TQM were incorporated into the questionnaire, i.e., customer focus, employee involvement and empowerment, the integration of processes, continuous improvement and a factual approach to decision-making.

6.4 PROBLEMS ENCOUNTERED IN CONDUCTING FIELDWORK

Due to the diverse work activities of the municipal employees targeted to participate in the research survey, not all of them could complete the questionnaires on time. This delayed data capturing and data analysis for three days. However, the problem was overcome by re-scheduling the research process time frames.

Furthermore, certain employees could not understand the questions being asked in the questionnaire. The researcher then requested the respective section heads to assist the affected employees in understanding the questions and special care was taken that the affected employees provided their own responses without any interference or coercion from their superiors.

6.5 MEASUREMENT AND DATA COLLECTION

The process of selecting a representative part of the greater group under study is known as sampling (Neuman, 2003: 210). Researchers decide who should be observed with the aim of being able to draw conclusions that will be applicable to the greater group (population) from which the sample is drawn.

To this end, the researcher chose a cross-section of 150 municipal employees (sample) of the Makana Municipality from a total of 600 employees. One hundred and fifty questionnaires were printed and distributed to the sample employees. The respondents were informed that the survey was confidential and that what the researcher was interested in was the responses of the respondents, not their identity: No individual answers would be traceable to any respondent.

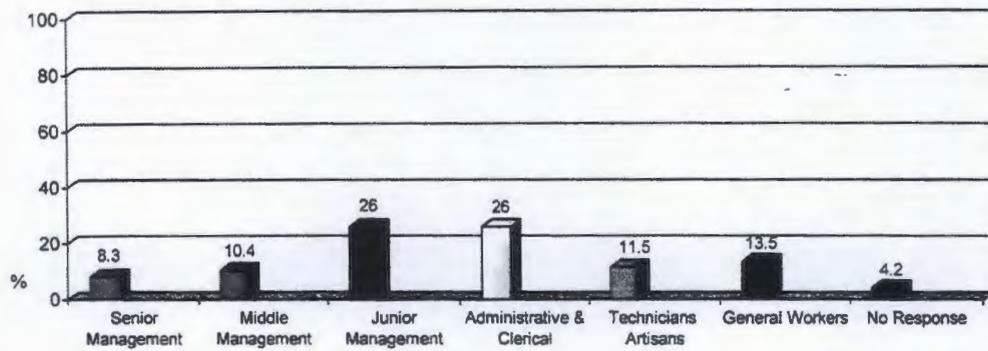
The respondents were requested to deposit their completed questionnaires in a locked 'Tender Box' provided for this purpose in the Department of Corporate Services. The locked box was opened after a cut-off date. The questionnaires were then collected, the data were captured and collated, and the answers were analysed and interpreted.

Of the 150 questionnaires distributed, 96 were completed and returned. Thus, the response rate was 64%.

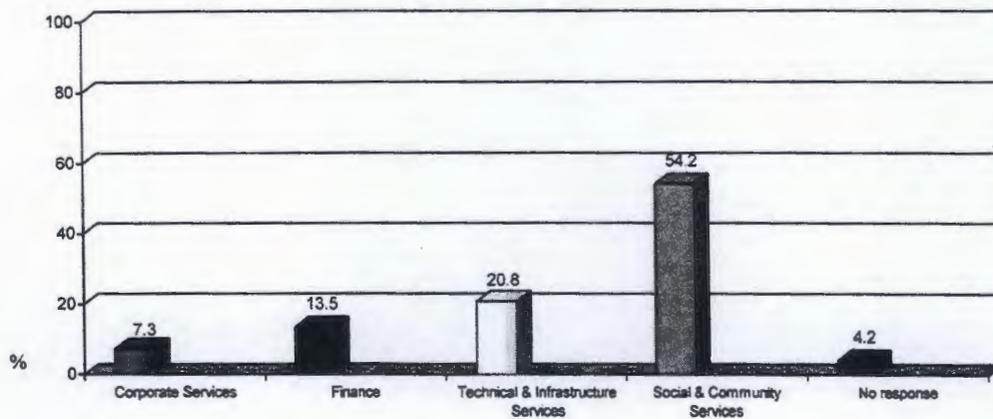
6.6 BIOGRAPHICAL INFORMATION

Ninety-six staff members participated in the survey. The detailed results of their biographical groups are presented in Appendix 03.

Graph 6.1: Biographical information of participants (Levels)

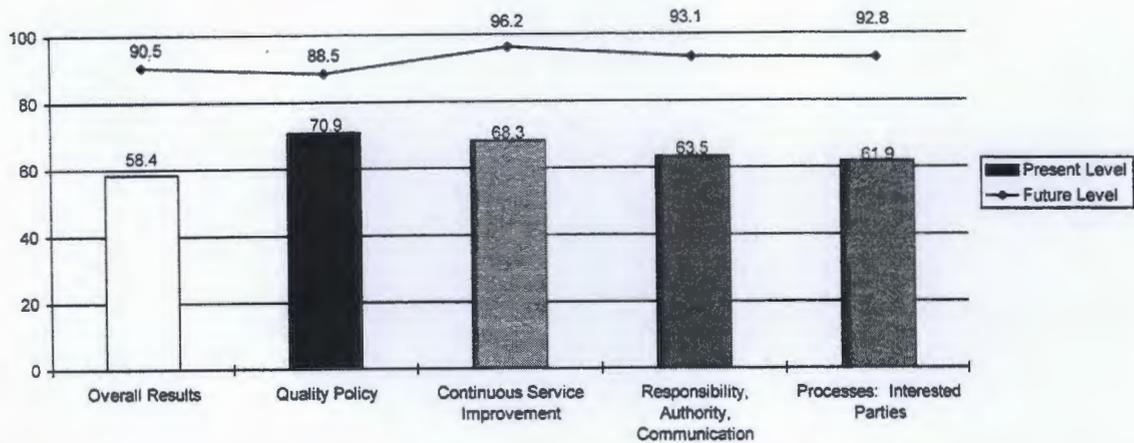


Graph 6.2: Percentage of respondents (Directorates)



6.6.1 Analysis of dimensions (60% & >)

Graph 6.3: Overall results of dimensions (60% & >)



The overall results of the assessment indicate that 58.4% of respondents were satisfied with the level of quality. However, most of the respondents perceived that quality could or should improve to 90.5% – a gap of 32.1%.

The *quality policy* was currently seen as the most positive aspect of the assessment. None of the measured statements was below the proposed cut-off point. All the levels, directorates and most of the job categories (except Environmental Health, Traffic Control & Licensing and Parks, Forests & Recreation) perceived the quality policy positively.

6.6.1.1 Continuous service improvement

All statements relating to this dimension were evaluated as positive, except for employees' perception that the Municipality did not always analyse data to assess the performance and identify areas for improvement – only 56.1% perceived that data were assessed and identified. Although all levels perceived this dimension as positive, Corporate Services and a number of job categories perceived it as problematic.

6.6.1.2 Responsibility, authority and communication

Overall, employees perceived that management did not always ensure that appropriate information was easily available for fact-based decision-making – only 58.9% perceived it as easily available. All levels and directorates perceived this

dimension as positive. However, a number of job categories perceived the dimension as problematic.

6.6.1.3 Processes: Interested parties

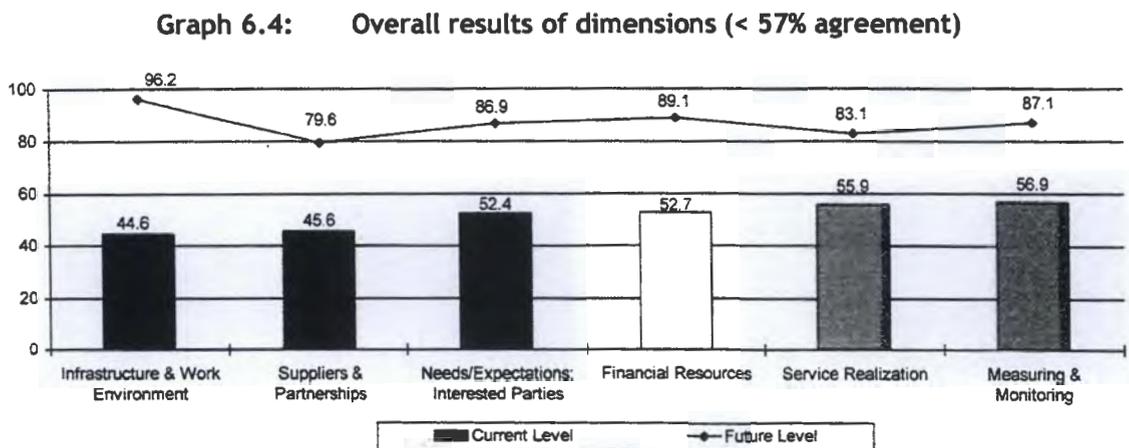
Two aspects were perceived as problematic by employees:

1. Management has defined customer-related processes to ensure consideration of residents' needs – only 54.0% agreed.
2. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations – only 57.3% agreed.

Perceptions regarding this dimension were mixed: Some biographical groups viewed it as positive and others viewed it as problematic.

The detailed results of the dimensions and statements are portrayed in Appendices 04, 05 and 06.

6.6.2 Analysis of dimensions (< 57% agreement)



A more detailed analysis of the six dimensions indicates the following:

1. The gap between the current and future levels of service was the biggest for *infrastructure and work environment* (51.6%). All the statements were below the cut-off point.
2. The gap between the current and future levels of service for *suppliers and partnerships* was 34,00%. All the statements were below the cut-off point.

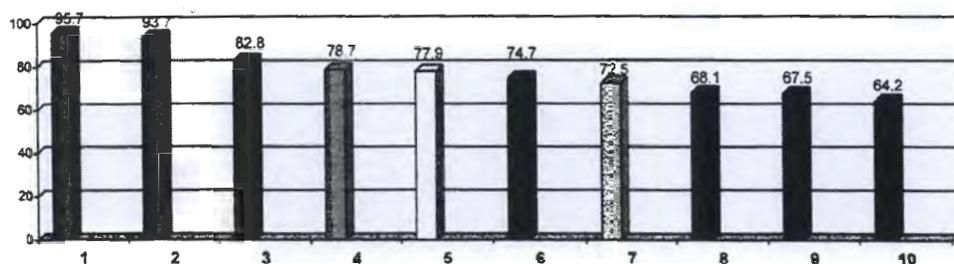
3. The gap between the current and future levels of service for *needs and expectations of interested parties* was 34,50%. All the statements were below the cut-off point.
4. The gap between the current and future levels of service for *financial resources* was 36,40%. All the statements were below the cut-off point.
5. The gap between the current and future levels of service for *service realisation* was 27,20%. All the statements are below the cut-off point.
6. The gap between the current and future levels of service for *measuring and monitoring* is 30,20%. All the statements are below the cut-off point.

All the expected results for the six dimensions were significantly more positive than the present results.

The detailed analysis of the six dimensions in shows that most of the statements pertaining to these dimensions were perceived as problematic.

6.6.3 Ten highest ranked statements

Graph 6.5: Ten highest ranked statements (present) % agree/strongly agree



NOTE:

1. = The total effectiveness of our work is strongly influenced by what we know and do (statement 81).
2. = Skilled and motivated employees can make a difference to our customer service (statement 79).
3. = Individual employee efforts are the greatest influence in providing good customer service (statement 80).

4. = In our department we work as a team to promote good customer service (statement 82).
5. = My immediate manager monitors my performance regularly (statement 38).
6. = My immediate manager tells me when I provide bad customer service (statement 40).
7. = My immediate manager tells me how to perform good customer service (statement 37).
8. = In Makana Municipality we are expected to speak up when we have an idea to improve customer service (statement 76).
9. = Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance (statement 85).
10. = Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality (statement 49).

The ten statements ranked highest show that more than 64% of the respondents perceived the above statements as positive.

It is clear from Graph 6.5 that most respondents perceived that skilled, motivated employees with the applicable knowledge can make a difference to customer service.

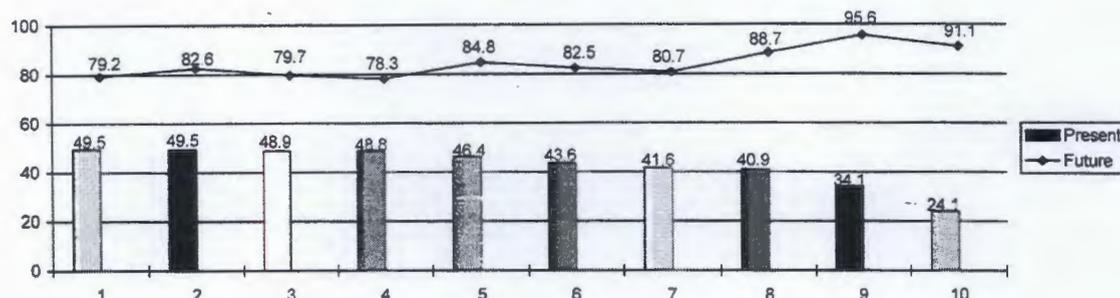
The results also show that respondents perceived that both teamwork and individual efforts are needed to provide good customer service.

It appears from the highest ranked statements that the immediate manager was perceived to play an important role in improving and maintaining customer service.

Most respondents were positive regarding management's involvement and support in improving the effectiveness and efficiency of the Municipality.

6.6.4 Ten lowest ranked statements

Graph 6.6: Ten lowest ranked statements' present versus future importance (% agree/strongly agree/important/very important)



NOTE:

1. = The Municipality considers the potential benefits of establishing partnerships with its suppliers (statement 24).
2. = We are able to change systems and procedures when they are ineffective (statement 5).
3. = Management involves suppliers in the identification of purchasing needs (statement 57).
4. = I have a checklist of processes for serving customers (statement 7).
5. = Management promotes partnership arrangements with suppliers (statement 59).
6. = The Municipality analyses non-conformity for lessons learned, process and service improvement (statement 73).
7. = Management involves suppliers in the identification of joint strategy development (statement 58).
8. = The Municipality ensures the availability of financial resources to meet the IDP objectives (statement 36).
9. = In Makana Municipality we get credit and recognition when we do something to make improvements (statement 78).
10. = Management ensures awareness of people in the Municipality about the link between service quality and costs (statement 61).

The results of the ten lowest ranked statements focused on issues such as:

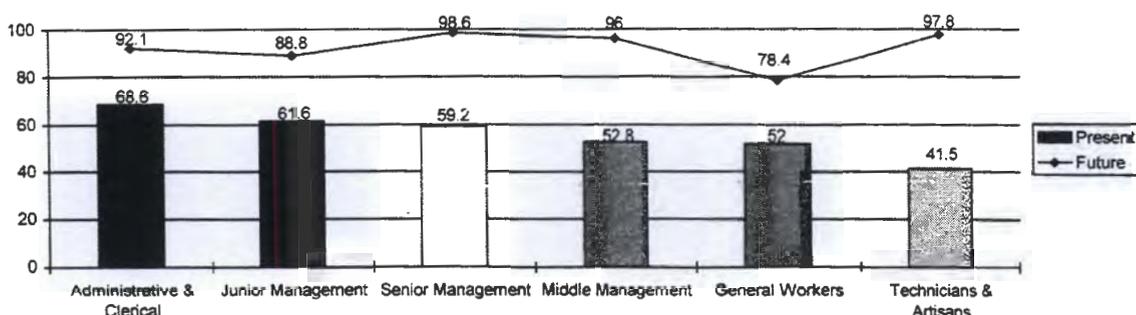
1. management’s lack of involvement with suppliers;
2. the lack of analysis of non-conformity lessons learned;
3. the unavailability of financial resources;
4. no credit or recognition for improvements;
5. no awareness of the link between service quality and costs.

All ten statements showed major gaps between present and future expectations. The biggest gaps were for:

1. In Makana Municipality, we get credit and recognition when we do something to make improvements (gap of 61.5%);
2. Management ensures awareness of people in the Municipality about the link between service quality and costs (gap of 67.0%).

6.6.5 Results of biographical groups (Levels)

Graph 6.7: Overall results of the level groups – present & future (agree/strongly agree & important/very important)



The results indicate that Administrative and Clerical Workers were overall the most positive level, with only two dimensions below the cut-off point.

The most dissatisfied level was that of Technicians and Artisans. The gap between the present and future levels of quality was 56.3%.

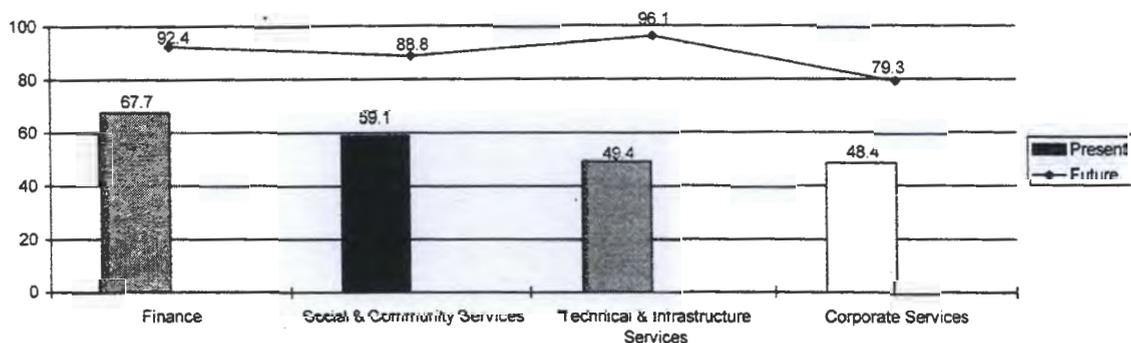
It is important to note that the gap for Middle Management between the present and future levels was 43.2%. Middle Managers perceived nine dimensions below the cut-off point.

General Workers perceived 11 of the 14 dimensions as problematic (below the cut-off point).

An analysis between the levels did not show any significant differences.

6.6.6 Results of directorates

Graph 6.8: Overall results of directorates – present & future (agree/strongly agree & important/very important)



Respondents from Finance were overall the most positive Directorate, with only three dimensions below the cut-off point and a gap of 24.7% between the present and future levels of quality.

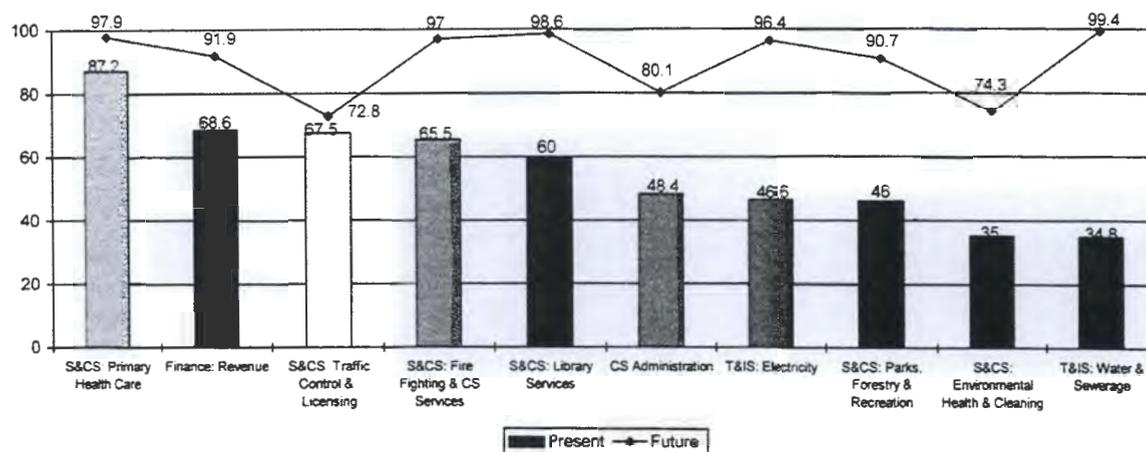
Technical and Infra-structural respondents' results showed a gap of 46.7% between the present and future levels of quality.

Corporate Services is the lowest ranked Directorate, with a gap of 30.9% and six dimensions below the cut-off point.

The respondents from Social & Community Services perceived that eight of the dimensions were below the cut-off point.

6.6.7 Results of job categories

**Graph 6.9: Overall results of the job categories - present & future
(agree/strongly agree & important/very important)**



The results of eight job categories were not analysed due to insufficient respondents (four or less):

3. Committee Services	=	0
4. Human Resources	=	1
5. Finance: Expenditure	=	2
6. Finance: Financial Accounting	=	1
7. Civil Engineering	=	2
8. Land & Housing	=	2
9. Roads & Stormwater	=	3
10. Town Planning	=	1

Graph 6.9 shows that the respondents from Primary Health Care were most positive about the present level of quality, with a gap of only 10.7%.

Respondents from Traffic Control & Licensing perceived the gap between the present and future levels of quality as only 5.3%.

A number of job categories perceived that nine or more dimensions were currently below the cut-off point (number of dimensions in brackets):

1. Electricity (10)
2. Parks, Forestry & Recreation (12)
3. Environmental Health & Cleansing (14)
4. Water & Sewerage (9)

No significant differences were noted between the levels.

It appears from the detailed results that not all the measured aspects were present and, in the future, perceived to be important by some departments.

6.7 SUMMARY OF RESULTS

The results indicate the following tendencies:

1. Employees were most positive about the quality policy (70.8% agreed) and continuous service improvement (68.3% agreed).
2. Employees were least satisfied with the infrastructure/work environment (only 44.6% saw it as positive) and suppliers and partnerships (only 45.6% perceived it as positive).
3. The majority of the respondents agreed that skilled and motivated employees can make a difference in customer service (93.7% agreed).
4. The majority of the respondents agreed that the total effectiveness of their work is strongly influenced by what they know and do (95.7%).

The biggest gaps between present levels of quality and the future/expected levels were for:

- | | | |
|------------------------------------|---|-------|
| 1. infrastructure/work environment | = | 51.6% |
| 2. resource management | = | 38.8% |
| 3. financial resources | = | 36.4% |
| 4. suppliers and partnerships | = | 34.0% |

All the Expected Level results for the dimensions were significantly more positive than the Present Level results.

Respondents from Traffic Control & Licensing and Environmental Health & Cleansing perceived future dimensions below the cut-off point (4 and 8 respondents respectively).

Some of the biggest concerns and uncertainty around quality were for:

1. management involvement of suppliers;
2. management promotion of partnership arrangements with suppliers;
3. management involvement of suppliers in the identification of purchasing needs;
4. analysis of non-conformity lessons learned; and
5. consideration of the potential benefits of establishing partnerships with suppliers.

The General Workers perceived some aspects of quality at very low levels (suppliers and partnerships, financial resources, service realisation and planning).

The respondents from Water & Sewerage and Environmental Health & Cleansing were the most negative job categories.

Respondents from Primary Health Care were overall the most positive job category.

Very few significant differences between the levels, directorates and dimensions were noted:

- **Suppliers and partnerships:** Technicians and Artisans were significantly more positive than General Workers;
- **Needs and expectations: interested parties:** Technical & Infra-structural services were significantly more positive than Social and Community Services.

Most important feedback from open-ended comments:

- improve communication;
- complete job descriptions and pay on a higher scale;
- provide workers with more training to provide better customer service.

6.8 RECOMMENDATIONS

The recommendations were classified as urgent (immediate action is needed), medium-term (3–9 months) and long-term (9–18 months). The sequence of recommendations was based on the overall diagnostic model and the results of the research survey. Detailed action plans need to be developed for each recommendation.

The recommendations were as follows:

1. *Urgent*

- 1.1 Provide all directorates and job categories feedback on the results of the survey. *Involve employees* in the process of developing objectives and action plans to solve perceived problem areas and to move towards the future levels of quality. Focus especially on groups with low evaluations. Integrate the individual action plans with the overall strategic plan to ensure conformity and alignment.
- 1.2 Develop a process to *involve suppliers* more in the Municipality's annual strategic planning process. Identify future-purchasing needs pro-actively and promote beneficial partnerships with suppliers.
- 1.3 Budget/plan to meet the *IDP objectives* in terms of:
 - 1.3.1 financial resources
 - 1.3.2 human resources
 - 1.3.3 physical resources (equipment, office layout, reception areas).
 - 1.3.4 Ensure that all new policies and procedures are *communicated timeously* to employees.

2. *Medium-term*

- 2.1 Investigate the appropriateness of the *infrastructure* (office space, air conditioning, signs, customer reception areas, etc.) and job categories that were perceived as inadequate. Conduct an internal audit to determine the quality of equipment (computers, printers, job tools, etc.). Employees need to perform their jobs effectively and equipment should be upgraded when necessary.

- 2.2 Train managers to plan, provide, control and monitor the **financial resources** of the Municipality effectively to maintain an effective and efficient quality management system. Train management to understand and apply the process approach to ensure an effective and efficient operation of support processes.
- 2.3 **Educate** all employees on the concept of service quality.
- 2.4 **Empower** all employees to act/provide input on effective systems and procedures.
- 2.5 Ensure that the **performance management process** allows for the recognition of employees who perform excellently.
- 2.6 Integrate the performance management process and the total quality process. Set specific **quality targets** for managers.

3. **Long-term**

- 3.1 Undertake a **skills audit** in the Municipality to determine employees' current levels of competence. Then budget and plan for employees' training.
- 3.2 Embark on a project to **improve relationships with the Municipality's customers**. Include the following in an overall customer survey:
 - 3.2.1 conduct a customer satisfaction survey to determine the current level of service as perceived by customers;
 - 3.2.2 determine customers' expectations and current levels of service;
 - 3.2.3 develop a customer care strategy;
 - 3.2.4 train all employees in customer care/relations;
 - 3.2.5 provide the necessary leadership (train managers to manage customer care);
 - 3.2.6 develop service standards;
 - 3.2.7 measure, monitor and take corrective actions on a continuous basis, for instance, install a complaints box with questionnaires at service points.

- 3.3 Implement a ***process of self-assessment*** of the quality systems of the Municipality that focuses on the following:
 - 3.3.1 the analysis of non-conformity lessons learnt;
 - 3.3.2 the collection of customer-related data;
 - 3.3.3 the collection of data from other interested parties.
- 3.4 Conduct ***quality audits*** on an annual basis to determine movement towards the expected outcomes.
- 3.5 Maintain all positive results of the survey.

Table 6.1: Urgent recommendations

KEY: MM = MUNICIPAL MANAGER; DIR = DIRECTORS; HOD = HEAD OF DEPARTMENTS; QM = QUALITY MANAGER

Identified problem area	Action steps	Accountable person	Due date
Providing all directorates with feedback on the results of the survey	Convene directorate, departmental, divisional, section and unit staff meetings to discuss survey results.	MM, DIR and HODs	31/01/2005
Involving suppliers in municipality's strategic planning process	Invite suppliers to provide comments and suggestions on how they view their relationship with the municipality.	DIR and HODs	28/02/2005
Linking IDP to budget	All IDP projects must have a financial, human and physical resources plan linked to it.	MM, DIR and HODs	28/02/2005
Communicating all new policies and procedures timeously to employees	All new policies and procedures in hard copy and electronic format must be easily accessible by staff. Management should discuss at staff meetings.	MM, DIR and HODs	28/02/2005

Table 6.2: Medium-term recommendations

KEY: MM = MUNICIPAL MANAGER; DIR = DIRECTORS; HOD = HEAD OF DEPARTMENTS; QM = QUALITY MANAGER

Identified problem area	Action steps	Accountable Person	Due date	Cost	Resources Needed
Office infrastructure inadequate	Undertake an internal audit to ascertain staff needs with respect to office infrastructure.	HODs	30/06/2005	R50 000	Appoint a consultant
Lack of financial management training with respect to quality management system.	Hold training workshops for financial management staff about their responsibilities with regard to maintaining a TQM system	DIR and QM	30/6/2005		Training materials
Service quality education	Hold training workshops to discuss the importance of service quality and customer orientation, especially for frontline staff	QM	31/07/2005	R50 000	Obtain the services of the Service Quality Institute of South Africa
Integration of performance management system and total quality management system	Hold training workshops to integrate PMS & TQM so that staff members view their roles in a holistic manner within the municipality.	MM, DIR, HODs and QM	31/10/2005	R100 000 funding from DBSA and MMP.	Obtain the services of consultants/service providers

Table 6.3: Long-term recommendations

KEY: MM = MUNICIPAL MANAGER; DIR = DIRECTORS; HOD = HEAD OF DEPARTMENTS; QM = QUALITY MANAGER

Identified problem area	Action Steps	Accountable person	Due Date	Cost	Resources needed
Skills audit	Undertake a skills audit to determine employee's current levels of competence.	DIR and HODs	31/12/2005	R20 000	
Self-assessment training of the quality management system	Hold training workshops for staff to empower them on data analysis and interpretation of data.	QM	30/09/2005	R30 000	-

6.9 CONCLUSION

The results of the empirical investigation of Makana Municipality show that there was certainly a need to launch more effective campaigns to provide better education and levels of awareness of TQM and business excellence as a total concept and to eliminate the myth that TQM and business excellence is just a basic set of tools that relates to products and services. This level of education and training should start with senior managers, since all the TQM and business excellence gurus and most researchers in this field have advocated that effective implementation requires top management commitment.

TQM and business excellence needed to be understood in Makana Municipality as a concept that drives the business, not just as a series of programmes and initiatives that are launched in an *ad hoc* manner. Associated with the previous point is the importance of creating a process-orientated approach to developing means that will deliver the ends. The real difference is made by having a culture that focuses on critical processes and their management through Plan-Do-Check-Act, supported by systems, tools and techniques, performance measures and benchmarking. Senior managers needed to appreciate that TQM and business excellence has to be implemented with clear intentions, and realistic goals and targets, through a process of communicating and deploying goals at all levels. This is the main reason why world-class organisations succeed with their TQM and business excellence programmes.

Prior to embarking on any TQM and business excellence initiative, senior managers in Makana Municipality needed to take into account the cultural norms and values and ensure that these were explicitly evident for all employees concerned, and that there were no conflicting views or opinions about what they believed in and what senior managers expected them to do as far as TQM and business excellence were concerned.

The concept of Makana customers needed to be broadened. There had to be a focus on total stakeholder satisfaction, since business organisations tend not to operate in isolation but rather are influenced by various stakeholders.

There are no shortcuts to building an effective TQM and business excellence culture and senior managers needed to be sensitive to this fact. While the methodologies proposed are very powerful and proven to be extremely effective in a wide variety of contexts, the building blocks for sustainable performance still have to be put into place in the first instance. It seems that organisations in South Africa are in an ideal position to expedite their efforts to 'catch up' with best in class examples, since they can readily embrace best practices and management concepts without needing to experiment.

Senior managers in Makana Municipality needed to appreciate that performance measurement in the context of TQM and business excellence is relative and not absolute and the whole ethos is to drive improvement activity in the long term. Scores and results from self-assessment, for instance, are only useful for gauging individual performances against best in class and identifying the key drivers for effective performance and, as such, to help put together action plans that would narrow the gap between the best organisations in the world and South African organisations. TQM and business excellence needed to be integrated with the business planning process so that sustainable performance could be achieved.

CHAPTER 7. THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT AND BUSINESS EXCELLENCE IN MAKANA MUNICIPALITY

7.1 INTRODUCTION

This chapter examines the results of implementing TQM and business excellence in Makana Municipality, based on the surveys described in Chapter 6.

Before TQM was implemented in Makana Municipality, literature on TQM implementation was reviewed. For example, Oakland (2003: 346) argues that making quality happen requires not only commitment, but also competence in the mechanics of TQM. Incompetence in the crucial early stages will compromise the establishment of the appropriate organisational structure, teamwork and training, including information about quality costs and quality systems. The launch of quality improvement requires a balanced approach, through systems, teams and tools.

An implementation framework allows the integration of TQM into the strategy of an organisation through an understanding of the core business processes and involvement of people. This leads to process analysis, self-assessment and benchmarking to identifying opportunities for improvement, including people development. The process opportunities should be prioritised into continuous improvement and re-engineering/redesign, and performance-based measurement should determine progress and feed back to the strategic framework.

Managers need to understand and pursue never-ending improvement. This should cover planning and operating processes, providing inputs, evaluating outputs, examining performance and modifying processes and their inputs. There are three basic principles of continuous improvement: focusing on the customer, understanding the process, and seeing that all employees are committed to quality. In the model for TQM, performance forms the core, which is surrounded by the hard management necessities of planning, processes and people. These are complementary and share the same needs – for top-level commitment, the right culture and good communications.

7.2 IMPLEMENTING TQM & THE MANAGEMENT OF CHANGE

The increasing acceptance of the ideas and techniques implied in the term TQM is perhaps the clearest indication of the organisational change and innovation that has taken place in the business world over recent years (Adinolfi, 2003: 141). While TQM techniques are relatively well established in developed countries such as Japan, the United Kingdom, Singapore, and the United States of America, these systems have only recently started to become popular in developing countries (Djerdjour & Patel, 2000: 25).

7.2.1 Management support

The success of TQM depends largely on management's ability to lead the organisation's quality transformation. Whitney and Pavett (1998: 9) state that implementing TQM is a major organisational change that requires a transformation in the organisation's culture, processes, strategic priorities and individual beliefs and behaviour. The authors identified leadership commitment, willingness to empower employees, receptiveness to changed reward systems and a motivation to improve as foundations for TQM success. Furthermore, the implementation of TQM can be successful if it has top management support and participation, quality improvement teams with sufficient resources, databased decision-making, and processes that are measured with feedback. These factors are related to perceptions of quality performance, job satisfaction and satisfaction with quality progress.

Sebastianelli and Tamimi (2003: 45) are adamant that many of the obstacles found to hinder TQM efforts, such as poor communication, lack of employee empowerment, inadequate resources, employee resistance to change, inadequate performance evaluation and reward systems, are linked to how effectively the quality transformation is managed. Ultimately, it is management's responsibility to plan for, lead, and effect the organisational change required for TQM success.

Hoffman and Mehra (1999: 72) identify certain critical factors, such as the lack of top management support, and lack of coordination among functions and organisational communications in combination with project planning, training and employee relationships, that are potentially fatal to productivity improvement

programmes. High productivity effects are impossible to sustain without a quality-based, process-oriented environment that emanates from the support of employees, upper management, and the organisation. This support comes first from an organisational atmosphere of quality excellence. The second component is a clearly communicated and well-understood set of organisational performance goals focusing on the total organisation. Finally, support flows from a cohesive organisational climate that promotes creativity and innovation through well-trained employees.

Leaders and managers must be prepared to act in ways that are congruent with the message contained in the vision. They need to lead by example, becoming role models that emphasise values critical to the change process, because such modelling provides a powerful symbolic form of communication: It would appear that organisations are prepared to follow leaders/managers who set examples through behaviour that matches the rhetoric. Chan (2001: 265), in his research on the relationship between transformational leadership and TQM implementation, suggests that leaders implementing TQM practices were seen to be more transformational, and were judged to be more satisfactory and effective in terms of performance.

According to Abraham, Crawford and Fisher (1999: 112), Yusof and Aspinwall (2000: 634) and Isaksson and Wiklund (2001: 249), the key factor in effectively achieving a change to a quality culture and practice is management support. Managers must be clearly perceived to support the change through communication; resource allocation, and recognition/reward; they must be prepared to provide sponsorship and orchestration of the change process. Although other factors, such as vision clarity, cultural communication (e.g., slogans, bulletin boards, quality newsletters and company videos) and a change strategy that stresses participation at all levels and avoids the use of penalties, are also important, management support is paramount in achieving successful conversion to a quality culture.

Oakland (2003: 339) suggests that the task of implementing TQM can be daunting and the chief executive faced with this may draw little comfort from the 'quality gurus'. While an intellectual understanding of quality provides a basis for TQM, it is clearly only the planting of the seed: The understanding must be translated into

commitment, policies, plans, and actions for TQM to germinate. Making this happen requires, not only commitment, but also competence in leadership and in making changes. Without a strategy to implement TQM through process management, capability, and control, the expended effort will be frustratingly wasted.

7.2.2 TQM and learning organisations

Dervitsiotis (1998: 109), having examined TQM and learning organisations as two of the most promising approaches for enduring organisational transformation, concluded that the two can complement each other, rather than competing for exclusive preference. Together they can help to implement more effectively a 'bifocal' performance improvement strategy, aiming simultaneously for short- and long-term improvements and competitive advantage.

7.2.3 Performance measurement

According to Van Schalkwyk (1998: 9), the primary purpose of the performance measurement system is to prompt behaviour and decision-making that will promote the company's strategy. In successful TQM companies, the performance measurement system moves away from a predominantly financial focus to also develop a quality and customer focus, by embracing non-financial measures that directly measure quality performance, by becoming more responsive to employees' real needs at all levels, and by becoming more outward-looking towards customers, competitors and suppliers. In line with TQM philosophy, the performance measurement system sees its goal as satisfying its internal customers, instead of forcing top-down, useless information onto them.

McAdam and Bannister (2001: 88), in a study on performance measurement within TQM frameworks, found that it is essential to establish the degree to which TQM has been implemented before trying to establish performance measures resulting from TQM. Ultimately, TQM must affect key, hard business performance measures and these measures must be explicitly stated within any measuring framework.

7.2.4 Certification

Golhar and Deshpande (1999: 714) ascertained that, where TQM was effectively implemented in organisations, there was improved performance on financial, customer-related and internal business-related measures. Chapman and Al-Khawaldeh (2002: 248) further concluded that there is a positive linear relationship between TQM and linear productivity. This relationship showed a high positive slope in companies with ISO 9000 certification and a considerably lower slope in companies without ISO 9000 certification. This reflects the importance of the ISO certification as an excellent foundation for achieving TQM.

According to Djerdjour and Patel (2000: 25), however, based on the experience of four organisations in Fiji, potential organisations should not initiate a quality programme without senior management commitment. Organisations should be aware that there is no one best way to embark on a TQM programme. It has been a common experience in developing countries to position ISO 9000 as a base for implementing TQM. However, organisations should first attempt to create a quality culture. The companies that decide to implement a quality programme need to be aware of and fully understand the extent of resources, training, facilitators, time and money required in implementing and maintaining a quality programme.

7.2.5 Attitudes

Cao, Clarke and Lehaney (2000: 186) classify organisational change into four categories:

1. changes in process;
2. changes in functions (structural change);
3. changes in values (cultural change); and
4. changes in power within the organisation.

However, many companies fiercely resist changes to their traditional performance management system, thereby undermining their TQM effort. Performance measurement information can be an important resource in its own right, but can also severely hinder improvements. Companies ignore this fact at their own peril

at a time when many traditional sources of competitive advantage are being swept away.

Kelner (1998: 9) states that, if people live and work in a positive environment where they are encouraged to improve, grow, take on responsibility, and work together, then they will see the initiation of quality systems, processes, and tools as improving their working life instead of being an unwarranted imposition. The goal of those implementing quality is not just to train everyone in the tools or even to set up processes and systems; it is to create an environment where people will naturally and instinctively work on quality of their own accord.

The idea is to attain convergence between the people and the practice, maximising the performance of both. Assessments of organisational climate can be used to monitor an organisation's readiness to take on quality and its likelihood of success. However, the underlying principle of quality applies, whether or not specific measures are applied: Management is about people creating an effective working environment for people. TQM implementation benefits from incorporating these 'soft' issues so that processes, structure, and environment are all pulling together to create high and continuously improving performance.

Hipkin (2000: 1) suggests that TQM should not be treated as an externally devised change programme that can be applied without consideration of the organisation in which it is implemented, but should be introduced as a social intervention whose meanings will be partially defined by the context wherein it is used.

7.2.6 Strategies

According to Kannan, Tan, Handfield and Ghosh (1999: 34), while TQM provides a framework within which to implement a well-conceived market strategy, it cannot undo the effects of a poorly conceived one. It is therefore imperative for quality managers to ensure that their quality implementation strategies, tactics, and measurements are correctly aligned with strategies in the areas of finance, operations, procurement, logistics, marketing, new product development and sales. Yong and Wilkinson (1999: 137) however, add another dimension to the implementation of TQM. They state that one of the strongest motivators for companies to adopt TQM is the presence of a business crisis. Without a sense of

urgency, companies and their management are rarely motivated to implement TQM or to stick with the rigours of such change-management strategies.

Leonard and McAdam (2002: 51) found that there was inconsistency in TQM terminology, especially about TQM's integration with the strategic planning process. Secondly, TQM was only articulated as a means of achieving a target, which had been set at strategic level. Finally, the results indicated that TQM plays a key role in strategy implementation, as distinct from strategic formulation, within organisations.

TQM can be integrated into the strategy of any organisation through an understanding of the core business processes and involvement of the people. Leonard, Reid and McAdam (2002: 710) found that organisations that applied TQM at a strategic level developed robust TQM programmes with greater longevity by using frequent regenerative approaches.

TQM can lead, therefore, not only to improvement in product quality, but also to improvement in strategic business performance, process quality, supplier quality management, customer focus and human resource management, and ISO 9000 has a much lower impact than TQM (Zhang, 2000: 129).

7.2.7 Sustainability

Redman and Grieves (1999: 45) argue that, if all organisations were able to successfully implement TQM, product and service quality would soon cease to be a competitive weapon in business strategy. However, a review of the literature emphatically informs us that this is not the case because TQM initiatives often fail. This is despite organisations' religiously following a quality guru's '14 steps to heaven' or the detailed check-listing approach of popular management consultants.

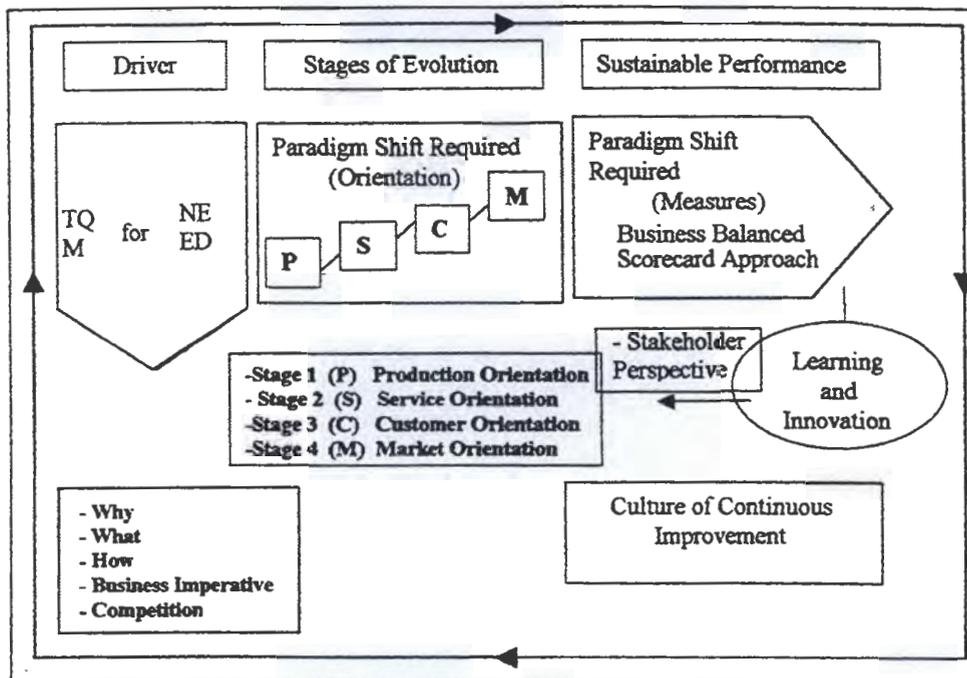
Evidence from the many surveys on TQM demonstrates that the 'easy part' of TQM, the launch of high profile programmes, has plainly been achieved. What is less clear, however, is why organisations find it so difficult to sustain, develop, and embed TQM into their core practices. The authors suggest that there was a gap between the espousal of TQM and what had actually been implemented. In theory, TQM had offered, or appeared to offer to the company, many things which had yet to materialise or were only briefly achieved.

Curry and Kadash (2002: 207) maintain that, without sustainability, TQM initiatives are usually doomed to fail: The essence of TQM is continuity over time, and integration of quality management initiatives into daily organisational operations. TQM only provides a basis for integration, upon which cultural change, commitment and the right strategies must be developed and built. As the whole process of understanding and appreciation of TQM takes some time, without sustaining the momentum, little or no business improvement is likely to be achieved.

Zairi (2002: 1161) conceptualises the issue of sustainability by way of a TQM Maturity and Sustainable Performance Model (Figure 7-1), which proposes the creation of an organisational system that fosters cooperation, learning, and innovation in order to facilitate the implementation of process management practices. This in turn leads to continuous improvement of processes, products and services, and to employee fulfilment, both of which are critical to stakeholder satisfaction and ultimately to the survival of the organisation.

Figure 7-1: TQM Maturity & Sustainable Performance Model

Source: Zairi, 2002: 1169



Implicit in Zairi's proposition is the crucial role that organisational leadership has to play in order to ensure the success of quality management. It is the

responsibility of leaders to create and communicate a vision that moves the organisation toward continuous improvement, and also to be supportive, in order to enable the creation and sustenance of an organisational system that is receptive to process management practices.

7.2.8 Processes

The value of TQM in process improvement is not disputed, but its benefits may all be negated by structural, cultural, or political constraints. In the search for TQM success, it has been suggested that a systematic perspective is needed, since the properties of an organisation are not reducible to the properties of the individual departments or functional areas. In managing change, the critical task is understanding how pieces balance one another, how changing one element changes the rest, and how sequencing and pace affect the whole structure.

Jabnoun (2000: 395) says that restructuring is absolutely necessary for a successful TQM implementation. Many companies superimpose their TQM committees on their existing structures, overlooking the fact the success of any organisation rests heavily on the compatibility between its strategy and structure. Love, Li, Irani and Holt (2000: 107) argue that re-engineering has emerged as an alternative to change. Albeit re-engineering seeks radical performance improvements, the path to its implementation is incremental. Therefore, organisational change should be viewed as a continuous process rather than a static or 'one-off' event.

7.2.9 Critical systems thinking

Taino (2001: 352) advocates a 'critical systems thinking' approach to the implementation of TQM, and argues that the total quality of an organisation affects our lives, even if people are neither internal nor external 'customers', in the popular meaning of the word. A much deeper and clearer approach is required if organisations want to add value to the lives of individuals and society in general.

Some of the many approaches to implementing TQM as a management system include managerial decrees, managerial sales campaigns, dissemination of knowledge only, 'problem solving' only, and standard methodology. Consulting firms around the world use others that do not fall into any of these categories.

While these approaches have advantages as well as disadvantages, it is essential to implement TQM based on the situation within the organisation, not neglecting the environment in which the organisation operates.

Critical systems thinking, apart from its critical awareness, can be seen to stand on complementarity, sociological awareness, and the promotion of human well-being and emancipation. If used adequately, it complements the customer focus, process improvement and employee involvement principles of TQM. The practical application of critical systems thinking makes one realise that there are organisational, societal and even political pressures that have made some methodologies more favourable than others. The approach seeks to develop the maximum potential of individuals in organisation and society.

Sciarelli (2002: 1141) argues that awareness of the citizenship rights and duties of the firm is fundamental in increasing its sphere of responsibility towards the public and environment. The relationships between business and environment are becoming much more critical with the progress of technological efficiency that has taken part in the shift of costs and sacrifices from inside the organisation to the world outside where the organisation's duties are carried out. Thus, instead of talking about their conflict of interests, it is important to stress the need to create harmony, convergence, and co-existence or compatibility between economic and social principles.

According to Fredriksson (2003: 225), traditional TQM models and strategies for implementation are designed to fit organisations and their activities for the workplace. Today's society should, more than ever, be interpreted as a complex system, with growing interdependence between business life and the public and private spheres. TQM has become well established as a major management tool, and is helpful to organisational objectives in areas such as industrial and product-orientated commercial businesses. The implementation of TQM, however, as a support for societal development from a systems approach is a relatively new topic, as are scientific studies of the subject.

7.2.10 TQM in the community

In the USA, there are several examples of organisations that are succeeding with the concept of total quality and are implementing their knowledge into other segments of society. Pensacola, a city in Florida, has brought together people from many sectors to create a 'quality community'. The state of Oregon is striving to create a high-performance society through benchmarking and human investment strategies. Communities in California, Wisconsin, and Arizona are establishing mutually profitable partnerships among schools, city governments and private businesses. There are also examples of communities in Sweden working with TQM; the most outstanding being the community of Aseda in Southern Sweden: Here, the improvement work is carried out systematically, with the aim of breaking a negative economic and demographic trend. The work ranges from improving the local environment to getting a national high school built in Aseda.

According to Thiagarajan, Zairi and Dale (2001: 289), Warwood (2001: 384) and Selladurai (2002: 613), there are many factors that contribute to the successful implementation of TQM, such as commitment from the top, people orientation, effective handling of change, organisational structure, corporate culture, direction for the improvement process and knowledge management. The barriers to the successful implementation of TQM are failure to focus on external results, lack of ownership, ineffective training, initiative fatigue, prevention costs, and unclear visions.

7.2.11 TQM terminology

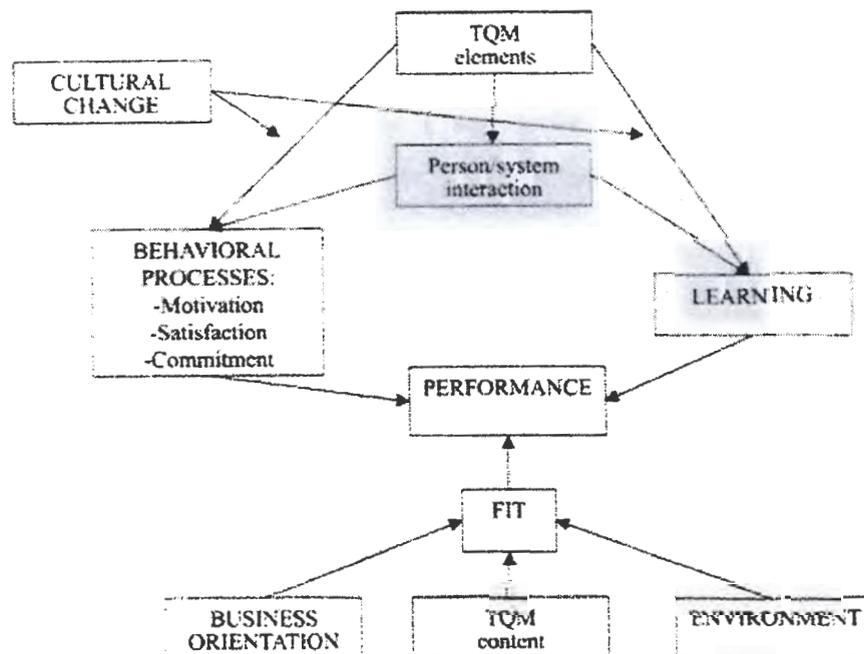
7.2.11.1 Contents and elements

Montes, Jover and Fernandez (2003: 314) provide a framework for studying the relationship between TQM and organisational performance (Organisations attempt to change culture for different reasons. Changing the culture is a key element in TQM and has wide-ranging implications for the whole organisation: It requires the introduction and acceptance of individual, group and organisational change. TQM provides the opportunity to make and influence behaviour and attitudes that have real effects on internal and external relationships, and on the way the organisation conducts its business.

Table 7.2). TQM contents as well as TQM elements are considered: From a contingency approach, TQM contents have to be consistent with business orientation and environmental uncertainty in order to be effective. On the other hand, the relationship between TQM elements and performance is developed from an industrial psychology perspective. Hence, TQM elements are considered to affect both behavioural and individual learning processes. In the proposed model, these relations are mediated by TQM-driven cultural change acceptance. Moreover, TQM elements affect these individual processes, both directly and through mediation by systems and personal factors. This is why both TQM contents and elements have to be considered in order to do the right thing and to do it well.

Figure 7-2: Relationship between TQM and performance

Source: Montes, *et al*, 2003: 189



7.2.11.2 Enablers

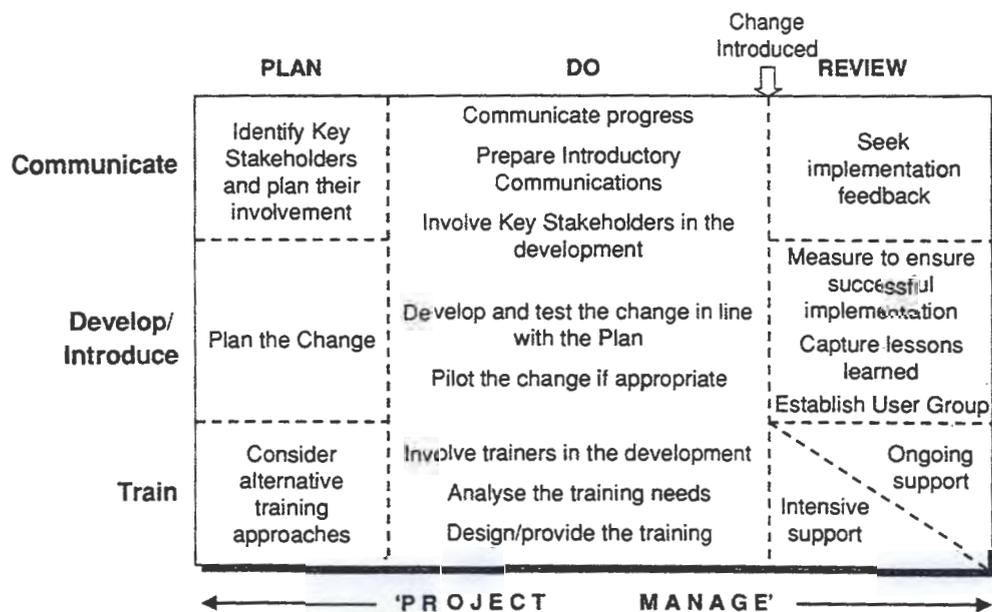
Addey (2001: 849) proposes a visionary approach model for quality management system design (Figure 7-3), which is based on the following enablers:

1. agreeing to a QMS vision: the ideal to which the company should aspire;
2. not moderating the idealised vision by reality until the planning phase;

3. creating a desire for change by identifying ‘what’s in it for me’ statements that are used to sell the benefits of the proposed change;
4. identifying and involving gatekeepers – individuals whose knowledge, experience, and charisma help gain essential senior management commitment;
5. providing timely/effective communications and embedded training in parallel with developing the change; and
6. involving key stakeholders throughout the development, not only to gain ownership and commitment, but also to provide confidence that the resulting changes will work as expected.

Figure 7-3: Visionary Approach Model

Source: Addey, 2002: 853



7.2.11.3 Predictors

According to Kontoghiorghes (2003:32), the following quality management variables were found to be the strongest predictors of productive, timely, and cost-effective performance – The extent to which:

1. work output by peers is consistently delivered in a complete fashion;
2. employees are satisfied with the internal processes of the organisation;
3. product or service quality is measured at every step of the process;

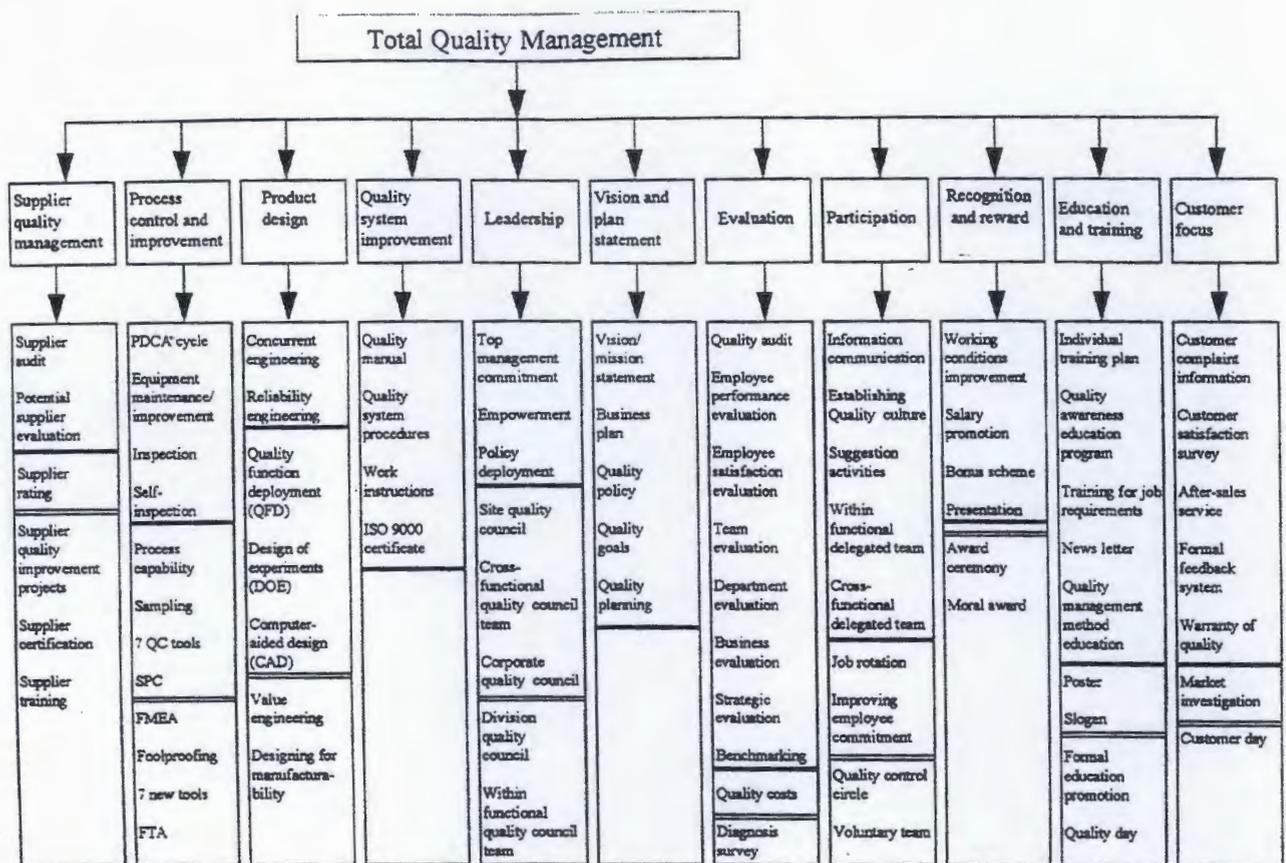
4. there is an emphasis on doing things right the first time;
5. there is satisfaction with the quality of peer work output;
6. the organisation focuses on process improvement; and
7. employees are involved in the decision-making process.

7.2.11.4 Quality management methods

According to Zhang (2000: 129), the implementation of TQM cannot be successful without utilising suitable quality management methods (QMMs). Access to appropriate QMMs has been put forward as vital for successful quality work, and the use of QMMs is an essential component of any successful quality improvement process. Different companies have employed different QMMs on the basis of their own requirements but they all have positive effects on product quality. Zhang (2000: 131) describes in Figure 7.4 below a Model of Quality Management Methods in this regard.

Figure 7-4: A Model of Quality Management Methods

Source: Zhang, 2000: 131



Understanding of the core business processes and involvement of the people leads, through process analysis, self-assessment and benchmarking, to identifying the improvement opportunities for the organisation, including people development. The identified processes should be prioritised into those that require re-engineering or redesign and those that lead to a complete rethink of the business.

7.2.11.5 Critical success factors and key performance

It all starts with the vision, goals, strategies and mission, which should be fully thought through, agreed and shared in the business because what follows determines whether these are achieved. The factors that are critical to success, critical success factors (CSFs – the building blocks of the mission) are then identified, as well as the key performance indicators (KPIs), i.e., the measures associated with the CSFs, which tell one whether one is moving towards or away from the mission or just standing still.

Having identified the CSFs and KPIs, the organisation should know what its core processes are. This is an area of potential bottleneck for many organisations because, if the core processes are not understood, the rest of the framework is difficult to implement. If the processes are known, one can carry out process analysis, sometimes called mapping and flowcharting, to fully understand one's business and identify opportunities for improvement. It should be easy to establish ISO 9000 standard-based systems at this stage, avoiding a huge separate effort and expense.

7.2.12 Self-assessment, benchmarking and performance measurement

Self-assessment to the European Excellence Model (EFQM) or Baldrige Quality Model, and benchmarking, will identify further improvement opportunities. According to McFarlane (2001: 165), the main reason for undertaking self-assessment is to drive improvement where the most critical phase of the entire process is action planning and implementation.

This will create a very long list of things to attend to, many of which require people development, training, and education. What is clearly needed next is prioritisation to identify processes that are run pretty well – they may be advertising/promoting the business or recruitment/selection processes – and subject them to a continuous improvement regime. For those processes that are identified as being poorly carried out, perhaps forecasting, training or even financial management, one may redesign them completely (Jackson, 2000: 182). That is where business process re-engineering (BPR) comes in. What must happen to all processes is performance measurement, the results of which are fed back to the benchmarking and strategic planning activities.

World-class organisations are doing all of these things. They have implemented their version of the TQM framework (Figure 7-5) and are achieving world-class performance and results (Zairi and Whymark, 2000: 146). What this requires first is world-class leadership and commitment. In many successful companies, TQM is not the very narrow set of tools and techniques often associated with failed 'programmes' in organisations in various parts of the world. It is part of a broad-based approach used by world class companies, such as Hewlett-Packard, Milliken,

TNT and Yellow Pages, to achieve organisational excellence, based on customer results, the highest weighted category of all the quality and excellence awards.

TQM embraces all of these areas. If used properly, and fully integrated into the business, it will help any organisation deliver its goals, targets, and strategy, including organisations in the public sector. This is because it is about people and their identifying, understanding, managing and improving processes – the thing any organisation has to do particularly well to achieve its objectives.

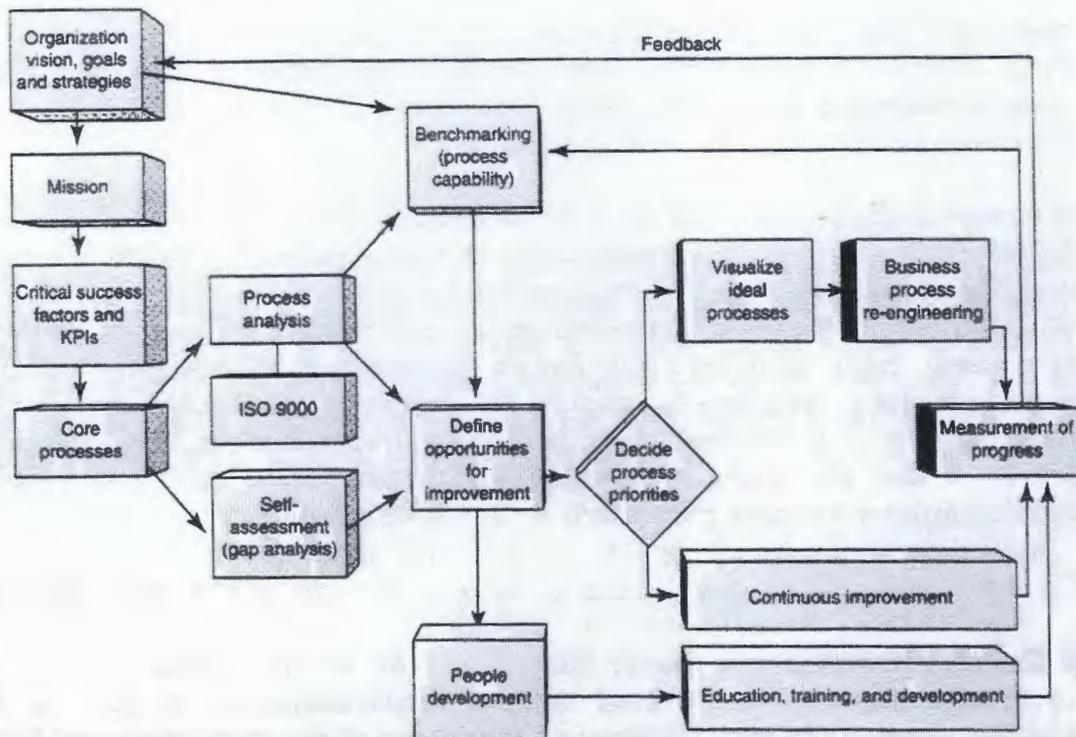
7.2.13 Implementation framework

Dale (2003: 78) explains that the TQM Framework in Figure 7-5, summarised in Table 7.1, is a means of developing and presenting plans in a non-prescriptive manner; i.e., it is a guide to action and not to be followed slavishly. In this way, it allows an organisation to choose an appropriate starting point and course of action to develop TQM and the improvement process at a pace that suits its business situation and available resources. If used correctly, the framework ensures that there are adequate mechanisms in place to enable continuous improvements to occur. At this stage, the organisation can turn to the use of self-assessment methods against a recognised model to identify strengths and weaknesses in its approach.

Oakland (2003: 341) shows in Figure 7.5 below that performance-based measurement of all processes and people development activities is necessary to determine progress so that the vision, goals, mission, and critical success factors may be examined, as well as the customers, internal and external. This forms the basis of an implementation framework for TQM.

Figure 7-5: The framework for implementation of TQM

Source: Oakland, 2003: 341



The four stages or pillars of the TQM implementation framework are organising, systems and techniques, measurement and feedback, and changing the culture.

7.2.13.1 Organising

This foundation stage is concerned with the motivation for starting TQM and a process of continuous improvement (which will influence the TQM approach adopted) and the resultant strategies, plans and means necessary to introduce and develop the process. The key actions in this stage can be described as follows:

1. A clear long-term strategy for TQM should be formulated and integrated with other key business strategies, departmental policies and objectives. This also includes the development of a quality policy and quality strategy. The aim should be to integrate them with the long-term plans of the business;

Table 7.1: TQM framework – a summary

Source: Dale, 2003: 78

<i>Organizing</i>	<i>Systems and techniques</i>	<i>Measurement and feedback</i>	<i>Changing the culture</i>
Long-term strategy for TQM formulated and integrated with other strategies; improvement plans developed	Identification of applicable tools and techniques at each stage of continuous improvement	Key internal and external performance measures identified, defined and developed	Assess the current status of organizational culture before developing plans for change
Definition of quality, TQM and continuous improvement developed and agreed	Training in the use of tools and techniques, for the right people at the right time	Ongoing discussion with customers about expected performance	Recognize the ongoing nature of culture change, and the need to outline specific changes
Choice of approach to TQM	Identification of other systems and standards that may be required by customers or legislation	Means for celebration and communication of success and teamwork developed	Recognize the role of people as an asset
Identification of sources of advice	Use of a formal quality system	Benchmarking, once improvement is under way	Plan change consistently and incrementally
Stages of improvement activity identified, taking the starting point into account	Identification of key business processes and improvement based on these processes	Consideration of the link between results from improvement and rewards	To minimize conflict, consider the inter-relationships of all activities within the organization
Executive leadership and commitment to TQM		Means of assessing the progress towards world-class performance considered, e.g. EFQM or MBNQA models	Identify factors which indicate that culture is changing
Vision and mission statements and values developed and communicated to all members of the organization			Consider the national and local culture
Decide the means by which TQM will be communicated			
Formal programme of education and training for all members of the organization			
Organizational infrastructure established to facilitate local ownership of TQM			
Teamwork established as a way of working and part of the infrastructure			

2. A common organisational definition for 'quality', 'TQM' and other terms used as part of the continuous improvement process, should be developed, agreed and communicated in simple, non-technical language, after discussion;
3. The approach to TQM should be decided;
4. The organisations and people (internal and external), who can be a source of advice on the approach to TQM and its introduction and development, should be identified;
5. Stages of improvement activity should be identified at the outset, taking into account the starting point of the organisation, the motivation for TQM and the tools and techniques that may be applicable;
6. Executive leadership, tangible commitment and support should be recognised as being crucial at all stages;
7. Vision and mission statements that are concise and understandable to all employees, should be developed, displayed and communicated in company-

unique language. It is important that everyone in the organisation can identify with the vision and mission statements: Communication is a key component of TQM and management cannot communicate too much on issues relating to TQM and the improvements made;

8. A formal programme of education and training should be established. The development of a training matrix helps to ensure that needs and capabilities are identified, along with the current level of awareness of TQM, quality systems and tools and techniques;
9. An organisational infrastructure should be established which will ultimately facilitate local ownership of TQM; and
10. Teamwork should be established and become part of the organisation's method of working.

7.2.13.2 Systems and techniques

This pillar of the framework involves the development of a quality management system to provide the necessary controls and discipline, and the standardisation of improvements. It also involves the use of quality management tools and techniques to, for example, aid quality planning, listen to the 'voice of the customer', capture data, control processes, make improvements, solve problems and involve people. Key actions at this stage include:

1. identification of the tools and techniques applicable at different stages of the improvement process;
2. development of the right type of training targeted at the right people. It should emphasise the why and how of the tools and techniques and the benefits of their use;
3. consideration of a formal quality management system, if one is not in place.

Any other systems or standards, which may be required as part of future contractual or legislative requirements or simply in order to compete in certain markets, should be identified and implemented.

Process analysis and improvement should be a continual part of the organisation's improvement process.

7.2.13.3 Measurement and feedback

This pillar of the framework enables the ‘voice of the customer’ to be translated into measures of performance with which the organisation can identify, and on which it can improve. It also deals with internal measures of performance, supplier assessment and development, and rewards and recognition. Key actions at this stage include:

1. Key internal and external performance measures should be identified and defined to assess the progress being made with TQM, and to ensure that customers are satisfied;
2. Discussion with customers (internal as well as external) about the performance expected and their needs and expectations should be undertaken, using a variety of techniques;
3. Benchmarking should be considered, once the organisation has taken some steps to improve quality;
4. Means of celebrating and communicating success with TQM should be considered, and methods developed for recognising the efforts of teams and individuals;
5. Linking rewards to improvement activities and results must be considered, although it is controversial; and
6. Means of assessing the progress of the business towards world-class performance should be used.

7.2.13.4 Changing the culture

The values of a TQM culture emphasise the importance of trust, open communication, willingness to confront problems, openness to change, and adaptability. These values are directed toward the strategic purpose of aligning people, processes, and resources to create value for customers so that, with total quality, strong culture becomes an asset. It inspires and demands continuous improvement for strategic purposes.

A strong total quality culture also provides a customer-focused vision, which people more readily identify with because it is more compatible with their general value

systems. People throughout the organisation become much more enthusiastic about improving for their customers' sake than they are about improving to please the boss, or to enhance productivity, reduce costs or improve financial performance – all internally focused goals that do not necessarily benefit the organisation in the long run.

Cameron and Sine (1999: 7) argue that a new framework for organisational culture is needed because of the lack of success associated with various types of quality initiatives and their confusing relationship with effectiveness. Despite the fact that quality has received a great deal of attention in the organisational studies literature, lack of clarity is still typical of the concept. Multiple definitions of quality are prevalent, key dimensions cannot be agreed on, and the relationship between quality and organisational performance remains ambiguous.

a. Values, techniques and tools

Hellsten and Klefsjo (2000: 238) view TQM as a management system consisting of the three interdependent components: values, techniques and tools. Techniques and tools support the values, and together they form a whole. This definition attempts to make organisations understand and implement TQM. The work of implementation should begin with the identification of core values that characterise the organisation. The next step is to distinguish techniques that are suitable for the organisation's use and support the chosen values. Ultimately, suitable tools have to be identified and used in an efficient way in order to support the techniques.

To overcome the liabilities of inconsistent definitions, dimensions and performance impacts, Cameron and Sine (1999: 7) began to investigate TQM as a cultural phenomenon rather than as a set of tools and techniques. Treating quality as a cultural phenomenon means that quality is approached as a set of values, and as a general orientation and an organisational ideology. Thus, when quality is defined culturally, investigators are able to avoid debates about which dimensions or processes are the most important to consider. Instead, the focus of attention shifts to the effect if an organisation's values, attitudes, and expectations reflect its quality principles.

Organisations attempt to change culture for different reasons. Changing the culture is a key element in TQM and has wide-ranging implications for the whole organisation: It requires the introduction and acceptance of individual, group and organisational change. TQM provides the opportunity to make and influence behaviour and attitudes that have real effects on internal and external relationships, and on the way the organisation conducts its business.

Table 7.2 the attributes of three types of quality culture that represent 'ideals' in the sense that not every attribute listed in every organisation is typified by that culture. A great deal of overlap occurs among the three different culture frameworks, supporting the notion that it is likely that different quality cultures coexist in organisations.

b. Corporate culture

According to Sousa-Poza, Nystrom and Wiese (2001: 744), the implementation of TQM is a complex programme that has a strong relationship with the organisation's corporate culture. Consequently, no standard implementation strategy or 'ideal' corporate cultures can be recommended for global application. The complexity of TQM implementation strategies require an adaptive approach that takes advantage of the opportunities and strengths available to the organisation, taking into accounts its threats and weaknesses. This makes the success of change programmes such as TQM dependent on leadership that is sensitive to local needs and adaptive to cultural conditions.

c. National culture

In a study of companies in four countries, namely UK, Germany, France, and Italy, Lagrosen (2002: 275) studied whether quality is managed differently in different cultures. The study has shown that, although the differences in the view and practice of quality management in the studied countries are not huge, there are some vital distinctions. It was found that there was a focus on people in the UK, on procedure and structure in Germany, on communication in France, and on leadership in Italy. These differences are interesting for theoretical development in the quality management area, and knowledge of them should be of practical value for managers of multinational companies.

Organisations attempt to change culture for different reasons. Changing the culture is a key element in TQM and has wide-ranging implications for the whole organisation: It requires the introduction and acceptance of individual, group and organisational change. TQM provides the opportunity to make and influence behaviour and attitudes that have real effects on internal and external relationships, and on the way the organisation conducts its business.

Table 7.2: A framework of quality cultures

Source: Cameron & Sine, 1999: 11

Quality culture	Garvin (1988)	Cole (1999b)	Current framework
Absence of quality emphasis			<p><i>Regarding products</i></p> <ul style="list-style-type: none"> • Quality is not a priority. • Quality is not systematically measured. • Quality is not tied to the organizational strategy. <p><i>Regarding customers</i></p> <ul style="list-style-type: none"> • The organization is not focused on customers. • It is not receiving feedback from customers. • The organization is not responsive to customers.
Error detection	<p><i>Inspection and quality control eras</i></p> <ul style="list-style-type: none"> • Primary concerns are detection and control. • Quality is a problem. • Focus is on product uniformity. • Uses statistical tools and measurement. • Professionals troubleshoot and inspect. • The primary responsibility for quality is in manufacturing to "inspect in" or "control in" quality. 	<p><i>Old paradigm</i></p> <ul style="list-style-type: none"> • Find and fix errors downstream. • Detection and repair are important. • Meets agreed-upon standards. • Conformance to requirements is important. • Quality is a functional specialty. • Match competitors. • Quality is carried out by experts. 	<p><i>Regarding products</i></p> <ul style="list-style-type: none"> • Avoid mistakes. • Reduce waste, rework, and repair. • Detects problems. • Focus is on outputs. <p><i>Regarding customers</i></p> <ul style="list-style-type: none"> • Avoid annoying customers. • Respond to complaints efficiently and accurately. • Assess satisfaction after the fact. • Focus on needs and requirements.
Error prevention	<p><i>Quality assurance and strategic management eras</i></p> <ul style="list-style-type: none"> • Primary concerns are coordination, prevention, and competition. • Quality is to be attacked aggressively. • Quality is a strategic advantage. • All employees are responsible for quality. • Professionals plan, design, measure, train, and educate. • Quality is "built in" and "managed into" processes. • The emphasis is on customer and market needs. 	<p><i>New paradigm</i></p> <ul style="list-style-type: none"> • The focus is on prevention. • Quality has goals, controls, and plans. • There is a corporatewide quality language. • There is a problem-solving methodology. • Quality is a corporate strategy. • Employees are involved. • There is cross-functional cooperation. 	<p><i>Regarding products</i></p> <ul style="list-style-type: none"> • Expect zero defects. • Prevent errors and mistakes. • Hold everyone accountable. • Focus on processes and root causes. <p><i>Regarding customers</i></p> <ul style="list-style-type: none"> • Satisfy customers and exceed expectations. • Eliminate problems in advance. • Involve customers in design. • Focus on preferences or "nice-to-have" attributes.

Quality culture Garvin (1988)	Cole (1999b)	Current framework
Creative quality	<i>New paradigm</i> <ul style="list-style-type: none"> • Internalize customer preferences. • Anticipate customer needs. 	<i>Regarding products</i> <ul style="list-style-type: none"> • Constantly improve and escalate standards. • Concentrate on things-gone-right. • Emphasize breakthroughs. • Focus on improvement in suppliers, customers, and processes. <i>Regarding customers</i> <ul style="list-style-type: none"> • Expect lifelong loyalty. • Surprise and delight customers. • Anticipate expectations and create

Hellsten and Klefsjo (2000: 239) state that it is not possible to identify key actions for the culture-changing stage, but there are a number of features to consider:

1. An assessment of the current status of the organisational culture should be undertaken, from both management and employee perspectives, before firm plans for change are developed;
2. Culture change must be recognised as ongoing, rather than as a prerequisite to the introduction of TQM;
3. Change should be planned and take place in a consistent and incremental manner;
4. The role of people within the organisation should be recognised;
5. Teamwork is an important facilitator in culture change, but organisations must ensure that the organisational infrastructure can adapt to the changes that teamwork will bring;
6. The interrelationships of all activities in the organisation, and the way in which they contribute to the overall quality of service and product provided, should be identified, so that conflict is minimised and TQM becomes part of the way in which the business is run;
7. Factors that indicate that TQM has started to change culture should be identified;
8. Thought needs to be given to the culture of a country and its people.

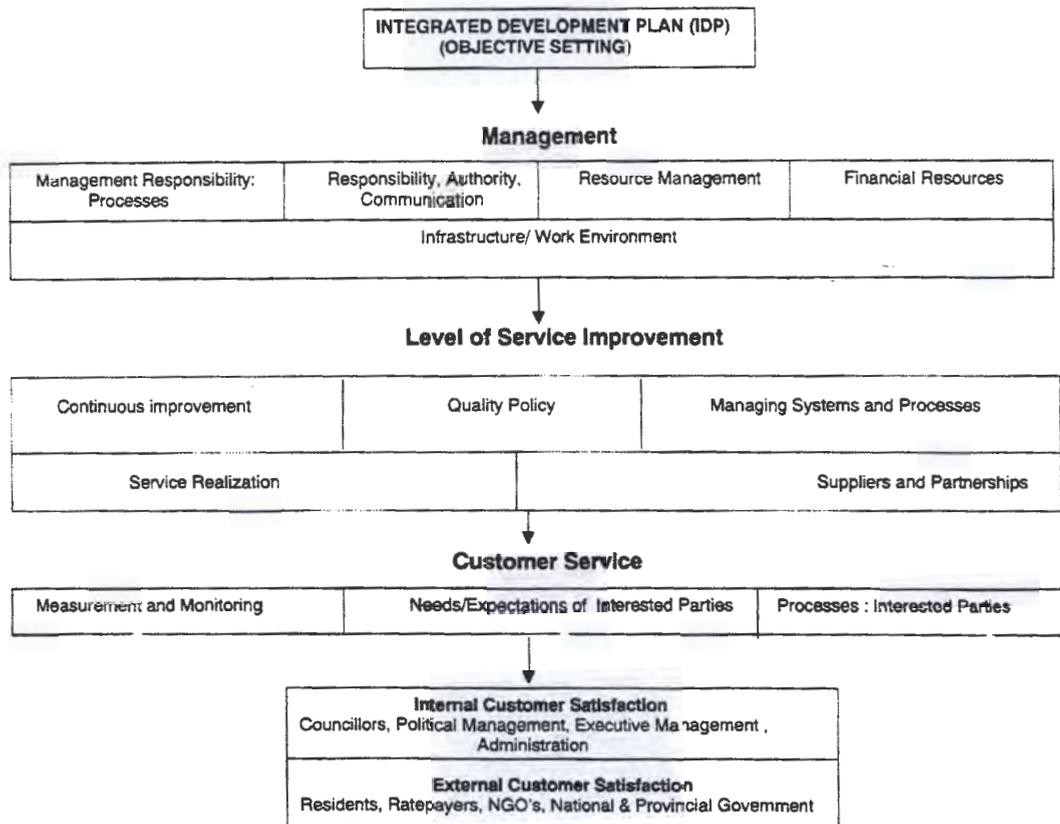
7.3 TOWARDS A MODEL FOR THE IMPLEMENTATION OF TQM AND BUSINESS EXCELLENCE IN THE MAKANA MUNICIPALITY

The Makana Municipality is obliged to follow the regulations of the South African Bureau of Standards (SABS) in view of the fact that both organisations are national institutions. In South Africa, according to SABS ISO 9004 (2000: 2), leading and operating an organisation successfully requires managing it in a systematic and visible manner. Success should result from implementing and maintaining a management system that is designed to continually improve the effectiveness and efficiency of the organisation's performance by considering the needs of interested parties. Managing an organisation includes quality management, among other management disciplines.

7.3.1 A new model for TQM and business excellence

Arising from the literature review, research findings and the recommendations a new integrated TQM and business excellence model for South African municipalities is presented in Figure 7.6 below to ensure that the principles of customer focus, employee involvement and empowerment, the integration of processes, continuous improvement and a factual approach to decision-making are given effect to.

Figure 7-6: An integrated TQM & business excellence model for local government



7.3.1.1 Quality objectives

In terms of SABS ISO 9004 (2000: 10), the organisation's strategic planning and its quality policy provide a framework for the setting of quality objectives. Top management should establish these objectives for improvement of the organisation's performance. The objectives should be capable of being measured in order to facilitate an effective and efficient review by management. When establishing these objectives, management should also consider:

1. current and future needs of the organisation and the markets served;
2. relevant findings from management reviews;
3. current product and process performance;
4. levels of satisfaction of interested parties;
5. self-assessment results;
6. benchmarking, competitor analysis, opportunities for improvement; and

7. resources needed to meet the objectives.

The quality objectives should be communicated in such a way that people in the organisation can contribute to their achievement. Responsibility for deployment of quality objectives should be defined. Objectives should be systematically reviewed and revised as necessary.

7.3.1.2 Management responsibility

Furthermore, in terms of SABS ISO 9004 (2000: 10), management should take responsibility for the quality planning of the organisation. This planning should focus on defining processes needed to meet, effectively and efficiently, the organisation's quality objectives and requirements consistent with the strategy of the organisation. Inputs for effective and efficient planning include:

1. strategies for the organisation;
2. defined organisational objectives;
3. defined needs and expectations of the customers and other interested parties;
4. evaluation of statutory and regulatory requirements;
5. evaluation of performance data of the products;
6. evaluation of performance data of processes;
7. lessons learned from previous experience;
8. indicated opportunities for improvement; and
9. related risk assessment and mitigation data.

Management should take its strategic leadership and management roles seriously.

7.3.1.3 Requirements

Outputs of quality planning for the organisation should define the product realisation and support processes needed in terms such as:

1. skills and knowledge needed by the organisation;
2. responsibility and authority for implementation of process improvement plans;
3. resources needed, such as financial and infrastructure;

4. metrics for evaluating the achievement of the organisation's performance improvement;
5. needs for improvement, including methods and tools; and
6. needs for documentation, including records.

Management should systematically review the outputs to ensure the effectiveness and efficiency of the processes of the organisation.

7.3.1.4 Customer orientation

Top management should establish a customer-oriented organisation:

1. by defining systems and processes that can be clearly understood, managed and improved, in effectiveness as well as efficiency; and
2. by ensuring effective and efficient operation and control of processes and of the measures and data used to determine satisfactory performance of the organisation.

Examples of activities to establish a customer-oriented organisation include:

1. defining and promoting processes that lead to improved organisational performance;
2. acquiring and using process data and information on a continuing basis;
3. directing progress towards continual improvement; and
4. using suitable methods to evaluate process improvement, such as self-assessments and management review.

Oakland (2003: 344) regards the concept of TQM as basically very simple: Each part of an organisation has customers, whether within or without, and the need to identify what the customer requirements are, and then set about meeting them, forms the core of a total quality approach.

Good performance requires the three hard management necessities:

1. planning, including the right policies and strategies;
2. processes and supporting management systems and improvement tools, such as statistical process control (SPC); and

3. people with the right knowledge, skills and training (Figure 7-7 below).

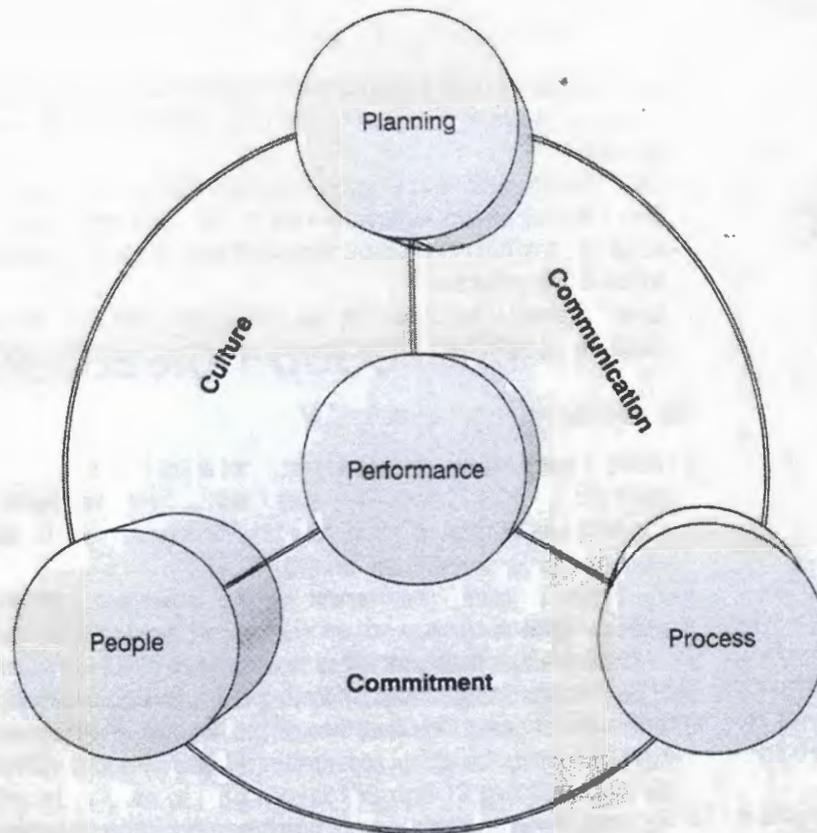
These are complementary in many ways and they share the same requirement for an uncompromising top-level commitment, the right culture, and good communications. This must start with the most senior management and flow down through the organisation.

Having said that, teamwork, SPC, or a quality management system can be used as a spearhead to drive TQM through an organisation. The attention to many aspects of a company's operations – from purchasing through to distribution, from data recording to control plot charting – which is required for the successful introduction of a good quality management system, or the implementation of SPC, will have a 'Hawthorne effect', i.e., will concentrate everyone's attention on the customer/supplier interface, both inside and outside the organisation.

This shows how *performance* may be improved through better *planning*, and the management of *people* and the *processes* in which they work. These four Ps are the keys to delivering quality products and services to customers and form a structure of hard management necessities for Oakland's new, simple TQM model (see Figure 7-7 below). The performance at the core of this model needs to be surrounded by commitment to quality and to meeting customer requirements, communication of the quality message, and recognition of the need to change the culture of most organisations to achieve total quality.

Figure 7-7: A model for total quality management

Source: Oakland, 2003: 345



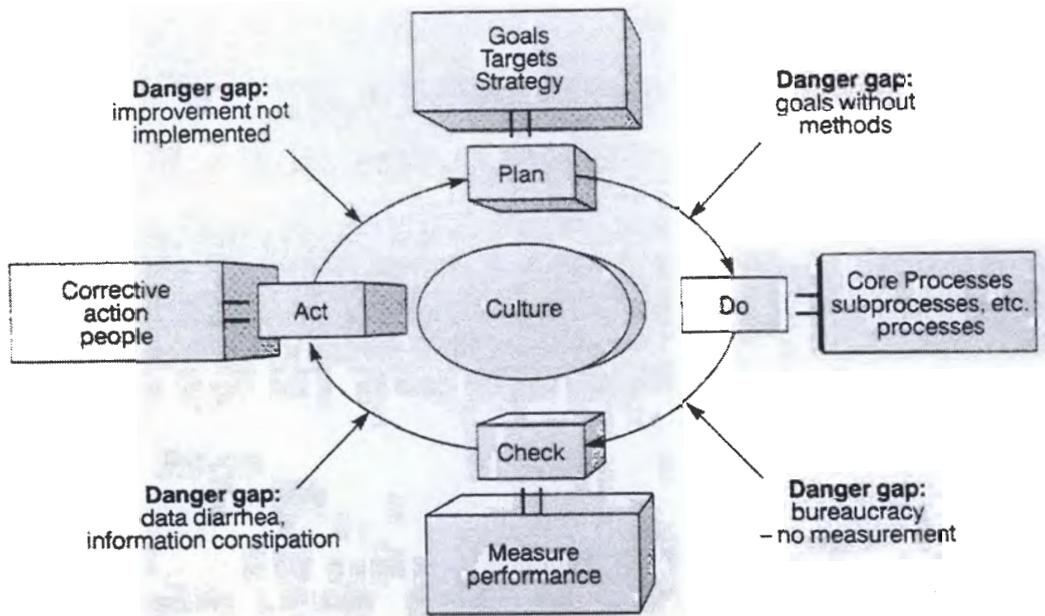
7.3.1.5 Continuous improvement

TQM calls for consideration of processes in all the major areas: marketing, design, procurement, operations, distribution and more. Clearly, each of these areas requires considerable expansion and thought but, if attention is given to all areas, using the concept of TQM, then very little will be left to chance.

According to Oakland (2003: 345) much of industry, commerce and the public sector would benefit from the continuous improvement cycle approach represented in Figure 7-8 below, which also shows the 'danger gaps' to be avoided. This approach ensures the implementation of the management commitment represented in the quality policy, and provides the environment and information base on which teamwork thrives.

Figure 7-8: TQM implementation – Deming’s Continuous Improvement Cycle

Source: Oakland, 2003: 345



According to the SABS ISO 9004 (2000: 5), to achieve the benefits of the continuous improvement cycle approach, it is necessary to establish, sustain and increase customer satisfaction. Top management should consider actions such as:

1. establishing a vision, policies and strategic objectives consistent with the purpose of the organisation;
2. leading the organisation by example, in order to develop trust with its people;
3. communicating organisational direction and values regarding quality and the quality management system;
4. participating in improvement projects, searching for new methods, solutions and products;
5. obtaining direct feedback on the effectiveness and efficiency of the quality management system;
6. identifying the product realisation processes that provide added value to the organisation;
7. identifying the support processes that influence the effectiveness and efficiency of the realisation processes;

8. creating an environment that encourages the involvement and development of people; and
9. provision of the structure and resources that are necessary to support the organisation's strategic plans.

Management should inculcate a culture of continuous improvement amongst all levels in the organisation and by doing so, it must ensure that sufficient resources are deployed for the ultimate realisation of customer satisfaction.

7.3.1.6 Performance measurement

Top management should also define methods for measuring the organisation's performance in order to determine whether planned objectives have been achieved (SABS ISO 9004, 2004: 5). Methods include:

1. financial measurement;
2. measurement of process performance throughout the organisation;
3. external measurement, such as benchmarking and third-party evaluation;
4. assessment of the satisfaction of customers, people in the organisation and other interested parties;
5. assessment of the perceptions of customers and other interested parties of performance of products provided; and
6. measurement of other success factors identified by management.

Information derived from such measurements and assessments should also be considered as input to management reviews in order to ensure that continual improvement of the quality management system is the driver for performance improvement of the organisation.

7.3.1.7 Leadership

Leadership is a crucial factor in the successful implementation of TQM. Leaders are people who have the ability to see the big picture, who can concretise the vision, and who can then inspire the employees to strive for the realisation of that

picture. Cox (1997: 178) provides a list of issues that leaders must take into account when trying to effect transformation:

1. Management must be committed to change;
2. Must have a vision, constancy of purpose and a planned strategy of implementation;
3. Must obtain a critical mass of profound knowledge-masters;
4. Leaders must 'walk the talk' and be exemplary role models;
5. Make the efforts a living plan of continuous improvement;
6. Patience and perseverance are key behaviours required;
7. Must develop the infrastructure to support the change;
8. Identify and eliminate the roadblocks to success;
9. Go beyond the quick-fix mentality by addressing lessons learned;
10. The philosophy is a quality vision;
11. The goal is total customer satisfaction;
12. The strategy is to focus on the process;
13. Must focus on the long term and eliminate short-term mentality.

Lee and Gharajedaghi (1998: 18) state that the importance of leadership to the success of TQM implementation is broadly recognised. The seven leadership functions that CEOs must take into account are:

1. creating a 'shared' Mission and Vision;
2. designing and managing an interactive organisation;
3. managing the interaction among people;
4. empowering people;
5. mobilisation;
6. creating a learning organisation; and
7. designing a phase-in strategy.

Terziovski, Sohal and Moss (1999: 915) argue that the extent to which leadership training is provided influences organisational performance. Companies that have invested in leadership training are more likely to succeed than companies that have not.

Walters (2001: 57), in a case study to determine whether the flexibility of CEOs in adapting their style to the followers' ability and willingness to change affected the implementation of an effective quality system, found that there is a relationship between leadership style and quality outcomes. Prudent leaders understand the organisational environment in terms of readiness and move their followers through the spectrum of readiness to the quality culture, with each movement compelling the organisation toward increasingly greater quality rewards.

Oakland (2003: 36) suggests that there are five requirements for leaders in the TQM organisation:

1. developing and publishing clear, documented corporate beliefs and purposes – a mission statement;
2. developing clear and effective strategies and supporting plans for achieving the mission;
3. identifying the critical success factors and critical processes;
4. reviewing the management structure; and
5. encouraging effective employee participation – empowerment.

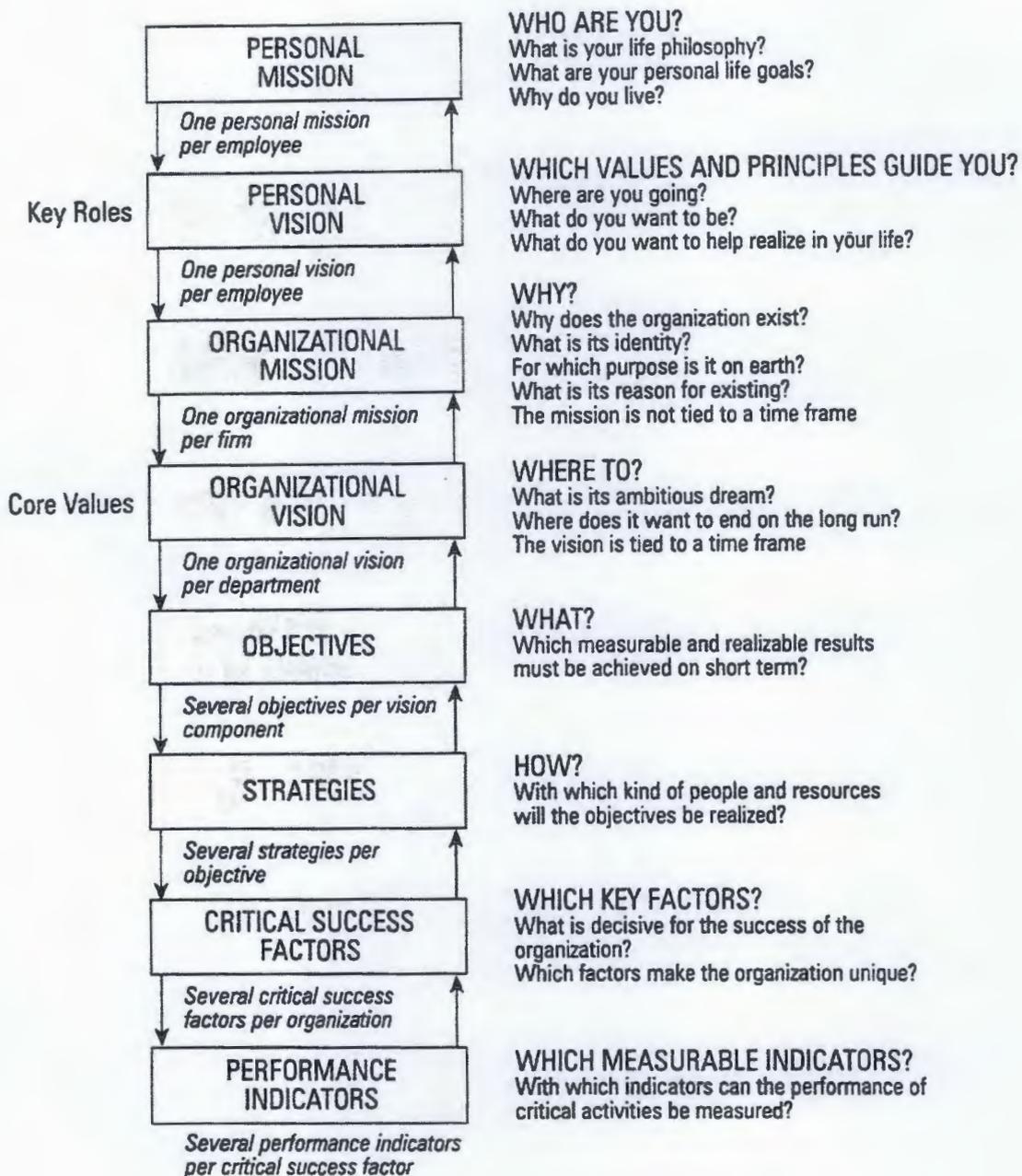
a. Vision

Firstly, the CEO or the top management team have to provide a vision of where the organisation wants to be and which factors will play key roles in getting it to realise the vision – and its related mission. After being informed of the vision and mission of the organisation, customers, suppliers and employees should have no doubt as to what the organisation stands for and how it will conduct business. After the vision and mission have been defined, top management should live them: They should be totally committed to them and, by their example, they should show the employees what should be done.

Rampersad (2001: 211) sees visionary management as a key issue for all organisations. It is both a philosophy and a set of guidelines that form the basis of a never-ending journey toward competitive advantage, whereby planning of strategic activities, implementation of these plans, and undertaking actions takes place continuously. He proposes a model in Figure 7.9 below to improve the organisation step-by-step, in a structured and systematic manner that is also related to the continuous and gradual improvement of all employees at all levels of the organisation, in order to improve their personal output on a daily basis.

Figure 7-9: Visionary Management Model

Source: Rampersad, 2001: 212



b. Strategies

The second requirement of leadership is that top management should be able to develop strategies that will guide the organisation towards the achievement of the vision and mission. These strategies are the broad directives necessary for the members of the organisation to be able to design operational plans that will actually make the strategies work. Leonard and McAdam (2003: 652) suggest that

TQM can have a dynamic role in strategy formulation, in addition to the more tactical role of strategy application and deployment.

c. Critical success factors and critical processes

The critical success factors, without which the plans cannot be executed, must be identified. A related issue is the design of appropriate business processes to support the core functions.

d. Structure

The next requirement is that an effective organisational structure should be designed to support the mission and the strategies. This is the well-known principle of 'structure follows strategy'. Both the management and the operational structures should receive attention.

e. Empowerment

The fifth requirement of leadership is to ensure that employees are empowered by making them co-responsible for the success of the company. Particular attention must be given to attitudes, abilities and participation.

f. Excellence

There is a large consensus in the literature that leadership excellence is the most critical aspect for successful implementation of TQM (Oakland, 2003: 35; Zairi, 1995: 37; Darling, 1999: 309) and ultimately to achieve organisational excellence.

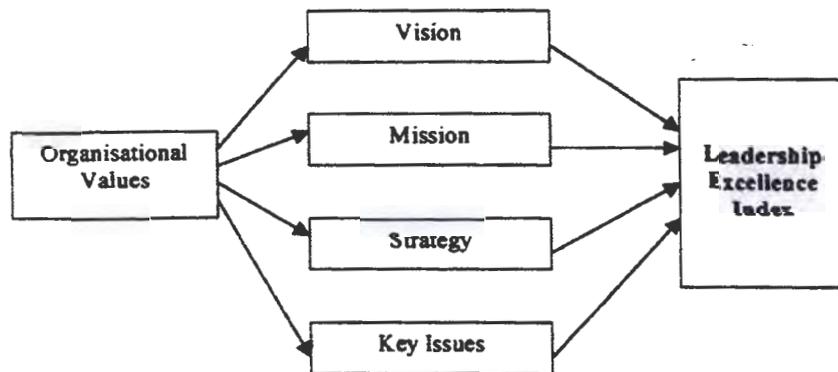
Kanji and Sa (2001: 701) proposed a holistic leadership excellence model in Figure 7.10 below, based on what they identified as critical success factors for leadership excellence, namely:

1. the existence of strong and shared organisational values (which provide the foundation for the identity of the organisation and are reflected in its vision, mission, strategy and management practices);
2. the development and communication of an inspiring vision;
3. the definition of a mission that states what the organisation stands for;
4. the development of a strategy aligned to the mission and the vision, and able to create a sustainable competitive advantage over competitors; and

5. the establishment of an organisational structure and operational mechanisms that facilitate the implementation of the vision, mission, and strategy.

Figure 7-10: Leadership Structural Equation Model

Source: Sa and Kanji, 2003: 133



According to the Leadership Structural Equation Model above, organisational values provide the foundation for vision, mission, strategy, and other key issues. The way these are developed and implemented determines the quality of the leadership in an organisation, as measured by the respective leadership excellence index (LEI). Leadership excellence is thus the result of outstanding performance of leaders in all these key areas. The LEI will reflect, in quantitative terms and through a single and integrated measure, the simultaneous performance of leaders in the roles of establishing and sharing the values, developing and communicating the vision, defining the mission, selecting and implementing a strategy and managing other operational key issues.

7.3.1.8 Responsibility and authority

In terms of SABS ISO 9004 (2000: 11), top management should define and then communicate the responsibility and authority in order to implement and maintain an effective and efficient quality management system. People throughout the organisation should be given responsibilities and authority to enable them to contribute to the achievement of the quality objectives and to establish their involvement, motivation and commitment.

7.3.1.9 Resources

In terms of SABS ISO 9004 (2000: 14), top management should also ensure that the resources essential to the implementation of strategy and the achievement of the organisation's objectives are identified and made available. This should include resources for operation and improvement of the quality management system, and for the satisfaction of customers and other interested parties. Resources may be people, infrastructure, work environment, information, suppliers and partners, natural resources and financial resources. Consideration should be given to the following in relation to resources in order to improve the performance of the organisation:

1. effective, efficient and timely provision of resources in relation to opportunities and constraints;
2. tangible resources, such as improved realisation and support facilities;
3. intangible resources, such as intellectual property;
4. resources and mechanisms to encourage innovative continual improvement;
5. organisation structures, including project and matrix management needs;
6. information management and technology;
7. enhancement of competence via focused training, education and learning;
8. development of leadership skills and profiles for the future managers of the organisation; and
9. use of natural resources and the impact of resources on the environment, and planning for future resource needs.

a. Financial resources

SABS ISO 9004 (2000: 19) requires that financial management should include activities for determining the needs for, and sources of, financial resources. The control of financial resources should include activities for comparing actual usage against plans, and taking necessary action. Management should plan, make available and control the financial resources necessary to implement and maintain an effective and efficient quality management system and to achieve the organisation's objectives. Management should also consider the development of

innovative financial methods to support and encourage improvement of the organisation's performance. Improving the effectiveness and efficiency of the quality management system can influence positively the financial results of the organisation:

- internally, by reducing process and product failures, or waste in material and time; or
- externally, by reducing product failures, costs of compensation under guarantees and warranties, and costs of lost customers and markets.

Reporting of such matters can also provide a means of determining ineffective or inefficient activities, and initiating suitable improvement actions. The financial reporting of activities related to the performance of the quality management system and product conformity should be used in management reviews.

7.3.1.10 Infrastructure

In terms of SABS ISO 9004 (2000: 17), management should define the infrastructure necessary for the realisation of products while considering the needs and expectations of interested parties. The infrastructure includes resources such as plant, workspace, tools and equipment, support services, information and communication technology, and transport facilities. The process of identifying the infrastructure necessary for achieving effective and efficient product realisation should include the following:

1. definition of the infrastructure in terms such as objectives, function, performance, availability, cost, safety, security and renewal;
2. development and implementation of maintenance methods to ensure that the infrastructure continues to meet the organisation's needs. These methods should consider the type and frequency of maintenance and verify the operation of each infrastructure element, based on its criticality and usage;
3. evaluation of the infrastructure against the needs and expectations of interested parties; and
4. consideration of environmental issues associated with infrastructure, such as conservation, pollution, waste and recycling.

Natural phenomena that cannot be controlled can affect infrastructure. The plan for the infrastructure should therefore consider the identification and mitigation of associated risks and should include strategies to protect the interests of interested parties.

7.3.1.11 Work environment

Management should ensure that the work environment has a positive influence on motivation, satisfaction and performance of people in order to enhance the performance of the organisation. Creation of a suitable work environment as a combination of human and physical factors, should include consideration of:

1. creative work methods and opportunities for greater involvement to realise the potential of people in the organisation;
2. safety rules and guidance, including the use of protective equipment;
3. ergonomics;
4. workplace location;
5. social interaction;
6. facilities for people in the organisation;
7. heat, humidity, light, airflow; and
8. hygiene, cleanliness, noise, vibration and pollution.

7.3.1.12 Processes

In terms of SABS ISO 9004 (2000: 53), a strategic objective of an organisation should be the continual improvement of processes in order to enhance the organisation's performance and benefit its interested parties. There are two fundamental ways to conduct continual process improvement, as follows:

1. breakthrough projects that either lead to revision and improvement of existing processes or the implementation of new processes. These are usually carried out by cross-functional teams outside routine operations;
2. small-step ongoing improvement activities conducted within existing processes by people.

People in the organisation are the best source of ideas for small-step or ongoing process improvement and often participate as work groups. The improvement activities should be controlled in order to understand their effect. The people in the organisation who are involved should be provided with the authority, technical support and necessary resources for the changes associated with the improvement.

Breakthrough projects usually involve significant redesign of existing processes and should include:

1. definition of the objectives and an outline of the improvement project;
2. analysis of the existing process (the 'as-is' process) and realising opportunities for change;
3. definition and planning of improvement to the process;
4. implementation of the improvement;
5. verification and validation of the process improvement; and
6. evaluation of the improvement achieved, including lessons learned.

Breakthrough projects should be conducted effectively and efficiently, using project management methods. After completion of the change, a new project plan should be the basis for continuing process management.

Continual improvement by either breakthrough projects or small steps should involve the following:

1. **A reason for improvement:** A process problem should be identified and an area for improvement selected, noting the reason for working on it;
2. **The current situation:** The effectiveness and efficiency of the existing process should be evaluated. Data to discover what types of problems occur most often should be collected and analysed. A specific problem should be selected and an objective for improvement should be set;
3. **Analysis:** The root causes of the problem should be identified and verified;
4. **Identification of possible solutions:** Alternative solutions should be explored. The best solution should be selected and implemented; i.e., the one that will

eliminate the root causes of the problem and prevent recurrence of the problem;

5. ***Evaluation of effects:*** It should be confirmed that the problem and its root causes have been eliminated or their effects decreased, that the solution has worked, and the objective for improvement has been met;
6. ***Implementation and standardisation of the new solution:*** The old process should be replaced with the improved process, thereby preventing the problem and its root causes from recurring; and
7. ***Evaluation of the effectiveness and efficiency of the process with the improvement action completed:*** The effectiveness and efficiency of the improvement project should be evaluated and consideration should be given for using its solution elsewhere in the organisation.

The process for improvement should be repeated on remaining problems, developing objectives and solutions for further process improvement. In order to facilitate the involvement and awareness of people in improvement activities, management should consider activities such as:

- forming small groups and having leaders elected by the group members;
- allowing people to control and improve their own workplace; and
- developing people's knowledge, experience and skills as a part of the overall quality management activities of the organisation.

a. Managing processes

In terms of SABS ISO 9004 (2000: 20), top management should ensure the effective and efficient operation of realisation and support processes and the associated process network so that the organisation has the capability of satisfying its interested parties.

While realisation processes result in products that add value directly to the organisation, support processes are also necessary to the organisation and add value indirectly. Any process is a sequence of related activities or an activity that has both input and output, and the interrelation of processes can be complex, resulting in process networks. Management should define the required outputs of

processes, and should identify the necessary inputs and activities required for their effective and efficient achievement. To ensure the effective and efficient operation of the organisation, management should also recognise that the output of one process may become the input to one or more other processes.

b. Inputs

The process approach ensures that process inputs are defined and recorded in order to provide a basis for formulation of requirements to be used for verifying and validating outputs. Inputs can be internal or external to the organisation; resolution of ambiguous or conflicting input requirements can involve consultation with the affected internal and external parties; input derived from activities not yet fully evaluated should be subject to evaluation through subsequent review, verification and validation. The organisation should identify significant or critical features of products or services and processes in order to develop an effective and efficient plan for controlling and monitoring the activities within its processes.

Examples of input issues to consider include

1. competence of people,
2. documentation,
3. equipment capability and monitoring, and
4. health, safety and the work environment.

Understanding that a process can be represented as a sequence of activities aids management in defining the process inputs. Once the inputs have been defined, the necessary activities, actions and resources required for the process can be determined, in order to achieve the desired outputs.

Results from verification and validation of processes and outputs should also be considered as inputs to a process, to achieve continual improvement of performance and the promotion of excellence throughout the organisation. Continual improvement of the organisation's processes will improve the effectiveness and efficiency of the quality management system and the organisation's performance.

c. Outputs

Process outputs that have been verified against process input requirements, including acceptance criteria, should consider the needs and expectations of customers and other interested parties. For verification purposes, the outputs should be recorded and evaluated against input requirements and acceptance criteria. This evaluation should identify necessary corrective actions, preventive actions or potential improvements in the effectiveness and efficiency of the process. Verification of the product can be carried out in the process in order to identify variation.

d. Documentation

Processes should be documented to the extent necessary to support effective and efficient operations. Documentation related to processes should support:

1. identifying and communicating the significant features of the processes;
2. training in the operation of processes;
3. sharing knowledge and experience in teams and workgroups;
4. measurement and audit of processes; and
5. analysis, review and improvement of processes.

An effective and efficient document management system should be established.

e. People

The role of people within the processes should be evaluated in order:

1. to ensure the health and safety of people;
2. to ensure that the necessary skills exist;
3. to support coordination of processes;
4. to provide for input from people in process analysis; and
5. to promote innovation from people.

Appropriate training should be provided to staff in process management.

f. Realisation

Management should identify the processes needed to realise products or services to satisfy the requirements of customers and other interested parties. To ensure product or service realisation, consideration should be given to associated support processes, as well as desired outputs, process steps, activities, flows, control measures, training needs, equipment, methods, information, materials and other resources.

g. Operating plans

An operating plan should be defined to manage the processes, including :

1. input and output requirements (for example, specifications and resources);
2. activities within the processes;
3. verification and validation of processes and products;
4. analysis of the process, including dependability;
5. identification, assessment and mitigation of risk;
6. corrective and preventative actions;
7. opportunities and actions for process improvement; and
8. control of changes to processes and products or services.

All staff should be integrally involved in the compiling of operating plans.

h. Support processes

Examples of support processes include :

1. managing information,
2. training of people,
3. finance-related activities,
4. infrastructure and service maintenance,
5. application of industrial safety/protective equipment, and
6. marketing.

Support processes need to be effectively co-ordinated and managed so as to ensure that quality and excellence are realised on a sustainable basis.

i. Reviews

The management of the organisation should undertake periodic reviews of process performance to ensure the process is consistent with the operating plan. Examples of topics for this review include:

1. reliability and repeatability of the process;
2. identification and prevention of potential nonconformities;
3. adequacy of design and development inputs and outputs;
4. consistency of inputs and outputs with planned objectives;
5. potential for improvements; and
6. unresolved issues.

Evaluation is critical if the organisation is seen to be serious about performance excellence.

7.3.1.13 Quality policy

In terms of SABS ISO 9004 (2000: 9), top management should use the quality policy as a means of leading the organisation toward improvement of its performance. An organisation's quality policy should be an equal and consistent part of the organisation's overall policies and strategy. In establishing the quality policy, top management should consider:

1. the level and type of future improvement needed for the organisation to be successful;
2. the expected or desired degree of customer satisfaction;
3. the development of people in the organisation;
4. the needs and expectations of other interested parties;
5. the resources needed to go beyond ISO 9001 requirements; and
6. the potential contributions of suppliers and partners.

The quality policy can be used for improvement, provided that:

1. it is consistent with top management's vision and strategy for the organisation's future;
2. it permits quality objectives to be understood and pursued throughout the organisation;
3. it demonstrates top management's commitment to quality and the provision of adequate resources for achievement of objectives;
4. it aids in promoting a commitment to quality throughout the organisation, with clear leadership by top management;
5. it includes continual improvement as related to satisfaction of the needs and expectations of customers and other interested parties; and
6. it is effectively formulated and efficiently communicated.

As with other business policies, the quality policy should be periodically reviewed.

7.3.1.14 Management system

In terms of SABS ISO 9004 (2000: 2), leading and operating an organisation successfully requires managing it in a systematic and visible manner. Success should result from implementing and maintaining a management system that is designed to continually improve the effectiveness and efficiency of the organisation's performance by considering the needs of interested parties. Managing an organisation includes quality management, among other management disciplines.

Top management should establish a customer-oriented organisation:

- by defining systems and processes that can be clearly understood, managed and improved in effectiveness as well as efficiency; and
- by ensuring effective and efficient operation and control of processes and the measures and data used to determine satisfactory performance of the organisation.

Examples of activities to establish a customer-oriented organisation include:

1. defining and promoting processes that lead to improved organisational performance;
2. acquiring and using process data and information on a continuing basis;
3. directing progress towards continual improvement; and
4. using suitable methods to evaluate process improvement, such as self-assessments and management review.

7.3.1.15 Suppliers and partners

In terms of SABS ISO 9004 (2000: 19), management should establish relationships with suppliers and partners to promote and facilitate communication with the aim of mutually improving the effectiveness and efficiency of processes that create value. There are various opportunities for organisations to increase value through working with their suppliers and partners, such as:

1. optimising the number of suppliers and partners;
2. establishing two-way communication at appropriate levels in both organisations to facilitate the rapid solution of problems, and to avoid costly delays or disputes;
3. cooperating with suppliers in validation of the capability of their processes;
4. monitoring the ability of suppliers to deliver conforming products with the aim of eliminating redundant verifications;
5. encouraging suppliers to implement programmes for continual improvement of performance and to participate in other joint improvement initiatives;
6. involving suppliers in the organisation's design and development activities to share knowledge, and effectively and efficiently improve the realisation and delivery processes for conforming products;
7. involving partners in identification of purchasing needs and joint strategy development; and
8. evaluating, recognising and rewarding efforts and achievements by suppliers and partners.

7.3.1.16 Performance measurement

In terms of SABS ISO 9004 (2000: 35), top management should ensure that effective and efficient methods are used to identify areas for improvement of the quality management system performance. Examples of methods include:

1. satisfaction surveys for customers and other interested parties,
2. internal audits,
3. financial measurements, and
4. self-assessment.

Management should ensure that properly qualified personnel and or service providers with the required resources are identified to undertake evaluation of the quality management system.

a. Customer satisfaction

Measurement and monitoring of customer satisfaction is based on review of customer-related information. The collection of such information may be active or passive. Management should recognise that there are many sources of customer-related information, and should establish effective and efficient processes to collect, analyse and use this information for improving the performance of the organisation. The organisation should identify sources of customer and end-user information, available in written and verbal forms, from internal and external sources. Examples of customer-related information include:

1. customer and user surveys,
2. feedback on aspects of product or service,
3. customer requirements and contact information,
4. market needs,
5. service delivery data, and
6. information relating to competition.

Management should use measurement of customer satisfaction as a vital tool. The organisation's process for requesting, measuring and monitoring feedback of customer satisfaction should provide information on a continual basis. This process

should consider conformity to requirements, meeting needs and expectations of customers, and the price and delivery of product or service.

The organisation should establish and use sources of customer satisfaction information and should cooperate with its customers in order to anticipate future needs. It should plan and establish processes to listen effectively and efficiently to the 'voice of the customer'. Planning for these processes should define and implement data-collection methods, including information sources, frequency of collection, and data-analysis review. Examples of sources of information on customer satisfaction include:

1. customer complaints,
2. communicating directly with customers,
3. questionnaires and surveys,
4. subcontracted collection and analysis of data,
5. focus groups,
6. reports from consumer organisations,
7. reports in various media, and
8. sector and industry studies.

The function of ascertaining customer satisfaction can be outsourced to specialised service providers in this regard.

7.3.1.17 Interested parties

In terms of SABS ISO 9004 (2000: 7), every organisation has interested parties, each party having needs and expectations. Interested parties of organisations include:

1. customers and end-users,
2. people in the organisation,
3. owners/investors (such as shareholders, individuals or groups, including the public sector, that have a specific interest in the organisation),
4. suppliers and partners, and

5. society, in terms of the community and the public affected by the organisation or its products.

The success of the organisation depends on understanding and satisfying the current and future needs and expectations of present and potential customers and end-users, as well as understanding and considering those of other interested parties.

In order to understand and meet the needs and expectations of interested parties, an organisation should:

1. identify its interested parties and maintain a balanced response to their needs and expectations;
2. translate identified needs and expectations into requirements;
3. communicate the requirements throughout the organisation; and
4. focus on process improvement to ensure value for the identified interested parties.

To satisfy customer and end-user needs and expectations, the management of an organisation should:

1. understand the needs and expectations of its customers, including those of potential customers;
2. determine key product characteristics for its customers and end-users;
3. identify and assess competition in its market; and
4. identify market opportunities, weaknesses and future competitive advantage.

Examples of customer and end-user needs and expectations, as related to the organisation's products, include:

1. conformity,
2. dependability,
3. availability,
4. delivery,
5. post-realisation activities,

6. price and life-cycle costs,
7. product safety,
8. product liability, and
9. environmental impact.

The organisation should identify its personnel's needs and expectations for recognition, work satisfaction, and personal development. Such attention helps to ensure that the involvement and motivation of people are as strong as possible. The organisation should define financial and other results that satisfy the identified needs and expectations of owners and investors.

Management should consider the potential benefits of establishing partnerships with suppliers to the organisation, in order to create value for both parties. A partnership should be based on a joint strategy, sharing knowledge as well as gains and losses. When establishing partnerships, an organisation should:

1. identify key suppliers, and other organisations, as potential partners;
2. jointly establish a clear understanding of customers' needs and expectations;
3. jointly establish a clear understanding of the partners' needs and expectations;
and
4. set goals to secure opportunities for continuing partnerships.

In considering its relationships with society, the organisation should:

1. demonstrate responsibility for health and safety;
2. consider environmental impact, including conservation of energy and natural resources;
3. identify applicable statutory and regulatory requirements; and
4. identify the current and potential impacts on society in general, and the local community in particular, of its products, processes and activities.

7.3.1.18 Communication

In terms of SABS ISO 9004 (2000: 23), management should ensure that the organisation has defined mutually acceptable processes for communicating

effectively and efficiently with its customers and other interested parties. The organisation should implement and maintain such processes to ensure adequate understanding of the needs and expectations of its interested parties, and for translation into requirements for the organisation. These processes should include identification and review of relevant information and should actively involve customers and other interested parties. Examples of relevant process information include:

1. requirements of the customer or other interested parties,
2. market research, including sector and end-user data,
3. contract requirements,
4. competitor analysis,
5. benchmarking, and
6. processes due to statutory or regulatory requirements.

The organisation should have a full understanding of the process requirements of the customer, or other interested party, before initiating its action to comply. This understanding and its impact should be mutually acceptable to the participants.

7.4 ACTION PLAN FOR THE INTRODUCTION OF TQM AND BUSINESS EXCELLENCE INTO MAKANA MUNICIPALITY

This action plan (shown in Table 3 below) was drawn up by the researcher for Makana Municipality in consideration of the above. It was the success of this plan's implementation that was surveyed in the questionnaires described in Chapter 6.

Table 7.3: TQM and Business Excellence Implementation Schedule for Makana Municipality

Phase	Inventory Item	Months											
		1	2	3	4	5	6	7	8	9	10	11	12
0.1	Decision to consider TQM	■											
0.2	Key Executive Training	■	■										
0.3	Assess need for Consultant	■	■										
0.4	Select Consultant		■										
0.5	Strategic Planning (developed, then updated annually)												
0.5.1	Vision Statement			■									
0.5.2	Corporate Goals				■								
0.6	Corporate Quality Policy			■	■								
0.7	Corporate Communication				■								
0.8	Decision to proceed		■										
1.1	Form team		■										
1.2	Council Training			■						■			
1.3	Identify expectations for results		■										
1.4	Identify obstacles				■								
1.5	Select TQM Coordinator					■							
1.6	Train TQM Coordinator						■						
1.7	Strategic Planning (continued)												
1.7.1	Corporate Objectives					■							
1.7.2	Corporate Tasks						■						
1.7.3	Corporate Performance Measurements							■					
1.8	Select approach to prioritise processes							■					
1.9	Select processes for improvement								■				
1.10	Bring support services on board								■				
1.11	Develop implementation schedule			■	■	■							
1.12	Develop implementation budget							■	■				
1.13	Decide to proceed								■				
2.1	Quick-assessment				■								
2.2	Self-assessment (executives, then management & labour)		■										
2.3	Customer SURVEY					■							
2.4	Organisational assessment				■	■							
2.5	TQM Planning Inventory		■										

Phase	Inventory Item	Months											
		1	2	3	4	5	6	7	8	9	10	11	12
2.6	Training Feedback (ongoing from all on & off-site training)												
3.1	Select support personnel												
3.2	Train support personnel												
3.3	Train Management												
3.4	Train Workforce												
3.5	Form Process Action Teams												
3.6	Train Process Action Team												
3.7	Executive reinforcement												
3.8	First success story												**
4.1	Communication to suppliers												
4.1.1	Initial training (after first success story)												
4.1.2	Identify priorities to select strategic suppliers												
4.1.3	Modify competitive solicitations to reflect quality focus												
4.1.4	Supplier certification (after first success story)												
4.1.5	Supplier reduction begins (after first success story)												
4.1.6	Ongoing supplier support (after first success story)												
4.2.	Communication to subordinate organisations												
4.2.1	Initial coordination												
4.2.2	Initial training												
4.2.3	Ongoing subordinate organisation support (ongoing month 13 and after)												
4.3	Networking (depending on position within implementation process)												

The following action plan for the implementation of TQM and business excellence in Makana Municipality was drawn up from the recommendations made in the questionnaires, as described in Chapter 6.

Table 7.4 Suggested Action Plan for the Implementation of TQM & Business Excellence in Makana Municipality

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
Continuous improvement							
11	New policies are communicated timeously	Review by 30/10/05 all known policies with staff. All new policies to be carried over to staff at monthly meetings	Director	30/10/05 Ongoing			30/10/05
12	Policies and procedures are applied consistently in our department	Training of management staff in regards to consistent policy application (Source) Feedback session at monthly management meeting	Director.	Source training 06/09/05 Training by 30/11/05 Ongoing			06/09/05 30/11/05
15	Management demonstrates it's leadership in improving processes in the Municipality	Involve employees more in process of change	Director	24/07/05			Monthly
		Management to review departmental process quarterly and interact accordingly.	Director	30/11/05 Thereafter ongoing			30/11/05
17	Management demonstrates its involvement in improving processes in the municipality	Staff meetings monthly. Involvement of management in the Directorate must take place (monthly). Have to go up to a higher level	Section Head & Director	30/07/05	Need two hours time off for staff meetings	Nil	30/09/05
		First meeting before 30 November 2003	Director				

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
18	The Municipality identifies residents/ratepayers needs on a continual basis	Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Same as above
24	The Municipality considers the potential benefits of establishing partnerships with its suppliers	Same as above	Same as above	Same as above	Same as above		Same as above
26	The Municipality identifies other interested parties' expectations that can result in setting objectives	Development of service level questionnaires for all stakeholders	Director	30/10/05	Stationery	Municipal Budget	30/11/05
39	My immediate manager tells me when I provide good customer service.	Customer service training for all staff. Ensure all bad customer service is handled with staff. Note: Training to be done in groups of 2 to 3 and fit in with general Makana training	Training dept. All section managers	28/02/05		R2400	28/02/05
40	My immediate manager tells me when I provide bad customer service	Reinforce good customer relations at all monthly meetings	Training dept. All section managers	Ongoing			

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
41	Management ensures that responsibilities are established and communicated to people in the municipality	With the training need analysis (21, 23) the reinforcement of every staff member's responsibilities will be undertaken	All section managers	30/10/05			30/10/05
48	Management plan for financial resources to be available in a timely manner	Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Same as above
49	Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality	Regular meetings to ensure involvement in securing new ideas to the group. Ideas to be investigated by staff with management'' support	Section Heads	31/03/05			31/12/05

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
57	Management involves suppliers in the identification of purchasing needs	Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Same as above
71	The Municipality use self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation	Development of self-assessment procedure manual	Section Head & Skills Development Officer	30/08/05	Stationery	Municipal Budget	30/10/05
73	The Municipality analyses nonconformity for lessons learned, process and service improvement	Monthly nonconformity analyses meetings	Director	30/08/05	Time		30/09/05
74	The Municipality analyses data to assess its performance and identify areas for improvements	Establishment of body/committee. Suggestions should be considered and actioned	Skills Dev. Officer	30/07/05	Stationery	Municipal Budget	15/08/05
76	In the Municipality we are expected to speak up if we have an idea to improve customer service	Include a standing item for staff on improving customer service	Director	24/07/05			Monthly

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
80	Individual employee efforts are the greatest influence in providing good customer service	Recognise efforts on a monthly basis	Directors & Section Heads	31/08/05			Monthly
84	Management use preventive action for error/mistake prevention	A register to be drawn up which will note major occurring problems to reduce repetitive errors/problems to be reviewed at monthly departmental meeting	Section Heads	Register to be in place by 15/09/05			15/09/05
85	Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance	Conclusion of performance agreements for all staff	Director	30/11/05	Time and Training	Municipal Budget	29/02/06
Productivity							
9	The physical setup at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc	Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Same as above
21	The Municipality identifies employees needs for work satisfaction	Needs analysis to be undertaken on a one-to-one basis for entire department noting work satisfaction and personal development	All Managers	Questionnaires in place 30/10/05 Analysis by 30/10/05		R500	30/10/05

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
23	The Municipality identifies employees' needs for personal development	Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Same as above
		Needs analysis to be undertaken on a one-to-one basis for entire department noting work satisfaction and personal department	All Managers	Questionnaires in place 30/10/0. Analysis by 30/10/05		30/10/05	
34	The Municipality ensures the availability of physical resources (equipment, office layout, reception areas, etc) to meet the IDP objectives	Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Same as above

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
46	Management plan for physical resources (equipment, office layout, reception areas etc.)	Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Same as above
47	The Management plan for Human Resources to be available in a timely manner	Create a policy on staff going on leave and pension.	Director & Section Heads	31/08/05			Annually
		Staff members to be encouraged and motivated to actively participate in all activities and to take note of their working and external environment. Management to make sure that all policies and procedures are timeously communicated to staff. Employees must align their personal development needs to the newly training and development policy of the municipality	Assistant Director and Skills Development Officer.	Continuous basis	Minutes of staff meetings		Quarterly
53	Management ensures that the work environment promotes the performance of the employees	Beautify offices and set up roster for cleaning staff	Section Heads	31/08/05	Pot plants, etc.	R5000	Monthly

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
79	Skilled and motivated employees can make a difference to our performance	Determine the level of training needed	Section Heads	30/09/05	To be determined	To be determined	Monthly
81	The total effectiveness of our work is strongly influenced by what we know and do.	Training and communication	Section Heads	30/09/05	Service Providers	R20000	
Service delivery (which is promoted by Continuous improvement and Productivity)							
7	I have a checklist of processes for serving customers	All divisions within the Directorate should complete their checklist by 30/07/05.	Divisional Heads	30/07/05	Time	Nil	15/08/05
40	My immediate manager tells me when I give bad customer service	Advise employees immediately about complaint received about them.	Section Heads	31/09/05		Ongoing	
64	Management has defined customer related processes to ensure consideration of residents needs.	Install 'Complaint box' Register of complaints. Consumer questionnaires at enquiries.	Section Heads	31/07/05			Weekly
72	The Municipality control process and service non-conformity	The development of manual/ procedures	Section Head & Director	30/09/05	Stationery, Typist	TQM Budget	15/10/05
75	Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements	Development of self-assessment procedure manual	Section Head & Skills Development Officer	30/08/05	Stationery	Municipal Budget	30/10/05

Question number	Identified problem area (dimensions/statements)	Action steps	Accountable person	Due date	Resources needed	Cost	Review date
82	In our department we work as a team to promote good customer service.	Team building exercises (starting with social interaction) first week in September. Team building will be an ongoing process. Note: This will tie in with Questions 21 & 23 as employees needs and personal development count a lot towards teamwork	Director	31/03/05	Still to be determined	R1000	30/11/05

7.4.1 Getting started

Oakland (2003: 339) states that the task of implementing TQM can be daunting and the CEO faced with this may draw little comfort from the 'quality gurus'. The first decision is 'where to begin' and this can be so difficult that many organisations never get started. While an intellectual understanding of quality provides a basis for TQM, it is clearly only a seed planted: The understanding must be translated into commitment, policies, plans and actions for TQM to germinate. Making this happen requires not only commitment, but also competence in leadership and in making changes. Without a strategy for implementing TQM through process management, capability and control, the expended effort will lead to frustration.

7.4.2 Working together

Individuals working on their own, even with a plan, will never generate optimum results. Although individual effort is required for improvement, it must be coordinated and become involved with the efforts of others to be truly effective. Implementation begins with the drawing up of a quality policy statement, and the establishment of the appropriate organisational structure, both for managing and encouraging involvement in quality, through teamwork. Collecting information on how the organisation operates, including the information on costs of quality, helps to identify the prime areas in which improvements will have the largest impact on performance. Planning improvement involves all managers, but a crucial early stage involves putting quality management systems in place to drive the improvement process and make sure that problems remain solved forever, using structured corrective action procedures.

7.4.3 Communication

Once the plans and systems have been put in place, the need for continued education, training, and communication becomes paramount. Organisations that try to change the culture, or to operate systems, procedures, or control methods without effective, honest two-way communication will experience the frustration of being a 'cloned' type of organisation which can function but inspires no confidence in being able to survive the changing environment in which it lives.

7.4.4 Identifying processes

TQM may be integrated into the strategy of any organisation through an understanding of the core business processes and involvement of the people. This leads through process analysis, self-assessment and benchmarking, to identifying the improvement opportunities for the organisation, including people development. The identified processes should be prioritised into those that require continuous improvement, those that require re-engineering or redesign, and those that lead to a complete rethink or visioning of the business. Performance-based measurement of all processes and people development activities is necessary to determine progress so that the vision, goals, mission, and critical success factors may be examined and reconstituted if necessary to meet new requirements for the organisation and its customers, internal and external.

7.5 GENERAL CONCLUSIONS

South African organisations are faced with a serious challenge, of which global competition, political and social change, and a record of low productivity are becoming critical issues confronting government, industry and management. TQM has proved to be a mechanism whereby organisational transformation can be accomplished in order to increase an organisation's competitive position.

The essence of TQM lies in how everybody in an organisation defines and perceives 'quality'. Quality is more than meeting specifications, even more than exceeding customer expectations: Quality should address the expectations of all stakeholders of an organisation and, in order to find out what their expectations are, they must contribute and participate with the organisation in designing the desired outcome. It is only when stakeholders take part in the design process that their expectations really surface and provide meaningful parameters to a quality programme.

7.5.1 TQM and business excellence

Many TQM programmes eventually fail, the main reason being that, with increased change, problems are becoming more complex. Traditional 'total quality' techniques therefore need to be supplemented with another approach, which can accommodate this increase in complexity. The business excellence approach makes provision for dealing with this tendency through what can be termed 'integrated management'. TQM therefore needs to be integrated with business excellence benchmarks, not only to continuously improve within a given framework, but also to redesign the framework itself.

Implementing TQM and business excellence is a major organisational change that requires a transformation in the organisation's culture, processes, strategic priorities and individual beliefs and behaviour.

7.5.2 Managing organisational culture

TQM requires different behaviours from management and the workforce and is therefore closely related to the culture of the organisation. Changing the culture of an organisation involves changing people's behaviour and management must lead this process by example, i.e., by first ensuring that their own behaviour changes.

When the managers change their behaviour, the organisational culture will change by itself. The required behaviour to support a TQM culture must be identified and then institutionalised. This process requires transformational leaders, who need to create a vision, provide inspiration and lead people into their new vision in order to make it reality.

7.5.3 The importance of leadership

Leadership is a key driver in the successful implementation of TQM. Creating and maintaining a quality culture within an organisation is vital for the promotion of an ethos of business excellence. The successful implementation of TQM and the management of a change programme depend on management's ability to lead the organisation's quality transformation

Organisational leaders worldwide – and far more so in South Africa – are facing dramatic changes. It has become clear that the leadership models of the past, when viewed in isolation, no longer suffice to guide organisations through the challenges of our times. This does not imply that the benefits and strengths of many of the approaches contained in the past management models are now obsolete. However, organisations need to broaden and adopt their approach to leadership and business performance to cope with the demands, the markets and the people of the future.

7.5.4 Performance improvement

Particularly since 1960, there have been many new ideas introduced to improve performance. In the current decade, there has been much written about quality assurance, focus groups, the learning organisation, business process re-engineering, just-in-time supply, continuous improvement and TQM. The fate of each 'new' managerial technique tends to fall into two very broad categories: Those in the first are greeted as major breakthroughs, heavily marketed as invaluable contributions to management, soon found not to deliver any serious contribution to organisational success, and thereafter quickly consigned to the dustbin of history. The second category of managerial techniques are those found to be generally valuable if used sensibly and applied appropriately, are used in common with other

compatible techniques, shown to have stood the test of time, and therefore absorbed into the canon of accepted management techniques.

For TQM and business excellence to fit properly into the normal way of managing the business, key persons within the organisations must be highly motivated. What is needed is intrinsic motivation allied to knowledge of what has to be done. If pressure is primarily internally motivated, clearly linked to the well-being of the organisation (for example, self assessment against an excellence model), then there is a greater chance of deep organisational change, resulting in business performance improvement. If this motivation is lacking, then TQM will not develop into the 'fit' stage and, in those companies, TQM will disappear and might be followed by a new fad.

7.5.5 ISO 9000

In TQM, the International Organization for Standardization, through its development of the ISO 9000 series, gave many organisations a system that they could demand of their suppliers. The ISO 9000 series requires only shallow changes since the majority of managers are not directly involved in implementing it, and therefore external pressure from customers or headquarters is sufficient for adoption. However, because the primary pressure for the management change is external, it is unlikely that TQM will develop further and become a normal part of running the business.

7.5.6 TQM in the future

According to Mehra, Hoffmab and Sirias (2001: 855), the new operating environment of the future will provide a set of challenges on various levels. A clear focus on defining and managing the customer side, on process emphasis, and on creating knowledge through innovation will produce a new business environment, where TQM systems will shift towards a philosophy of quality-based strategic management systems.

De Feo and Janssen (2001b: 316) predict a major role for quality in the business world of the twenty-first century. One has to consider a broad range of developments, such as possible advances in online business, increased coverage of

quality issues in higher education, and development of tools aimed at facilitating the establishment of quality programmes. The authors predict that quality will impact more and more on all aspects of business – having sprung largely from the manufacturing environment, it will spread to all types of organisation and to all facets of business. Thus, while the twentieth century could be seen as the century of productivity, the twenty-first century will be seen as the century of quality.

7.5.7 TQM in government

According to Gusakov (2001: 18), it is consistent quality that gives a nation a clear competitive edge in tough modern world markets in the twenty-first century. Quality-focused governments contribute to national quality programmes or support quality award programmes launched nearly in all advanced countries. Fisher, Dauterive and Barfield (2001: 981) further argue that a state's commitment to quality business practices impacts on economic development in that state.

7.5.8 TQM and society

Edgeman (2000: 15) and Garvare and Isaksson (2001: 422) argue that it is the human that drives change in different roles as consumer, employee, manager, and citizen. Sustainable values therefore have to be implemented on personal, organisational, and societal levels. This can be achieved through effective and efficient management processes balancing economic prosperity, social equity, and environmental concern. Most of today's business excellence models are primarily focusing on the paying customer and a single bottom line of economic prosperity. However, sustainable integrating values such as global human, economic, social, technical and biophysical/environmental interests must also be taken into account.

7.5.9 TQM and integrity

Petrack and Quinn (2001: 24) propose that international organisational leaders can and should be held accountable for enhancing the intangible strategic asset of 'integrity capacity' in order to advance global organisational excellence. After defining integrity capacity and framing it as part of a strategic resource model of sustainable global competitive advantage, the stakeholder costs of integrity capacity neglect are delineated. To address this neglect issue, the authors link the

four dimensions of integrity capacity (process, judgment, development and system dimensions) with leadership development challenges in order to prepare leaders to be accountable for enhancing integrity capacity as a strategic organisational asset.

7.5.10 TQM and the Internet

Hwang (2001: 64) points out that, in the Internet era, either company or customer can directly transact products or services on cyberspace without any intermediary such as market or showroom; customers can enjoy considerably infinite choice of product or services because a cyber trade transcends national boundary or time. The existing TQM programme should therefore be transformed into an important innovation programme by reflecting the intrinsic characteristics of the Internet business. In the future, TQM will also be developed into an innovation programme of comprehensively satisfying diverse stakeholder needs. By considering the changed environment of the Internet era, the TQM programme will have to focus on increasing total quality with regard to product, process, and people.

7.5.11 TQM and continuous innovation

Wang and Ahmed (2001: 22) believe that quality will maintain its core position in business excellence practices. The primary task is to call on a business excellence movement to closely encompass the quality concept and to be dedicated to wider deployment. Companies need to focus on the long-term benefits of systematically implementing quality and excellence models, rather than simply trying to score a pass in the points system. Achieving quality and business excellence is not a one-off job; winning a quality and business excellence award does not end a long journey, but affirms that the quality progress is on the right track. A new challenge to business excellence and quality programmes will be one of incorporating creativity. Companies need to tap into their creative energy and switch their attention to creative quality and value innovation. This will be the new agenda for TQM and business excellence.

7.5.12 TQM and Makana Municipality

7.5.12.1 *Effective leadership*

Successful leadership is undoubtedly the catalyst for business excellence. In order to aspire to being effective leaders, members of the management of Makana Municipality must be able to mobilise, steer and deliver motivated employees to achieve the desired objectives within the ambit of the organisations' vision and mission, by establishing and living the desired values of a performance culture. It is within their power to change the climate and introduce more egalitarian, participative processes that will enable the unlocking of new ideas from all the people within the organisation.

During the process of implementing TQM, the Management of the Makana Municipality will have to build trust, give up attempts to control people (which they cannot do in any case), and empower others to become leaders themselves. Emphasis on external controls must be replaced with internal control, which is possible if the members of the group set their own goals and take responsibility for achieving them. The performance appraisal system must be redesigned to support and reinforce the required changes in behaviour. Achievements must be recognised and appreciated. Focus must shift to the intrinsic rewards of doing exciting, challenging work and, most of all, having fun while doing it. Gain-sharing plans can be used to promote teamwork, to facilitate group- and organisation-wide performance improvement, and to share in the results. The focus must therefore shift towards the most important stakeholder of the organisation, its people: If they are interactively involved in the redesign process, they will take care of quality.

7.5.12.2 *A performance culture*

To be able to compete in a competitive market, it is necessary for the Makana Municipality to implement a performance culture based on TQM that will drive business excellence. In organisations with an adaptable, performance-driven culture, employees improve the organisational performance because every individual is motivated and empowered to deliver his/her best. They are results-orientated, well trained and they are rewarded for their contributions.

This has created a demand for a multi-faceted, yet adaptable framework, which will address the needs for business performance measurement. There are numerous performance measurement frameworks available; each addressing a different perspective on performance, but it is not always obvious how one framework maps into another.

7.5.12.3 A TQM and business excellence model

A structured performance measurement framework TQM and business excellence was introduced to Makana Municipality, namely the *Integrated Total Quality Management & Business Excellence Model for Local Government*, which is a continuous process that makes the needs of all stakeholders the starting point for planning processes. The municipal strategies must address these needs, and the processes and capabilities of the organisation must be aligned with the strategy to allow successful execution. Business performance needs to be measured in order to ensure that strategic objectives have been met. Effective leadership drives this process to create a performance culture, and the South African Business Excellence Model (2005) and the South African Municipal Benchmark can be used to measure the performance of each of these action steps.

7.5.12.4 Benchmarks

To achieve business excellence, Makana Municipality will have to implement 'best practices'. Benchmarking must be used to seek out 'best practices' from other organisations or departments that use qualitative measures to compare costs, quality or processes, and to find the enabler that will improve the organisation's performance. Once the best practices are implemented, they need to be closely monitored to ensure that they meet the standards and, if not, corrective action needs to be implemented.

Self-assessment must be for the implementation of TQM and business excellence for Makana Municipality and conducted as a comprehensive, systematic and regular review of an organisation's activities, and the results referenced against a benchmark of business excellence. This process will allow the organisation to clearly identify its strengths and opportunities for improvement, which should be integrated into the business planning process. The prime purpose of undertaking

self-assessment should be to drive continuous improvement through the entire organisation.

The values and measurement system must be adjusted to focus on what is important to the Municipality: people, quality and finances – in that order. Quality must be an integral part of the strategic plan, and improvement progress must be regularly communicated and monitored. Instruments must be developed to measure stakeholder satisfaction and competitiveness. Benchmarking can be used as a technique to compare oneself against the best, in order to realise what can be achieved and to support the vision. The Municipality will have to re-evaluate its training programmes in order to educate senior management in TQM and Business Excellence and should focus on multi-skills for employees in teams.

The Makana Municipality can transform itself towards TQM by adopting the South African Business Excellence Model and the South African Municipal Benchmark for benchmarking purposes. Its approach to redesign will encompass the structure of the organisation, its purpose or functions, its processes and the measurement system, and should also interactively involve all the stakeholders. For the purposes of accountability, the Office of the Auditor-General should include the Performance and Quality Management Systems as part of their annual integrated audit of the municipality.

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APPENDIX 01

IDEAL MUNICIPALITY BENCHMARK FOR SOUTH AFRICA

1. SUSTAINABLE DEVELOPMENT

1.1 Understanding the Development Challenges

This refers to the ability of municipalities to develop an accurate picture of the development challenges in their area, taking into account also the movement of people from rural to urban areas (McKenzie, 2003: 232).

Positive Indicators Should Include:

- capacity within municipalities to analyse demographic trends and track service provision;
- understanding among all councillors of the delivery challenges, particularly with regard to water, electricity, solid waste and refuse;
- consistent understanding across departments of service delivery challenges, with departments planning on the basis of common statistics;
- broad public understanding of delivery challenges;
- access to information about delivery challenges and the number of residents that live without access to basic services;
- an accurate picture of the different service levels that still exist across the municipality; and
- detailed information about employment, unemployment and skills levels in the municipal area.

Negative Indicators Include:

- no accurate statistics about residents and households without access to services;
- departments and branches drafting policy and making policy decisions based on outdated statistics, or using different ones;
- disagreement within the municipality about the size of delivery challenges;
- no accurate picture of the extent to which service levels are equitable, particularly between wealthy and poor areas; and
- no understanding or analysis of the impact of HIV/AIDS on the communities served by council as well as the council workforce.

Some important questions that can be asked in order to clarify how well a municipality is doing against the benchmark

- Do most councillors know off-hand what the key socio-economic challenges in the area are; for example, how many people don't have access to water and sanitation, how many people live in shacks?
- Is there a broad understanding among members of the public and media of the balancing act council must perform to meet the needs of those without services and to service established areas?
- Are census data and other demographic data used by the municipality?

1.2 Vision, Strategy and the IDP

This refers to the municipality's ability to develop a vision and strategy, concretised in the IDP as well as a longer-term development strategy, which reflects the interests of all sections of the community. These should be realistic and translatable into achievable priorities and a programme of action (McKenzie, 2003: 233).

Positive Indicators Should Include:

- widespread, early consultation with communities around the development of the vision and its priorities;
- responsiveness to national issues;
- connections between policy areas (as opposed to the entrenchment of silos);
- integrated approach to economic, social and environmental issues;
- strong corporate leadership and joint working around the main strategic priorities;
- strategic focus towards disadvantaged communities and areas of community concern such as crime and safety;
- strategy addressing the well being of future generations;
- pro-active anticipation of and preparation for new trends and developments (such as rapid urbanisation);
- engagement with partner organisations;
- high standard of ethics and concern for equality;
- participation by all elected councillors in the development of the vision and IDP and its review;
- senior officials demonstrate a good understanding of the vision, priorities and their political purpose; and
- a long-term vision and strategy has been adopted.

Negative Indicators Include:

- absence of vision, IDP or strategy unclear or non-existent;
- vision/IDP is vague and does not translate into practical priorities;
- the vision is short-term and only extends as far as the next election;
- evidence that particular groups feel excluded from the vision;
- there is little awareness among staff of council's overall purpose and priorities; and
- the council is characterised by departmentalism, silos, competitive culture and conflict, instead of being unified around the vision/IDP.

Some important questions that can be asked in order to clarify how well a municipality is doing against the benchmark:

- Is there clarity about the main strategic issues facing the local community and the municipality?
- Is there consensus about priorities among stakeholders?
- What specific arrangements have been made to consult around and communicate the vision for the city/town/district externally and internally? In addition, how successful have these been?
- How do leaders set and communicate values and standards of behaviour to the rest of the organisation and partners?
- Does the public believe that the council sets and maintains high levels of honesty?
- Is there a clear understanding of the respective roles of councillors and officials in the development and implementation of the IDP?
- Does the IDP reflect the major challenges facing the municipality?

1.3 Providing Basic Services to All

Local government is responsible for the provision of household infrastructure, community infrastructure and services. Apart from being a constitutional right, the extension of services is vital for social and economic development and improving the lives of the poorest residents (McKenzie, 2003: 234).

Positive Indicators Should Include:

- increased service levels on an ongoing basis;
- backlog in service provision is being steadily-eroded;
- service provision exceeds the formation of new households;
- the provision of appropriate and affordable services;
- a sustainable service delivery strategy; and
- the municipality's ability to lobby support from other levels of government to provide infrastructure.

Negative Indicators Include:

- growing basic service backlog;
- areas in which services are newly installed but not maintained;
- health problems such as cholera, TB and high infant mortality in particular areas; and
- residents unable to pay for appropriate services.

Questions

- Do plans exist to deal with service backlogs in the areas of water, sanitation, refuse removal and electricity?
- Do members of the community have faith in the council's ability to provide basic services?
- Does the council have a plan for informal settlements?

- Is the municipality reaching and servicing the poorest of the poor?

1.4 Maximising Social Development and Community Empowerment

This is about the role the municipality plays in the social development of communities, in particular providing amenities and services that support the development of healthy communities, especially in poor areas (McKenzie, 2003: 235).

Positive Indicators Should Include:

- policies and programmes aimed at alleviating poverty;
- land is proactively identified and released for development;
- municipal projects contribute to job creation;
- recreational and community facilities are seen as important municipal services and recognised in the budget; and
- grants-in-aid support social and economic development.

Negative Indicators Include:

- no affirmative procurement policy;
- housing development hampered by inability to release land, poor relationships with other spheres of government and lack of policy;
- increasing levels of unemployment;
- no policy around child-care facilities;
- no or little attention to safety and security issues; and
- little attention is paid to sustaining the natural environment.

Questions:

- 55% of South Africa's population presently live in cities, but by 2030 this will have increased to 70%. This will affect both rural

and urban areas. What plans does the council have to deal with this?

- Do members of the public know how to access rebates and benefit from the indigent policy?
- Is there a plan and policy to provide community facilities in areas where these do not exist?
- Has the council been able to redress unequal access to municipal facilities?

1.5 Stimulating Local Economic Development

In terms of the new legislative framework for local government, local economic development is an area that councils must address in their planning and policies (McKenzie, 2003: 235).

Positive Indicators Should Include:

- a clear vision for the development of the local economy;
- a good understanding of the growth sectors within the local economy;
- partnerships with local business to maximise job creation and investment;
- affirmative procurement policies that aim to empower small, emerging and black-owned business, and broaden the pool of service providers;
- support services in place to assist small businesses;
- there is a clear local economic development strategy in place with resources allocated to this;
- municipal support for growth sectors aims to ensure that historically disadvantaged communities are empowered to derive benefit.

Negative Indicators Include:

- no resources allocated to economic development;
- poor or non-existent relations between the council and local business;
- no resources to interact with potential investors in the area;
- a lack of understanding and analysis of the local economy, and its potential growth areas; and
- no understanding among councillors of the municipality's LED responsibilities.

Questions:

- Does business see the municipality as an ally?
- Do small business and emerging business receive support from the municipality;
- Do all officials understand and implement the council's affirmative procurement policy?

1.6 Focusing on Vulnerable Groups

Poverty and unemployment remain key challenges for municipalities. This section explores the extent to which municipalities are responsive to vulnerable communities (McKenzie, 2003: 237).

Positive Indicators Should Include:

- a pro-poor service delivery strategy;
- the council has a well-publicised indigent policy;
- the indigent policy is being implemented;
- council amenities make provision of access for disabled people;
- gender issues are taken into account at all levels of planning;

- strategy and policy to deal with the impact of HIV/AIDS; and
- council planning takes into account safety and security concerns, particularly potential threats to women and children.

Negative Indicators Include:

- an indigent policy that many residents are unaware of;
- an indigent policy that is not easy to understand or access;
- services are not affordable or appropriate;
- lack of pro-poor focus;
- little or no attention to gender issues;
- a growing number of people affected by HIV/AIDS; and
- marginal communities are unable to hold the municipality accountable.

Questions:

- Does the council know how many residents are poor?
- Are appropriate services available to residents who have little or no money to pay?
- Is there an understanding of the impact of HIV/AIDS will have on communities, including their ability to pay for services;
- How does the municipality deal with child-headed households?
- Is the municipality working with other spheres of government when it comes to tackling challenges resulting from HIV/AIDS?
- How does the council policy empower women?

2. LEADING AND LEARNING

2.1 Leadership

Leadership, both political and administrative, can determine the success of a municipality and the nature of its relationship with citizens and stakeholders (McKenzie, 2003: 237).

Positive Indicators Should Include:

- leaders are visible and accessible;
- leaders demonstrate personal flexibility, willingness to listen and to change;
- councillors and officials lead together;
- leadership development programmes for councillors and officials;
- council leaders have a clear vision;
- leadership is inclusive and accessible;
- leadership is representative in terms of race and gender;
- leaders make staff and citizens feel valued; and
- leadership is decisive and responsive.

Negative indicators Include:

- imbalance between political leadership and top management;
- leadership decisions based on expediency not principle;
- vision of leaders is not clearly articulated;
- leaders are not open to constructive feedback and criticism;
- status is the major concern of leaders;
- leaders are removed from staff and citizens;
- leaders make decisions in an untransparent way; and
- council leaders are not seen as leaders by stakeholders in the private sector and community.

Questions:

- How visible and accessible are senior managers and leading politicians?
- Is there a leadership development programme for staff and councillors?
- Do residents regard the Mayor or EXCO as leaders of the municipal area?
- Is the leadership style top down and autocratic?
- Is there clear vision and direction from leaders?
- Does leadership engender confidence?

2.2 Change Management

This refers to council leadership's ability to facilitate and manage change for continuous improvement and customer and citizen-focused outcomes. It also refers to the leadership required in this period of transition following the final demarcation of municipalities (McKenzie, 2003: 238).

Positive Indicators Should Include:

- communication about change and the need for it throughout the municipality;
- proactive management of the different impact of change on staff at different levels;
- change being viewed as an opportunity;
- change processes are planned, supported and resourced;
- change processes are continuously evaluated;
- the council feels comfortable with challenge;
- councillors and staff are empowered to contribute their views about the future; and
- council learns from successful as well as unsuccessful change.

Negative Indicators Include:

- little or no acceptance of the need for change;
- negativity about, and fear of, change; and
- aversion to risk-taking.

Questions:

- How are staff and councillors equipped to deal with change both personally and organisationally?
- How much scope do staff have to initiate change?
- How do officials and councillors shape change and play a part in implementation?

2.3 Motivation

This refers to the ability of council leadership to generate commitment and enthusiasm for the future of the authority internally and externally and encouraging and empowering all to contribute to its success (McKenzie, 2003: 238).

Positive Indicators Should Include:

- strong teamwork and a culture of teamwork across the organisation;
- strong partnership and joint leadership between councillors and officials;
- induction programmes and communication reinforces the values and standards of behaviour set by the council;
- officials are encouraged to advance themselves regardless of race, gender or disability;

- clarity and transparency around delegation arrangements to ensure that people are empowered to take decisions; and
- a culture that celebrates achievement and rewards excellence both internally with staff and externally with community and stakeholders.

Negative Indicators Include:

- departmentalism and silos;
- rigid hierarchical management;
- culture of blame;
- directive and autocratic style of leadership; and
- unhealthy competitive and divisive culture.

Questions:

- Are the executive committee members and executive staff clear about the boundaries between each set of roles and responsibilities?
- How well do councillors and officials communicate and interact with one another?
- How are crosscutting issues addressed?
- What team structures are there at all levels of council?
- Are individuals encouraged and supported to take responsibility and risks?
- Is there a management development strategy? Is it inclusive and open to all staff with potential?
- Is there a desire to be the best?
- Is a spirit of enthusiasm to achieve communicated through the organisation and is there a widespread 'can do' attitude?
- Is leadership seeking to encourage the community to be proud of their council?

2.4 Innovation and Creativity

This refers to the ability of councillors and senior officials to think and operate outside ‘the box’, challenging the status quo and repositioning the council to create or take advantage of opportunities and anticipate problems. It also refers to the ability of leaders to make an assessment of risks (Mckenzie, 2003: 239).

Positive Indicators Should Include:

- welcoming the discussion of new ideas and allowing them to be freely communicated;
- actively encouraging new approaches and experimentation;
- a stated commitment to encouraging learning and a council that is actively learning from other local authorities;
- structures exist to ensure that good practice developed in one section of the organisation is transferred to others;
- encouraging risk-taking;
- examples of innovation identifiable throughout the organisation;
- arrangements for transferring good practice across the council are effective;
- all new approaches are fully evaluated and lessons are being learned;
- being recognised by other municipalities as a centre of good practice and innovation;
- new approaches to service delivery are being developed;
- public-private partnerships help deliver services; and
- innovation is rewarded.

Negative Indicators Include:

- no or few examples of new and different approaches;
- creativity is discouraged; and
- inappropriate risk-taking.

Questions:

- How is learning shared and transferred across the municipality?
- How are councillors and staff encouraged to think laterally?
- Does the council seek to learn by comparing its performance with that of others?
- Does the council think that it is being innovative when it is not?

2.5 Partnerships and Alliance Building

This refers to the ability of a council to bring organisations together to develop a collective and collaborative capacity in order to initiate and implement policies and practice that benefit the whole community. This includes meeting the constitutional imperative of ‘cooperative governance’ with other spheres of government (McKenzie, 2003: 240).

Positive Indicators Should Include:

- a commitment to working with partners;
- local strategic partnership with well-balanced representation from different sectors;
- cross representation on boards and committees of partner agencies;
- time spent building an understanding of other organisations;
- a strategic approach to partnership is producing positive and practical outcomes;

- strategic service delivery partnerships are being developed; and
- community participation is a key part of IDP and other processes.

Negative Indicators Include:

- few attempts to communicate or engage with other sectors;
- no obvious signs of partnerships working in practice;
- partners are only brought together to support bids for external funding;
- some groups obviously excluded from partnerships;
- council domination of local partnerships;
- partnerships seen as ‘talk shops’ and ineffective; and
- poor relationship between spheres of government.

Questions:

- What are the characteristics of the council’s approach to partnerships?
- Have partnerships been built with the private sector, community organisations and trade unions?
- Is community planning based on a shared analysis of needs and resources?
- How is the relationship between district and local councils in non-metro municipalities?
- How have arrangements for joint working been structured?
- How has the local authority engaged with the business sector and what is the level of investment in local partnerships?
- Are there any major public/private partnerships?
- Does the council actively seek partnerships with other public sector bodies and the local voluntary and community sectors?
- Are there any notable successes and problem areas?

3. DEMOCRACY AND COMMUNITY ENGAGEMENT

3.1 Deepening Democracy

This refers to an understanding of the relationships that need to be built with the public and all sections of the community in order to ensure that their interests are paramount (McKenzie, 2003: 242).

Positive Indicators Include:

- close and regular contact between the municipality and sections of the community;
- practical efforts to bring council decision-making closer to the public;
- councillors act as advocates for the communities that they represent, but balance the needs of the local area against wider community needs;
- the processes of the council support the right of opposition councillors to be oppositional;
- dynamic political structures which support the executive, overview and representational roles of councillors are in place;
- all councillors feel involved in decision-making processes;
- opposition parties are given full access to information and facilities;
- there is regular dialogue and constructive relationships across political parties;
- there is a strategy in place to increase electoral turnout;
- active public attendance of council meetings;
- training programmes for councillors;
- councillor involvement in the development of their training and development programmes; and
- council meetings sometimes take place outside the council chamber in different community areas.

Negative Indicators Include:

- councillors spend most of their time in council offices;
- training for councillors is seen as a luxury, not a necessity;
- councillors get too involved in operational detail, instead of the establishment of broad principles;
- councillors not on EXCO or MAYCO feel excluded from power and decision-making; and
- opposition views are given scant attention in council meetings.

Questions:

- How clear are councillors about their community representational roles?
- Does the council regularly review political arrangements including public consultation?
- Do opposition groups feel that they and their members' rights are respected?
- How representative is the council? Do women hold key positions? How representative is the council in terms of race?
- How open are meetings of EXCO/MAYCO? Are decisions taken in party caucuses before the meetings or after open debate?
- Is decision making efficient? Are there so many meetings that these take up the majority of councillor's time?
- How are decisions of the EXCO/MAYCO recorded and communicated?
- How effectively is the EXCO/MAYCO communicating with other councillors?
- What is the average electoral turnout for local elections? What strategies have been introduced to increase this or is this seen as the exclusive role of the IEC?
- Is there a comprehensive training and development programme to equip members with the necessary skills to work efficiently?

- Does the council have regular contact with local tertiary institutions to exploit existing training possibilities or develop new ones within these institutions?
- Are subcouncils and ward committees seen by the public as meaningful structures that make the council more accessible?

3.2 Customer and Resident Focus

This refers to the council's outward focus on customer and citizen needs and their access to services. It also refers to the necessary political and management structures, resource allocation and systems and processes that exist to service customers and residents (McKenzie, 2003: 242).

Positive Indicators Should Include:

- services are designed to reflect public interests and expectations;
- regular monitoring, review and evaluation of services takes place involving users and citizens;
- there is an excellent customer interface and access to services;
- a 'customer-first' ethos exists within the council;
- one-stop shops and shared call centres make it easy for customers to interact with the council and its constituent parts;
- having a reputation for active and enthusiastic development of services to improve responsiveness to customer needs;
- mechanisms to seek the views of and learn from service users and residents; and
- council is responsive to the specific needs of disabled users and citizens.

Negative Indicators Include:

- poor customer care;
- fragmented responses to queries from the public;
- resident's don't know how to contact the council or their local councillor;
- frontline staff don't speak all the right languages; and
- staff do not understand or implement the Batho Pele principles.

Questions:

- How is the council improving its focus on customer needs;
- Are service users ever asked about their needs?
- Are surveys carried out to measure public opinion?
- Can the website be used for complaints or queries?
- Is e-mail and correspondence to the council effectively dealt with?
- Is there a user-friendly complaints procedure?
- Are complaints actively monitored?
- Are service-opening hours planned around user requirements or council convenience?
- Are there examples of joined up service delivery or shared premises by different spheres of government to provide one-stop access?
- Are customer and resident charters in place?

3.3 Communication

Good and accessible communication with residents and customers, and encouraging feedback is a vital function of a successful municipality (McKenzie, 2003: 243).

Positive Indicators Should Include:

- the council has a clear external communications strategy which identifies key messages, target groups, and a range of media to get messages across;
- communication takes place in the relevant official languages;
- communication with the public is based on a sound analysis of literacy levels in the area;
- regular media training is provided to councillors and officials;
- officials and councillors have developed positive and informal relationships with members of the media;
- the reach of municipal communication is regularly evaluated;
- communication is in plain language and is easy to understand;
- it is easy to access information through shared call centres and one-stop shops; and
- verbal queries are answered in one of the official languages.

Negative Indicators Include:

- the council, staff and councillors are afraid of the local media;
- senior officials and EXCO/MAYCO councillors are poor communicators;
- many residents do not understand their municipal bills;
- a range of different council telephone numbers make it difficult for customers to have queries answered efficiently;
- the main purpose of communication is seen as public relations to attract praise and minimise criticism; and
- communication is telling not listening.

Questions:

- What is the quality of relationships with the media?

- Is there a good municipal newsletter that regularly communicates with residents and informs them of council policies and performance?
- Are councillors and officials aware of the importance of good communication? Do they receive training in this?
- Are the contact details of councillors regularly published to ensure that members of the public can access their local representatives?
- Are frontline staff members seen as important channels of communication and are they equipped with the necessary skills information and support to fulfil this role?
- Does the municipality have an up-to-date website?

3.4 Consultation and Participation

Creating Specific and meaningful opportunities to listen to the views of communities, stakeholders and partners is a vital aspect of developmental local government. Consultation and participation provide an opportunity for the council to improve its performance by responding to the needs and interests of communities and where appropriate involving them more actively in decision-making, service improvement and budget planning (McKenzie, 2003: 244).

Positive Indicators Should Include:

- where consultation is required by law the municipality does more than the minimum required;
- the council is seen as a “listening council” that acts on responses to consultation;
- councillors and staff are trained to manage effective consultation processes;
- consultation is widespread and well co-ordinated;
- consultation processes are strategic, have clear goals and are aimed at stimulating public participation;

- feedback is given to communities following consultation processes; and
- ward committees or sub-councils are used to facilitate consultation.

Negative indicators Include:

- the council listens but does not act on problems;
- there is a concern that consultation raises unrealistic expectations and should therefore be avoided;
- there is no follow-through from consultation processes; and
- consultation is not accompanied by civic education which contextualises and explains the consultation process.

Questions:

- Does the council coordinate consultation effectively?
- Do residents feel that their views are taken seriously?
- Does the council have a broad range of contacts to avoid consultation overload of a few?
- What arrangements exist to consult with specific constituencies, such as women and youth?
- How is consultation evaluated?

4. PERFORMANCE AND RESOURCE MANAGEMENT

4.1 People Management

This refers to the municipality's ability to effectively manage the people it employs in order to meet its objectives, vision, policies and programmes (McKenzie, 2003: 245).

Positive Indicators Should Include:

- staff feel that they are valued members of the organisation;
- there is good internal communication with staff, including two-way communication;
- the profile of the workforce is reflective of the local community and the country;
- women are well represented across all levels;
- there is a comprehensive human resource management strategy with buy-in from staff and trade unions;
- staff have access to high quality training and development opportunities;
- future staff requirements are being planned for through recruitment, retention and exit strategies; and
- teamwork is championed at all levels.

Negative Indicators Include:

- the grapevine, shop stewards and the local media are seen as the main sources of up-to-date information;
- councillors are involved inappropriately in staff recruitment;
- there are high levels of absenteeism and staff turnover;
- there are many disciplinary tribunals and a culture of lodging grievances; and
- the council has no plan to ensure that all staff and councillors are educated about HIV/AIDS.

Questions:

- How representative is the workforce and is this constantly monitored?
- How is the council addressing retention issues?
- Are there effective procedures to deal with harassment?

- Are whistleblowers protected by the organisation?

4.2 Systems and Processes

This refers to the manner and extent to which a municipality continually reviews, redesigns and simplifies systems to support the achievements of the overall vision and improve performance (McKenzie, 2003: 246).

Positive Indicators Include:

- systems are effectively redesigned;
- procedures are clear and up-to-date;
- systems exist to ensure that when the public call with queries these are attended to;
- there is a system of internal staff communication;
- risk management strategies, policies and procedures are in place;
- quality assurance systems exist;
- there is a performance management system in place; and
- skilled project managers and operational managers are employed.

Negative Indicators Include:

- no attention is being paid to this area;
- out-of-date procedures are in use; and
- frontline staff are not well supported.

Questions:

- Has a review of information systems been undertaken to ensure service and financial information is adequately collected and maintained?

- Does the council have a human resource management information system that enables it to collect data such as workforce composition by race and gender, staff sickness and staff turnover?
- Are there effective systems for collecting and recording user feedback and using this for continuous improvement?
- Is billing information including new users and property valuation data up-to-date?

4.3 Financial Management and Control

This involves actively managing all financial resources, investment and assets to ensure maximum benefit and minimum risk to the authority. Good financial management also involves the successful implementation of policies and programmes to meet the needs of service users and citizens (McKenzie, 2003: 246).

Positive Indicators Include:

- integrated strategic, financial and performance planning;
- financial and budget information is produced in plain language and clear numerical detail;
- the budget strategy is widely understood by councillors and staff;
- rates policy that is clearly understood by council and property owners;
- measures in place to prevent corruption;
- financial indicators are moving in a positive direction; and
- councillors and staff are familiar with new financial management laws.

Negative Indicators Include:

- panic about resource levels;
- regular overspending or under spending;
- no medium or long-term financial strategy;
- poor billing systems, including sectors of the community who do not receive bills; and
- no compliance with new legislation and policy.

Questions:

- Does the council have a reputation for sound financial management, particularly with the auditor-general?
- Is there a clear strategy for budget making?
- Is there a long-term financial plan?
- How does council involve the business and community sectors in budget and financial matters?
- Are there partnership arrangements with the private/voluntary sector that are designed to maximise available resources?
- Does the council have a clear, well-understood policy to deal with residents who default on their municipal bills?
- Does the council manage communication around defaulters well?

4.4 Monitoring and Evaluation

Monitoring, evaluation and the development of a performance management system are all requirements of the Municipal Systems Act 32 of 2000 (McKenzie, 2003: 247).

Positive Indicators Include:

- Integrated Development Planning process and Performance Management Process are seamlessly integrated;
- Performance Management System identifies key performance indicators and areas for the municipality;
- Local key performance indicators address national priorities; and
- Councillors understand the performance management system, as required by the Municipal Systems Act 32 of 2000.

Negative indicators Include:

- no Performance Management System;
- monitoring and evaluation activities are only undertaken when reports to external donors are due or are required by national government;
- the PMS process is consultant-driven; and
- performance reports are not available to the public.

Questions:

- Is performance management used to monitor and evaluate inputs, outputs and outcomes to assess the effective implementation of service delivery against developmental objectives?
- Does monitoring and evaluation form part of the municipality's daily work structure?
- Is there a sense of ownership of the performance management system by the municipality?
- Do indicators measure output and outcomes?
- Is the public adequately involved in the monitoring and evaluation processes in the municipality, as required by the municipal Systems Act 32 of 2000?

- Is reporting on the municipality's performance in a simple and accessible format, relevant and useful to the specified target group?

Are there clear links and relationships between the performance management, the IDP and the budget processes?

APPENDIX 02

QUESTIONNAIRE

Research Survey on Total Quality Management (TQM) & Business Excellence for the purposes of Doctoral Research (DBA Degree)

**Pravine Naidoo
Graduate School of Business
University of KwaZulu-Natal
Durban**

Dear Sir / Madam,

I am presently undertaking my DBA doctoral research at the Graduate School of Business at the University of KwaZulu-Natal. The topic of my doctoral research is:

An Assessment of the Effectiveness and Efficiency of the Strategic and Operational Management of the Makana Municipality, Grahamstown: A Total Quality Management & Business Excellence Approach.

The purpose of this letter is to invite you to participate in my research by completing the attached questionnaire on Total Quality Management & Business Excellence and related issues. The questionnaire is partly based on the ISO 9001 Quality Management Standards, the South African Business Excellence Model of the South African Excellence Foundation and on an extensive literature survey.

By taking part in this project and completing the questionnaire, you will gain some insight into your own organisation's strengths and areas for improvement. If you so desire, you can receive feedback on the research once the project is completed.

Following are answers to some of the questions I anticipate you might have regarding this project:

Why do I need to complete this questionnaire?

Your participation is vital in gaining an accurate reflection of the perceptions of all employees. This study will only be relevant if you participate.

What will be done with my feedback?

It is intended that the results of this survey will be used to continue making organisations a place where employees can learn and grow and differences and concerns appreciated and valued, and where a quality service is rendered to customers.

What does the questionnaire involve?

Section 1: Biographical information. These questions are designed to gauge the feelings of different departments.

The information on job levels for instance would ensure that any concern by any groupings in this regard is appropriately addressed.

Section 2: Questions about how we do things at Makana Municipality.

Can I really be honest?

Yes! Please answer each question as honestly as possible because your views are essential. All information supplied will be treated strictly confidentially. To ensure this, your completed questionnaire must be placed in a sealed envelope. The survey is totally confidential, and I urge you to use this opportunity to give your opinions.

Thank you in advance for your willingness to participate in this research project.

Regards,

Pravine Naidoo
Doctoral Researcher
DBA Student : 8729178
Graduate School of Business
University of KwaZulu-Natal

TO BE COMPLETED BY THE PARTICIPANT / RESPONDENT

This serves to confirm that I have been informed by the Researcher as to the nature and purpose of the Project and that the information herein will be kept confidential.

NAME

INSTRUCTIONS

Using this instrument is simple. Read each statement below. Then, circle the number from the following scales that indicates your evaluation of your organisation's status with regard to the statement. For each statement, you are asked to supply two (2) responses. The first response indicates where you believe your organisation stands today. The second response should indicate where you realistically expect your organisation to be six months from now. Of course, this assessment is not designed to take the place of a careful review of the standards themselves, but using the assessment wisely can help you reach a good state of readiness.

PRESENT (Current level of quality):

- 1 = Not applicable
- 2 = Strongly disagree
- 3 = Disagree
- 4 = Agree
- 5 = Strongly agree

FUTURE (Expected level of quality):

- 1 = Not applicable
- 2 = Not important at all
- 3 = Not really important
- 4 = Important
- 5 = Very important

Please take time to read each statement carefully before you answer.

The questionnaire begins with **Section 1**. In this section we require biographical information, such as your directorate, department and job level.

In **Section 2** we require information about Makana Municipality.

EXAMPLE:

Question 1: Our organisation has clearly defined procedures for verifying the quality of our products.

If you strongly agree with this statement then tick the block under strongly agree (scale 1). Describe now how important this is for the future and tick the appropriate box, say 5 (very important).

PRESENT (Scale 1):

- 1 = Not applicable
- 2 = Strongly disagree
- 3 = Disagree
- 4 = Agree
- 5 = Strongly agree

FUTURE (Scale 2):

- 1 = Not applicable
- 2 = Not important at all
- 3 = Not really important
- 4 = Important
- 5 = Very important

Please answer all the questions and choose only one answer per question. Please take the time to read each statement carefully before you answer.

Please remember that all responses are confidential. No individual results will be used as feedback.

Thank you for your co-operation!

SECTION 1

1 Your level? Please tick (4) ONE of the following boxes

- | | |
|--|-------------------------|
| Executive Management (CEO & Directors) | <input type="radio"/> 1 |
| Senior Management (Heads of Departments) | <input type="radio"/> 2 |
| Middle Management (Section Heads) | <input type="radio"/> 3 |
| Junior Management (Supervisors) | <input type="radio"/> 4 |
| Administrative and Clerical | <input type="radio"/> 5 |
| Technicians and Artisans | <input type="radio"/> 6 |
| General Workers | <input type="radio"/> 7 |

2 Your Directorate? Please tick (4) ONE of the following boxes

- | | |
|---|-------------------------|
| Corporate Services | <input type="radio"/> 1 |
| Finance | <input type="radio"/> 2 |
| Technical and Infrastructural Services | <input type="radio"/> 3 |
| Social and Community Services | <input type="radio"/> 4 |
| Local Economic Development and Tourism Unit | <input type="radio"/> 5 |
| Special Programmes Unit | <input type="radio"/> 6 |

3 Job level? Please tick (4) ONE of the following boxes

Directorate: Corporate Services:

- Administration 1
- Committee Services 2
- Human Resources 3

Directorate: Finance

- Revenue 5
- Expenditure 6
- Financial Accounting 7

Directorate: Technical and Infrastructural Services:

- Civil Engineering 9
- Electricity 10
- Water and Sewerage 11
- Land and Housing Management 12
- Roads and Stormwater 13
- Town Planning 14

Directorate: Social and Community Services:

- Primary Health Care 15
- Environmental Health and Cleansing 16
- Fire Fighting and Community Safety Services 17
- Library Services 18
- Traffic Control & Licensing 19
- Parks, Forestry and Recreation 20

SECTION 2

Each question must be answered on BOTH SCALES.

Scale 1 (Current level of quality) refers to the following:

1 = Not applicable 2 = Strongly disagree 3 = Disagree 4 = Agree 5 = Strongly agree

Scale 2 (Expected level of quality) refers to the following:

1 = Not applicable 2 = Not important at all 3 = Not really important 4 = Important 5 = Very important

SCALE 1: PRESENT CURRENT LEVEL OF QUALITY				
Not applicable	Strongly disagree	Disagree	Agree	Strongly agree

SCALE 2: FUTURE EXPECTED LEVEL OF QUALITY				
Not applicable	Not important at all	Not really important	Important	Very important

MANAGING SYSTEMS AND PROCESSES

4. We have easy access to the information we need to do our jobs well.	1	2	3	4	5
5. We are able to change systems and procedures when they are ineffective.	1	2	3	4	5
5. Makana Municipality systems and procedures are usually very well thought out and effective.	1	2	3	4	5
7. I have a checklist of processes for serving customers.	1	2	3	4	5
8. I know how to handle difficult customers.	1	2	3	4	5
9. The physical set-up at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc).	1	2	3	4	5
10. The implementation of new policies and procedures are streamlining the way we work.	1	2	3	4	5
11. New policies and procedures are communicated timeously.	1	2	3	4	5
12. Policies and procedures are applied consistently in our department.	1	2	3	4	5
13. The Makana Municipality applies the process approach to achieve the effective and efficient control of processes, resulting in performance improvement.	1	2	3	4	5
14. Documents and records used to support effective and efficient operation of the processes of the Municipality are kept.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

MANAGEMENT RESPONSIBILITY: PROCESSES

15. Management demonstrates its leadership in improving processes in the Municipality.	1	2	3	4	5
16. Management demonstrates its commitment in improving processes in the Municipality.	1	2	3	4	5
17. Management demonstrates its involvement in improving processes in the Municipality.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

18. The Municipality identifies residents/ratepayers needs on a continual basis.	1	2	3	4	5
19. The Municipality identifies residents/ratepayers expectations on a continual basis.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5

SCALE 1: PRESENT CURRENT LEVEL OF QUALITY				
Strongly agree				
Agree				
Disagree				
Strongly disagree				
Not applicable				

SCALE 2: FUTURE EXPECTED LEVEL OF QUALITY				
Very important				
important				
Not really important				
Not important at all				
Not applicable				

0. My immediate manager tells me when I provide bad customer service.	1	2	3	4	5
1. Executive Management ensures that responsibilities are established and communicated to people in the Municipality.	1	2	3	4	5
2. Executive Management communicates quality service requirements, which will contribute to the improvement of the Municipality's performance.	1	2	3	4	5
3. Executive Management communicates quality service objectives, which will contribute to the improvement of the Municipality's performance.	1	2	3	4	5
4. Executive Management communicates quality service accomplishments, which will contribute to the improvement of the Municipality's performance.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

PART OF: MANAGEMENT RESPONSIBILITY: PROCESSES

5. Executive Management ensures the management review activity evaluate information to improve the effectiveness and efficiency of the processes of the Municipality.	1	2	3	4	5
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1	2	3	4	5
---	---	---	---	---

RESOURCE (PHYSICAL, HUMAN & FINANCIAL) MANAGEMENT

6. Management plan for physical resources (equipment, office layout, reception areas, etc) to be available in a timely manner.	1	2	3	4	5
7. Management plan for human resources to be available in a timely manner.	1	2	3	4	5
8. Management plan for financial resources to be available in a timely manner.	1	2	3	4	5
9. Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality.	1	2	3	4	5
10. Management ensures that the competence of people in the Municipality is adequate for current and future needs.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

INFRASTRUCTURE/WORK ENVIRONMENT

1. Management ensures that the infrastructure is appropriate for the achievement of the objectives of the Municipality.	1	2	3	4	5
2. Management considers environmental issues associated with the infrastructure.	1	2	3	4	5
3. Management ensures that the work environment promotes the motivation of people in the Municipality.	1	2	3	4	5
4. Management ensures that the work environment promotes the satisfaction of people in the Municipality.	1	2	3	4	5
5. Management ensures that the work environment promotes the performance of people in the Municipality.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

SCALE 1: PRESENT CURRENT LEVEL OF QUALITY				
Strongly agree				
Agree				
Disagree				
Strongly disagree				
Not applicable				

SCALE 2: FUTURE EXPECTED LEVEL OF QUALITY				
Important				
Not important at all				
Not applicable				

PART OF: RESPONSIBILITY, AUTHORITY AND COMMUNICATION

56. Management ensures that appropriate information is easily available for fact-based decision-making.	1	2	3	4	5
---	---	---	---	---	---

2	4
---	---

SUPPLIERS AND PARTNERSHIPS

57. Management involves suppliers in the identification of purchasing needs.	1	2	3	4	5
--	---	---	---	---	---

2	4
---	---

58. Management involves suppliers in the identification of joint strategy development.	1	2	3	4	5
--	---	---	---	---	---

2	4
---	---

59. Management promotes partnership arrangements with suppliers.	1	2	3	4	5
--	---	---	---	---	---

2	4
---	---

FINANCIAL RESOURCES

60. Management plan, provide, control and monitor the financial resources necessary to maintain an effective and efficient quality management system and to ensure the achievement of the objectives of the Municipality.	1	2	3	4	5
---	---	---	---	---	---

2	4
---	---

61. Management ensures awareness of people in the Municipality about the link between service quality and costs.	1	2	3	4	5
--	---	---	---	---	---

2	4
---	---

SERVICE REALIZATION

62. Executive Management applies the process approach to ensure the effective and efficient operation of support processes.	1	2	3	4	5
---	---	---	---	---	---

2	4
---	---

63. Executive Management applies the process approach to ensure the effective and efficient operation of the associated process network.	1	2	3	4	5
--	---	---	---	---	---

2	4
---	---

PROCESSES RELATED TO INTERESTED PARTIES

64. Management has defined customer-related processes to ensure consideration of residents' needs.	1	2	3	4	5
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2	4
---	---

5. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations.	1	2	3	4	5
---	---	---	---	---	---

2	4
---	---

66. Management promotes the importance of measurement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	2	3	4	5
---	---	---	---	---	---

2	4
---	---

67. Management promotes the importance of analysis activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	2	3	4	5
--	---	---	---	---	---

2	4
---	---

68. Management promotes the importance of improvement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	2	3	4	5
---	---	---	---	---	---

2	4
---	---

SCALE 1: PRESENT CURRENT LEVEL OF QUALITY				
1	2	3	4	5
Strongly agree				
Agree				
Disagree				
Strongly disagree				
Not applicable				

SCALE 2: FUTURE EXPECTED LEVEL OF QUALITY				
1	2	3	4	5
Very important				
Important				
Not really important				
Not important at all				
Not applicable				

MEASUREMENT AND MONITORING

69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements.	1	2	3	4	5
70. Management ensures the collection of data from other interested parties for analyses and possible improvements.	1	2	3	4	5
71. The Municipality use self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation.	1	2	3	4	5
72. The Municipality control process and service non-conformity.	1	2	3	4	5
73. The Municipality analyse non-conformity for lessons learned, process and service improvement.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

CONTINUOUS SERVICE IMPROVEMENT

74. The Municipality analyse data to assess its performance and identify areas for improvement.	1	2	3	4	5
75. Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements.	1	2	3	4	5
76. In Makana Municipality we are expected to speak up when we have an idea to improve customer service.	1	2	3	4	5
77. In Makana Municipality we get the support needed to implement the improvements we suggest.	1	2	3	4	5
78. In Makana Municipality we get credit and recognition when we do something to make improvements.	1	2	3	4	5
79. Skilled and motivated employees can make a difference to our customer service.	1	2	3	4	5
80. Individual employee efforts are the greatest influence in providing good customer service.	1	2	3	4	5
81. The total effectiveness of our work is strongly influenced by what we know and do.	1	2	3	4	5
82. In our Department we work as a team to promote good customer service.	1	2	3	4	5
83. Management use corrective action for evaluating and eliminating recorded problems affecting its performance.	1	2	3	4	5
84. Management use preventive action for error/mistake prevention.	1	2	3	4	5
85. Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance.	1	2	3	4	5

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

APPENDIX 03

BIOGRAPHICAL INFORMATION

TABLE 1.1: LEVELS

Your level? (n = 96)			
Responses	Freq.	Percent	Cumul.
Executive Management (CEO)	0	0.0	0.0
Senior Management (Heads of	8	8.3	8.3
Middle Management (Section	10	10.4	18.8
Junior Management	25	26.0	44.8
Administrative and Clerical	25	26.0	70.8
Technicians and Artisans	11	11.5	82.3
General Workers	13	13.5	95.8
No Response	4	4.2	100.0

GRAPH 1.1: LEVELS

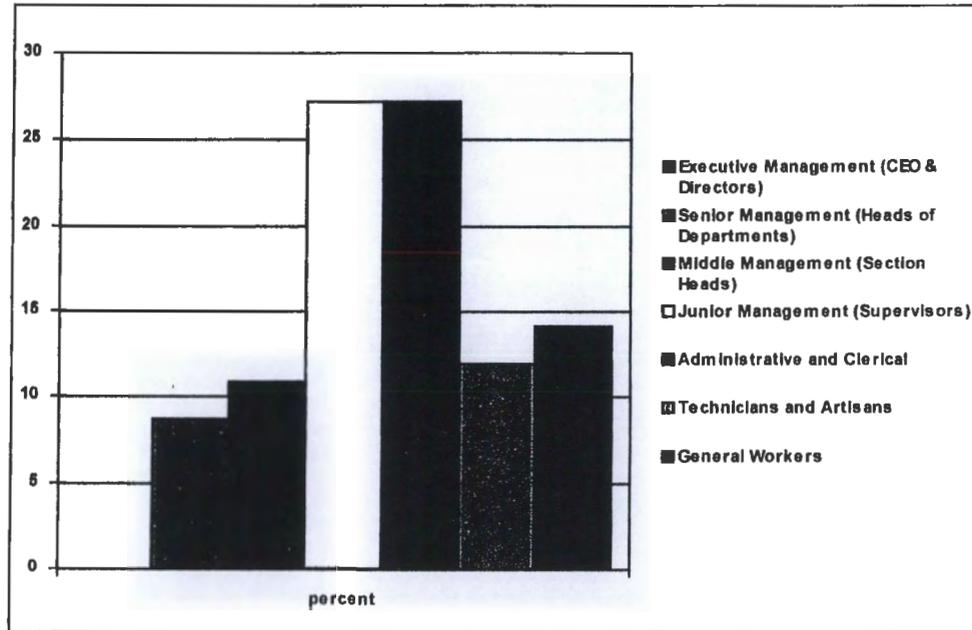
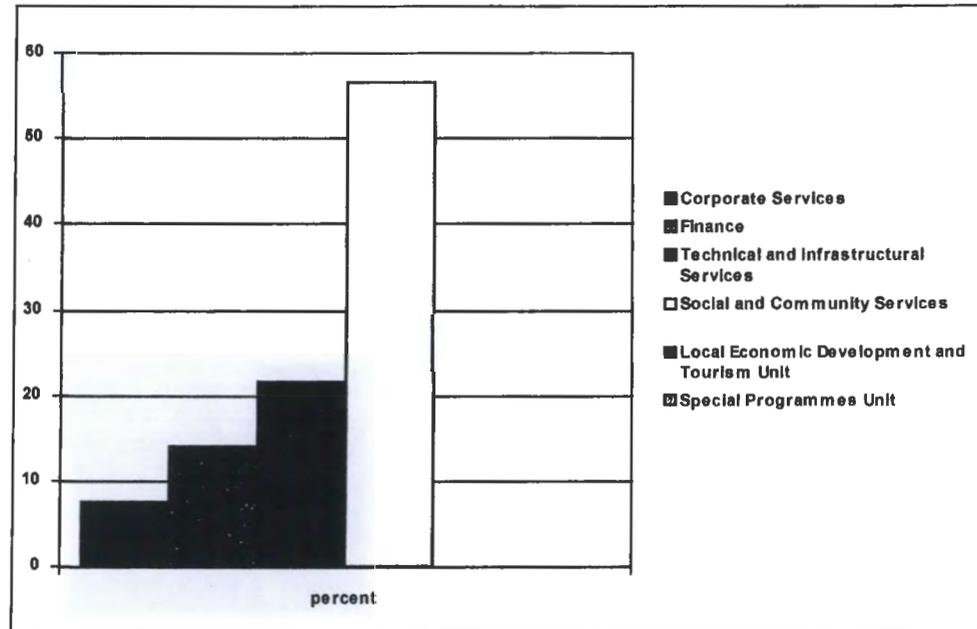


TABLE 1.2: DIRECTORATE

Your Directorate? (n = 96)			
Responses	Freq.	Percent	Cumul.
Corporate Services	7	7.3	7.3
Finance	13	13.5	20.8
Technical and Infrastructural Services	20	20.8	41.7
Social and Community Services	52	54.2	95.8
Local Economic Development and Tourism	0	0.0	95.8
Special Programmes Unit	0	0.0	95.8
No Response	4	4.2	100.0

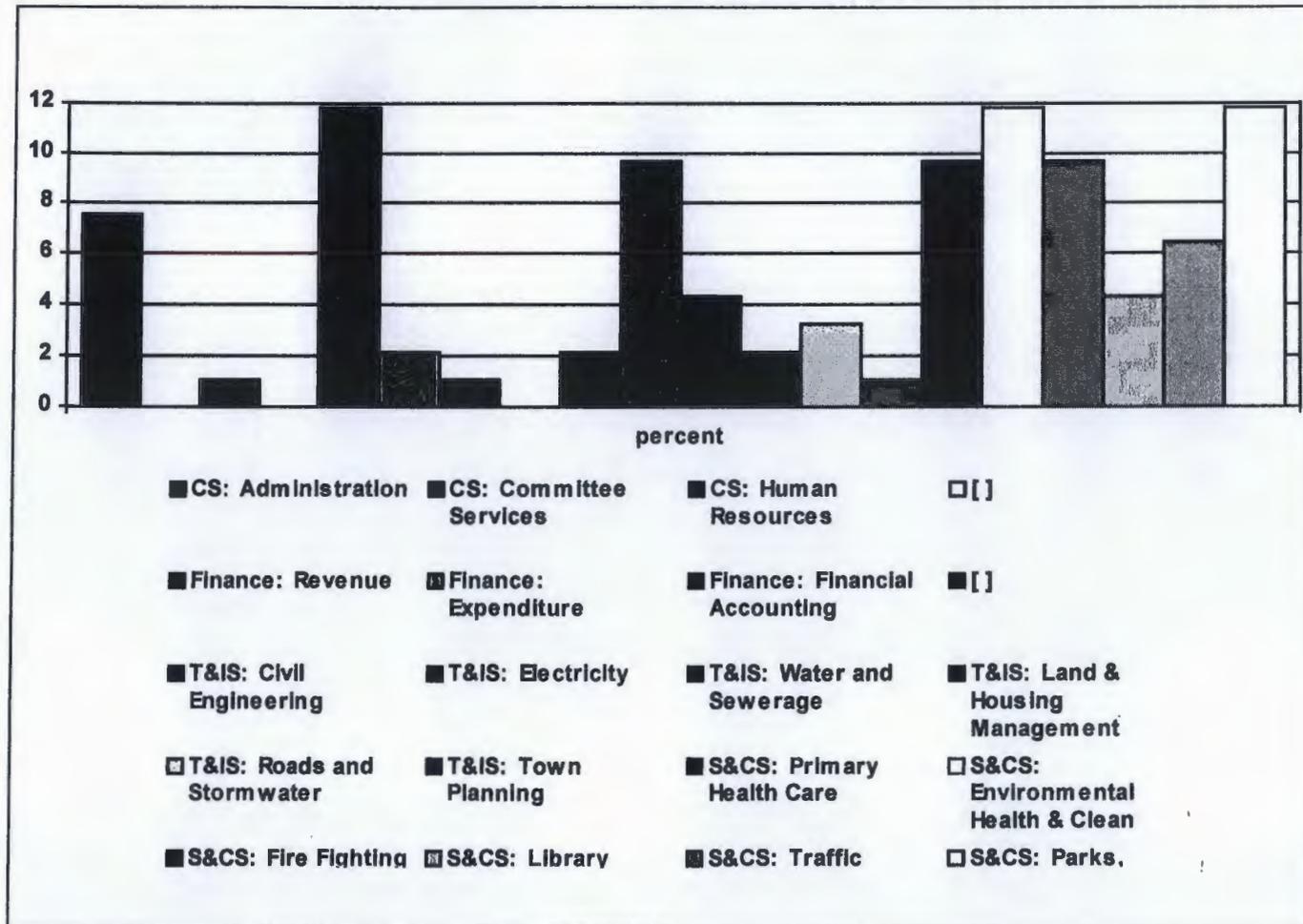
99.1.12
GRAPH 1.2: DIRECTORATES



4.13
TABLE 4.3: JOB CATEGORIES

Job Category? (n = 96)			
Responses	Freq.	Percent	Cumul.
CS: Administration	7	7.3	7.3
CS: Committee Services	0	0.0	7.3
CS: Human Resources	1	1.0	8.3
[]	0	0.0	8.3
Finance: Revenue	11	11.5	19.8
Finance: Expenditure	2	2.1	21.9
Finance: Financial Accounting	1	1.0	22.9
[]	0	0.0	22.9
T&IS: Civil Engineering	2	2.1	25.0
T&IS: Electricity	9	9.4	34.4
T&IS: Water and Sewerage	4	4.2	38.5
T&IS: Land & Housing Management	2	2.1	40.6
T&IS: Roads and Stormwater	3	3.1	43.8
T&IS: Town Planning	1	1.0	44.8
S&CS: Primary Health Care	9	9.4	54.2
S&CS: Environmental Health & Cleansing	11	11.5	65.6
S&CS: Fire Fighting & Community Safety Services	9	9.4	75.0
S&CS: Library Services	4	4.2	79.2
S&CS: Traffic Control & Licensing	6	6.3	85.4
S&CS: Parks, Forestry and Recreation	11	11.5	96.9
No Response	3	3.1	100.0

4.1.3
GRAPH 1.3: JOB CATEGORIES



NOTE: See table 1.3 for the complete names of each job category

APPENDIX 04

RESULTS OF DIMENSIONS AND STATEMENTS (PRESENT AND FUTURE)

TABLE 2.1: DIMENSIONS - PRESENT AND FUTURE

Rank	Count	Questions	Scale	Mean	0	20	40	60	80	100	Wkn%	Dis%	Str%
1	92.3	CONTINUOUS SERVICE IMPROVEMENT	1	3.72						9.4	22.3	68.3	
	90.3		2	4.53						3.1	0.6	96.2	
11	92.0	FINANCIAL RESOURCES	1	3.17						26.6	20.7	52.7	
	91.5		2	4.31						9.3	1.6	89.1	
6	90.6	INFRASTRUCTURE/WORK ENVIRONMENT	1	3.28						18.3	37.1	44.6	
	90.4		2	4.55						2.4	1.3	96.2	
9	92.5	MANAGING SYSTEMS AND PROCESSES	1	3.40						18.4	25.9	55.7	
	91.3		2	4.14						10.2	3.7	86.1	
12	85.6	MEASUREMENT AND MONITORING	1	3.27						21.0	22.1	56.9	
	86.0		2	4.12						11.1	1.7	87.3	
5	93.0	MNGT RESPONSIBILITY: PROCESSES	1	3.52						12.2	28.2	59.7	
	91.5		2	4.34						5.5	2.2	92.3	
10	92.1	NEEDS/EXPECT: INTERESTED PARTIES	1	3.30						19.3	28.3	52.4	
	91.5		2	4.22						10.2	2.9	86.9	
8	89.6	PLANNING	1	3.33						21.9	22.5	55.7	
	90.6		2	4.25						10.2	1.1	88.7	

N/A StrDisagree (Wkn)
 Disagree (Dis)
 Agree/Str Agree (Str)

TABLE 2.1: DIMENSIONS - PRESENT AND FUTURE

Rank	Count	Questions	Scale	Mean	0	20	40	60	80	100	Wkn%	Dis%	Str%
7	87.4	PROCESSES: INTERESTED PARTIES	1	3.48							12.5	25.6	61.9
	86.8		2	4.33							4.6	2.5	92.8
4	92.5	QUALITY POLICY	1	3.62							15.1	14.0	70.8
	91.3		2	4.32							9.6	1.9	88.5
3	94.2	RESOURCE MANAGEMENT	1	3.47							14.9	27.8	57.3
	92.2		2	4.57							2.0	2.0	96.1
2	92.9	RESPONSIBILITY, AUTHORITY & COMM	1	3.61							9.4	27.2	63.5
	92.0		2	4.44							4.8	2.1	93.1
13	85.0	SERVICE REALIZATION	1	3.31							18.2	25.9	55.9
	83.0		2	4.06							13.9	3.0	83.1
14	84.0	SUPPLIERS AND PARTNERSHIPS	1	2.76							40.9	13.5	45.6
	83.3		2	3.90							17.2	3.2	79.6
	91.1	Scale #1 Grand Mean	1	3.43							16.6	25.1	58.4
	90.1	Scale #2 Grand Mean	2	4.32							7.4	2.1	90.5

N/A StrDisagree (Wkn)
 Disagree (Dis)
 Agree/Str Agree (Str)

Rank = Dimensions/statements ranked from highest to lowest mean score
 Count = Number of respondents (all respondents did not respond to all statements)
 Question = Dimensions / statements
 Mean = The total of the scores divided by the number of responses

SCALE 1: PRESENT (CURRENT LEVEL OF QUALITY)
 Wkn% = 1 - Not Applicable, 2 - Strongly disagree
 Dis% = 3 - Disagree,
 Str% = 4 - Agree, 5 - Strongly agree

SCALE 2: FUTURE (EXPECTED LEVEL OF QUALITY)

Wkn% = 1 - Not applicable, 2 - Not important at all

Neu% (Dis%) = 3 - Not really important

Str% = 4 - Important, 5 = Very important

TABLE 2.2: DIMENSIONS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
92.3	CONTINUOUS SERVICE IMPROVEMENT	3.72							3.9%	5.5%	22.3%	51.3%	17.0%
92.5	QUALITY POLICY	3.62							10.5%	4.6%	14.0%	54.4%	16.5%
92.9	RESPONSIBILITY, AUTHORITY & COMM	3.61							4.4%	5.0%	27.2%	51.9%	11.5%
93.0	MNGT RESPONSIBILITY: PROCESSES	3.52							4.1%	8.1%	28.2%	51.3%	8.3%
87.4	PROCESSES: INTERESTED PARTIES	3.48							9.1%	3.5%	25.6%	54.1%	7.8%
94.2	RESOURCE MANAGEMENT	3.47							5.1%	9.8%	27.8%	48.2%	9.1%
92.5	MANAGING SYSTEMS AND PROCESSES	3.40							8.4%	10.0%	25.9%	44.8%	10.9%
89.6	PLANNING	3.33							12.5%	9.3%	22.5%	44.0%	11.6%
85.0	SERVICE REALIZATION	3.31							17.1%	1.2%	25.9%	45.3%	10.6%
92.1	NEEDS/EXPECT: INTERESTED PARTIES	3.30							10.1%	9.3%	28.3%	45.1%	7.3%
90.6	INFRASTRUCTURE/WORK ENVIRONMENT	3.28							4.6%	13.7%	37.1%	38.4%	6.2%
85.6	MEASUREMENT AND MONITORING	3.27							16.2%	4.8%	22.1%	50.2%	6.7%
92.0	FINANCIAL RESOURCES	3.17							16.3%	10.3%	20.7%	45.7%	7.1%
84.0	SUPPLIERS AND PARTNERSHIPS	2.76							36.5%	4.4%	13.5%	37.7%	7.9%
91.1	Grand Mean	3.43							9.2%	7.4%	25.1%	47.8%	10.6%

TABLE 2.3: DIMENSIONS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
92.2	RESOURCE MANAGEMENT	4.57						1.5%	0.4%	2.0%	31.9%	64.2%
90.4	INFRASTRUCTURE/WORK ENVIRONMENT	4.55						2.0%	0.4%	1.3%	33.2%	63.1%
90.3	CONTINUOUS SERVICE IMPROVEMENT	4.53						1.9%	1.2%	0.6%	34.3%	61.9%
92.0	RESPONSIBILITY, AUTHORITY & COMM	4.44						4.4%	0.4%	2.1%	33.0%	60.2%
91.5	MNGT RESPONSIBILITY: PROCESSES	4.34						5.2%	0.3%	2.2%	39.6%	52.8%
86.8	PROCESSES: INTERESTED PARTIES	4.33						4.4%	0.2%	2.5%	43.8%	49.1%
91.3	QUALITY POLICY	4.32						7.7%	1.9%	1.9%	28.0%	60.5%
91.5	FINANCIAL RESOURCES	4.31						8.7%	0.5%	1.6%	30.1%	59.0%
90.6	PLANNING	4.25						9.7%	0.4%	1.1%	32.6%	56.1%
91.5	NEEDS/EXPECT: INTERESTED PARTIES	4.22						9.3%	1.0%	2.9%	32.3%	54.6%
91.3	MANAGING SYSTEMS AND PROCESSES	4.14						8.8%	1.4%	3.7%	38.6%	47.5%
86.0	MEASUREMENT AND MONITORING	4.12						11.1%	0.0%	1.7%	40.3%	47.0%
83.0	SERVICE REALIZATION	4.06						13.9%	0.0%	3.0%	32.5%	50.6%
83.3	SUPPLIERS AND PARTNERSHIPS	3.90						16.8%	0.4%	3.2%	34.8%	44.8%
90.1	Grand Mean	4.32						6.6%	0.8%	2.1%	34.9%	55.6%

STATEMENTS PER DIMENSION

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0	20	40	60	80					
CONTINUOUS SERVICE IMPROVEMENT														
74. The Municipality analyses data to assess its performance and identify areas for improvement.	1	91	1.205	3.24						15.4%	8.8%	19.8%	48.4%	7.7%
										Not applicable	Not important at all	Not really important	Important	Very important
	2	89	0.893	4.35						4.5%	0.0%	1.1%	44.9%	49.4%
CONTINUOUS SERVICE IMPROVEMENT														
75. Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements.	1	92	1.103	3.57						9.8%	4.3%	19.6%	52.2%	14.1%
										Not applicable	Not important at all	Not really important	Important	Very important
	2	90	0.768	4.48						2.2%	1.1%	0.0%	40.0%	56.7%
CONTINUOUS SERVICE IMPROVEMENT														
76. In Makana Municipality we are expected to speak up when we have an idea to improve customer service.	1	94	0.805	3.78						1.1%	4.3%	26.6%	52.1%	16.0%
										Not applicable	Not important at all	Not really important	Important	Very important
	2	92	0.819	4.51						3.3%	0.0%	1.1%	33.7%	62.0%
CONTINUOUS SERVICE IMPROVEMENT														
77. In Makana Municipality we get the support needed to implement the	1	92	0.788	3.42						1.1%	7.6%	46.7%	37.0%	7.6%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Not important at all	Not really important	Important	Very important
					0 20 40 60 80 100					
77. In Makana Municipality we get the support needed to implement the improvements we suggest.	2	90	0.823	4.46		2.2%	2.2%	1.1%	36.7%	57.8%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
78. In Makana Municipality we get credit and recognition when we do something to make improvements.	1	91	1.017	3.14		7.7%	13.2%	45.1%	25.3%	8.8%
	2	91	0.780	4.52		2.2%	1.1%	1.1%	34.1%	61.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
79. Skilled and motivated employees can make a difference to our customer service.	1	94	0.754	4.28		1.1%	3.2%	2.1%	54.3%	39.4%
	2	94	0.688	4.69		2.1%	0.0%	0.0%	22.3%	75.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
80. Individual employee efforts are the greatest influence in providing good customer service.	1	93	0.818	3.94		2.2%	4.3%	10.8%	63.4%	19.4%
	2	90	0.797	4.51		1.1%	3.3%	2.2%	30.0%	63.3%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
81. The total effectiveness of our work is strongly influenced by what we know and do.	1	93	0.635	4.20		1.1%	1.1%	2.2%	67.7%	28.0%
	2	90	0.619	4.57		0.0%	2.2%	0.0%	36.7%	61.1%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score 0 20 40 60 80 100	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						Not applicable	Not important at all	Not really important	Important	Very important
82. In our Department we work as a team to promote good customer service.	1	94	0.783	4.01		0.0%	4.3%	17.0%	52.1%	26.6%
	2	92	0.645	4.68		1.1%	1.1%	0.0%	23.9%	73.9%
83. Management uses corrective action for evaluating and eliminating recorded problems affecting its performance.	1	94	0.889	3.65		4.3%	2.1%	30.9%	50.0%	12.8%
	2	89	0.675	4.54		1.1%	1.1%	0.0%	38.2%	59.6%
84. Management uses preventive action for error/mistake prevention.	1	91	0.839	3.69		2.2%	6.6%	22.0%	58.2%	11.0%
	2	89	0.770	4.53		2.2%	1.1%	0.0%	34.8%	61.8%
85. Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance.	1	89	0.815	3.71		1.1%	6.7%	24.7%	55.1%	12.4%
	2	88	0.694	4.53		1.1%	1.1%	1.1%	36.4%	60.2%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
FINANCIAL RESOURCES										
60. Management plan, provide, control and monitor the financial resources necessary to maintain an effective and efficient quality management system and to ensure the achievement of the objectives of the Municipality.	1	92	1.263	3.17		17.4%	12.0%	14.1%	48.9%	7.6%
	2	93	1.213	4.25		Not applicable	Not important at all	Not really important	Important	Very important
						9.7%	1.1%	2.2%	29.0%	58.1%
INFRASTRUCTURE/WORK ENVIRONMENT										
61. Management ensures awareness of people in the Municipality about the link between service quality and costs.	1	92	1.170	3.16		15.2%	8.7%	27.2%	42.4%	6.5%
	2	90	1.095	4.36		Not applicable	Not important at all	Not really important	Important	Very important
						7.8%	0.0%	1.1%	31.1%	60.0%
51. Management ensures that the infrastructure is appropriate for the achievement of the objectives of the Municipality.	1	94	0.983	3.18		6.4%	16.0%	36.2%	36.2%	5.3%
	2	93	0.855	4.47		Not applicable	Not important at all	Not really important	Important	Very important
						3.2%	1.1%	1.1%	34.4%	60.2%
52. Management considers environmental issues associated with the infrastructure.	1	83	1.143	3.24		14.5%	6.0%	26.5%	47.0%	6.0%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Not important at all	Not really important	Important	Very important
					0 20 40 60 80 100					
52. Management considers environmental issues associated with the infrastructure.	2	85	0.825	4.53		3.5%	0.0%	0.0%	32.9%	63.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
53. Management ensures that the work environment promotes the motivation of people in the Municipality.	1	91	0.817	3.33		0.0%	16.5%	39.6%	38.5%	5.5%
	2	93	0.628	4.60		1.1%	0.0%	1.1%	33.3%	64.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
54. Management ensures that the work environment promotes the satisfaction of people in the Municipality.	1	92	0.855	3.34		1.1%	15.2%	39.1%	38.0%	6.5%
	2	90	0.722	4.53		1.1%	1.1%	3.3%	32.2%	62.2%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
55. Management ensures that the work environment promotes the performance of people in the Municipality.	1	93	0.857	3.30		1.1%	15.1%	44.1%	32.3%	7.5%
	2	91	0.630	4.60		1.1%	0.0%	1.1%	33.0%	64.8%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
MANAGING SYSTEMS AND PROCESSES										
4. We have easy access to the	1	96	0.835	3.64		2.1%	6.3%	28.1%	53.1%	10.4%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Not important at all	Not really important	Important	Very important
					0 20 40 60 80 100					
4. We have easy access to the information we need to do our jobs well.	2	93	0.903	4.34		4.3%	1.1%	0.0%	45.2%	49.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
5. We are able to change systems and procedures when they are ineffective.	1	93	1.172	3.13		12.9%	17.2%	20.4%	43.0%	6.5%
	2	92	1.300	4.04		12.0%	2.2%	3.3%	34.8%	47.8%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
6. Makana Municipality systems and procedures are usually very well thought out and effective.	1	94	0.806	3.27		2.1%	11.7%	47.9%	34.0%	4.3%
	2	91	0.967	4.27		4.4%	2.2%	3.3%	41.8%	48.4%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
7. I have a checklist of processes for serving customers.	1	88	1.327	3.15		19.3%	9.1%	22.7%	35.2%	13.6%
	2	87	1.450	3.78		18.4%	1.1%	3.4%	37.9%	39.1%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
8. I know how to handle difficult customers.	1	88	1.259	3.48		15.9%	4.5%	9.1%	56.8%	13.6%
	2	86	1.307	4.09		12.8%	0.0%	3.5%	32.6%	51.2%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
9. The physical set-up at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc).	1	94	0.995	3.31		4.3%	19.1%	24.5%	45.7%	6.4%
	2	92	0.826	4.40		Not applicable	Not important at all	Not really important	Important	Very important
						2.2%	2.2%	2.2%	40.2%	53.3%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
10. The implementation of new policies and procedures are streamlining the way we work.	1	93	1.076	3.41		6.5%	9.7%	36.6%	31.2%	16.1%
	2	93	1.147	4.11		Not applicable	Not important at all	Not really important	Important	Very important
						7.5%	2.2%	8.6%	35.5%	46.2%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
11. New policies and procedures are communicated timeously.	1	92	1.013	3.37		6.5%	10.9%	30.4%	43.5%	8.7%
	2	92	1.208	4.05		Not applicable	Not important at all	Not really important	Important	Very important
						9.8%	1.1%	7.6%	37.0%	44.6%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
12. Policies and procedures are applied consistently in our department.	1	92	0.949	3.61		2.2%	10.9%	26.1%	45.7%	15.2%
	2	92	0.896	4.29		Not applicable	Not important at all	Not really important	Important	Very important
						3.3%	2.2%	3.3%	44.6%	46.7%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
13. The Makana Municipality applies the process approach to achieve the effective and efficient control of processes, resulting in performance improvement.	1	93	1.111	3.37		10.8%	7.5%	25.8%	46.2%	9.7%
	2	92	1.287	4.05		12.0%	1.1%	4.3%	34.8%	47.8%
14. Documents and records used to support effective and efficient operation of the processes of the Municipality are kept.	1	95	1.086	3.67		9.5%	3.2%	13.7%	57.9%	15.8%
	2	94	1.200	4.15		10.6%	0.0%	1.1%	40.4%	47.9%
MEASUREMENT AND MONITORING										
69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements.	1	93	1.128	3.55		10.8%	5.4%	15.1%	55.9%	12.9%
	2	91	1.172	4.22		9.9%	0.0%	0.0%	38.5%	51.6%
70. Management ensures the collection of data from other interested parties for analyses and possible improvements.	1	91	1.186	3.29		15.4%	5.5%	22.0%	49.5%	7.7%
	2	90	1.082	4.23		7.8%	0.0%	2.2%	41.1%	48.9%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
71. The Municipality uses self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation.	1	89	1.160	3.36		13.5%	6.7%	18.0%	53.9%	7.9%
	2	90	1.179	4.19		Not applicable	Not important at all	Not really important	Important	Very important
						10.0%	0.0%	1.1%	38.9%	50.0%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
72. The Municipality controls process and service non-conformity.	1	77	1.163	3.17		18.2%	2.6%	26.0%	50.6%	2.6%
	2	79	1.295	3.96		Not applicable	Not important at all	Not really important	Important	Very important
						13.9%	0.0%	1.3%	45.6%	39.2%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
73. The Municipality analyses non-conformity for lessons learned, process and service improvement.	1	78	1.222	2.96		23.1%	3.8%	29.5%	41.0%	2.6%
	2	80	1.322	4.00		Not applicable	Not important at all	Not really important	Important	Very important
						13.8%	0.0%	3.8%	37.5%	45.0%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
MNGT RESPONSIBILITY: PROCESSES										
15. Management demonstrates its leadership in improving processes in the Municipality.	1	94	0.836	3.57		2.1%	7.4%	29.8%	52.1%	8.5%
	2	92	0.816	4.43		Not applicable	Not important at all	Not really important	Important	Very important
						3.3%	0.0%	1.1%	41.3%	54.3%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score 0 20 40 60 80 100	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
16. Management demonstrates its commitment in improving processes in the Municipality.	1	93	0.849	3.60		2.2%	7.5%	28.0%	52.7%	9.7%
	2	93	0.897	4.31		Not applicable	Not important at all	Not really important	Important	Very important
17. Management demonstrates its involvement in improving processes in the Municipality.	1	95	0.823	3.52		2.1%	8.4%	31.6%	51.6%	6.3%
	2	91	0.828	4.40		3.3%	0.0%	2.2%	42.9%	51.6%
45. Management ensures the management review activity evaluates information to improve the effectiveness and efficiency of the processes of the Municipality.	1	90	1.097	3.38		10.0%	8.9%	23.3%	48.9%	8.9%
	2	90	1.228	4.23		10.0%	1.1%	2.2%	28.9%	57.8%
NEEDS/EXPECT: INTERESTED PARTIES										
18. The Municipality identifies residents/ratepayers' needs on a continual basis.	1	95	0.987	3.35		7.4%	7.4%	35.8%	42.1%	7.4%
	2	91	1.270	4.18		11.0%	1.1%	3.3%	28.6%	56.0%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
19. The Municipality identifies residents/ratepayers' expectations on a continual basis.	1	95	0.942	3.28		7.4%	8.4%	35.8%	45.3%	3.2%
	2	92	1.166	4.26		Not applicable	Not important at all	Not really important	Important	Very important
						8.7%	1.1%	2.2%	31.5%	56.5%
	Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree
20. The Municipality identifies employees' need for recognition.	1	88	1.042	3.17		5.7%	20.5%	34.1%	30.7%	9.1%
	2	88	0.993	4.44		Not applicable	Not important at all	Not really important	Important	Very important
						4.5%	2.3%	2.3%	26.1%	64.8%
	Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree
21. The Municipality identifies employees' need for work satisfaction.	1	94	0.797	3.34		1.1%	13.8%	38.3%	43.6%	3.2%
	2	95	0.891	4.39		Not applicable	Not important at all	Not really important	Important	Very important
						3.2%	2.1%	2.1%	37.9%	54.7%
	Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree
22. The Municipality identifies employees' need for competence.	1	93	0.842	3.52		1.1%	10.8%	32.3%	47.3%	8.6%
	2	94	0.786	4.52		Not applicable	Not important at all	Not really important	Important	Very important
						2.1%	1.1%	2.1%	31.9%	62.8%
	Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree
23. The Municipality identifies employees' need for personal development.	1	93	0.877	3.43		2.2%	9.7%	40.9%	37.6%	9.7%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Not important at all	Not really important	Important	Very important
					0 20 40 60 80 100					
23. The Municipality identifies employees' need for personal development.	2	95	0.809	4.55		3.2%	0.0%	1.1%	30.5%	65.3%
24. The Municipality considers the potential benefits of establishing partnerships with its suppliers.	1	93	1.311	3.00		24.7%	5.4%	20.4%	44.1%	5.4%
	2	91	1.488	3.91		18.7%	0.0%	2.2%	29.7%	49.5%
25. The Municipality identifies other interested parties' needs that can result in setting objectives.	1	89	1.251	3.19		19.1%	6.7%	15.7%	52.8%	5.6%
	2	88	1.341	3.92		14.8%	0.0%	4.5%	39.8%	40.9%
26. The Municipality identifies other interested parties' expectations that can result in setting objectives.	1	88	1.204	3.35		15.9%	5.7%	12.5%	59.1%	6.8%
	2	89	1.246	4.06		11.2%	1.1%	3.4%	39.3%	44.9%
27. The Municipality ensures that statutory and regulatory requirements have been considered.	1	93	1.261	3.40		16.1%	4.3%	17.2%	48.4%	14.0%
	2	92	1.414	3.98		15.2%	1.1%	5.4%	27.2%	51.1%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0	20	40	60	80					
PLANNING														
32. The Municipality's objectives (IDP) translate the quality policy into measurable goals.	1	90	1.180	3.58						14.4%	0.0%	12.2%	60.0%	13.3%
	2	92	1.219	4.14						10.9%	0.0%	2.2%	38.0%	48.9%
PLANNING														
33. The Municipality's objectives (IDP) deployed to each management level assure individual contribution to achievement.	1	87	1.219	3.51						14.9%	2.3%	13.8%	55.2%	13.8%
	2	89	1.189	4.20						10.1%	0.0%	1.1%	37.1%	51.7%
PLANNING														
34. The Municipality ensures the availability of physical resources (equipment, office layout, reception areas, etc) to meet the IDP objectives.	1	92	1.070	3.23						8.7%	13.0%	33.7%	35.9%	8.7%
	2	92	1.145	4.25						8.7%	1.1%	0.0%	37.0%	53.3%
PLANNING														
35. The Municipality ensures the availability of human resources to meet the IDP objectives.	1	91	1.191	3.22						11.0%	17.6%	20.9%	39.6%	11.0%
	2	91	1.202	4.33						9.9%	0.0%	1.1%	25.3%	63.7%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
36. The Municipality ensures the availability of financial resources to meet the IDP objectives.	1	88	1.198	3.11		13.6%	13.6%	31.8%	29.5%	11.4%
	2	89	1.185	4.33		Not applicable	Not important at all	Not really important	Important	Very important
						9.0%	1.1%	1.1%	25.8%	62.9%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
PROCESSES: INTERESTED PARTIES										
64. Management has defined customer-related processes to ensure consideration of residents' needs.	1	87	1.188	3.28		14.9%	5.7%	25.3%	44.8%	9.2%
	2	87	0.840	4.39		Not applicable	Not important at all	Not really important	Important	Very important
						3.4%	0.0%	2.3%	42.5%	51.7%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
65. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations.	1	82	1.175	3.32		14.6%	4.9%	23.2%	48.8%	8.5%
	2	82	1.016	4.26		Not applicable	Not important at all	Not really important	Important	Very important
						6.1%	1.2%	1.2%	43.9%	47.6%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
66. Management promotes the importance of measurement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	89	0.836	3.60		5.6%	1.1%	25.8%	62.9%	4.5%
	2	88	0.902	4.31		Not applicable	Not important at all	Not really important	Important	Very important
						4.5%	0.0%	2.3%	46.6%	46.6%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
67. Management promotes the importance of analysis activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	90	0.827	3.63		4.4%	1.1%	28.9%	57.8%	7.8%
	2	89	0.904	4.34		Not applicable	Not important at all	Not really important	Important	Very important
						4.5%	0.0%	2.2%	43.8%	49.4%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
68. Management promotes the importance of improvement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	89	0.927	3.58		5.6%	4.5%	24.7%	56.2%	9.0%
	2	88	0.858	4.35		Not applicable	Not important at all	Not really important	Important	Very important
						3.4%	0.0%	4.5%	42.0%	50.0%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
QUALITY POLICY										
28. The quality policy ensures that the needs of customers and other interested parties are understood.	1	96	1.185	3.58		11.5%	5.2%	14.6%	51.0%	17.7%
	2	94	1.178	4.34		Not applicable	Not important at all	Not really important	Important	Very important
						8.5%	2.1%	0.0%	25.5%	63.8%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
29. The quality policy ensures that the expectations of customers and other interested parties are understood.	1	91	1.176	3.56		12.1%	4.4%	14.3%	53.8%	15.4%
	2	90	1.190	4.33		Not applicable	Not important at all	Not really important	Important	Very important
						8.9%	1.1%	2.2%	23.3%	64.4%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
30. The quality policy leads to visible and expected improvements.	1	92	1.057	3.62		8.7%	4.3%	16.3%	57.6%	13.0%
	2	92	1.105	4.29		Not applicable	Not important at all	Not really important	Important	Very important
31. The quality policy considers the Municipality's vision for the future.	1	91	1.140	3.70		9.9%	4.4%	11.0%	54.9%	19.8%
	2	89	1.091	4.30		Not applicable	Not important at all	Not really important	Important	Very important
RESOURCE MANAGEMENT										
46. Management plans for physical resources (equipment, office layout, reception areas, etc) to be available in a timely manner.	1	93	0.880	3.49		1.1%	14.0%	28.0%	48.4%	8.6%
	2	91	0.765	4.54		Not applicable	Not important at all	Not really important	Important	Very important
47. Management plans for human resources to be available in a timely manner.	1	96	1.034	3.43		7.3%	9.4%	26.0%	47.9%	9.4%
	2	94	0.680	4.57		Not applicable	Not important at all	Not really important	Important	Very important
48. Management plans for financial	1	93	1.174	3.24		14.0%	10.8%	19.4%	49.5%	6.5%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Not important at all	Not really important	Important	Very important
					0 20 40 60 80 100					
48. Management plans for financial resources to be available in a timely manner.	2	90	0.633	4.60		1.1%	0.0%	1.1%	33.3%	64.4%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
49. Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality.	1	95	0.713	3.71		0.0%	4.2%	31.6%	53.7%	10.5%
	2	94	0.646	4.59		1.1%	0.0%	2.1%	33.0%	63.8%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
50. Management ensures that the competence of people in the Municipality is adequate for current and future needs.	1	94	0.935	3.46		3.2%	10.6%	34.0%	41.5%	10.6%
	2	92	0.790	4.54		2.2%	1.1%	2.2%	29.3%	65.2%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
RESPONSIBILITY, AUTHORITY & COMM										
37. My immediate manager tells me how to perform good customer service.	1	91	0.783	3.82		0.0%	6.6%	20.9%	56.0%	16.5%
	2	92	0.856	4.55		3.3%	1.1%	1.1%	26.1%	68.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
38. My immediate manager monitors my	1	95	0.808	3.83		3.2%	2.1%	16.8%	64.2%	13.7%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Not important at all	Not really important	Important	Very important
					0 20 40 60 80 100					
38. My immediate manager monitors my performance regularly.	2	93	0.759	4.55		2.2%	0.0%	3.2%	30.1%	64.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
39. My immediate manager tells me when I provide good customer service.	1	94	0.877	3.48		3.2%	6.4%	39.4%	41.5%	9.6%
	2	93	0.683	4.56		1.1%	1.1%	1.1%	34.4%	62.4%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
40. My immediate manager tells me when I provide bad customer service.	1	83	0.767	3.82		2.4%	1.2%	21.7%	61.4%	13.3%
	2	81	0.776	4.48		2.5%	0.0%	2.5%	37.0%	58.0%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
41. Management ensures that responsibilities are established and communicated to people in the Municipality.	1	94	0.804	3.69		2.1%	3.2%	29.8%	53.2%	11.7%
	2	95	0.810	4.47		3.2%	0.0%	1.1%	37.9%	57.9%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
42. Management communicates quality service requirements, which will contribute to the improvement of the Municipality's performance.	1	94	0.922	3.56		5.3%	5.3%	25.5%	55.3%	8.5%
	2	95	1.038	4.34		6.3%	1.1%	1.1%	35.8%	55.8%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
43. Management communicates quality service objectives, which will contribute to the improvement of the Municipality's performance.	1	96	0.969	3.59		6.3%	3.1%	28.1%	50.0%	12.5%
	2	94	1.088	4.31		Not applicable	Not important at all	Not really important	Important	Very important
						7.4%	0.0%	3.2%	33.0%	56.4%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
44. Management communicates quality service accomplishments, which will contribute to the improvement of the Municipality's performance.	1	95	1.037	3.42		7.4%	8.4%	29.5%	44.2%	10.5%
	2	94	1.024	4.35		Not applicable	Not important at all	Not really important	Important	Very important
						6.4%	0.0%	2.1%	35.1%	56.4%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
56. Management ensures that appropriate information is easily available for fact-based decision-making.	1	94	1.054	3.29		9.6%	8.5%	33.0%	41.5%	7.4%
	2	91	1.109	4.35		Not applicable	Not important at all	Not really important	Important	Very important
						7.7%	0.0%	3.3%	27.5%	61.5%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
SERVICE REALIZATION										
62. Management applies the process approach to ensure the effective and efficient operation of support processes.	1	86	1.217	3.36		16.3%	1.2%	24.4%	46.5%	11.6%
	2	83	1.325	4.11		Not applicable	Not important at all	Not really important	Important	Very important
						13.3%	0.0%	2.4%	31.3%	53.0%

TABLE 2.4: STATEMENTS PER DIMENSION - PRESENT (SCALE 1) AND FUTURE (SCALE 2)

Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
63. Management applies the process approach to ensure the effective and efficient operation of the associated process network.	1	84	1.224	3.26		17.9%	1.2%	27.4%	44.0%	9.5%
	2	83	1.357	4.01		Not applicable	Not important at all	Not really important	Important	Very important
						14.5%	0.0%	3.6%	33.7%	48.2%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
SUPPLIERS AND PARTNERSHIPS										
57. Management involves suppliers in the identification of purchasing needs.	1	84	1.444	2.81		34.5%	4.8%	11.9%	42.9%	6.0%
	2	84	1.371	3.98		Not applicable	Not important at all	Not really important	Important	Very important
						14.3%	1.2%	4.8%	32.1%	47.6%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
58. Management involves suppliers in the identification of joint strategy development.	1	84	1.476	2.73		36.9%	4.8%	16.7%	32.1%	9.5%
	2	83	1.411	3.90		Not applicable	Not important at all	Not really important	Important	Very important
						16.9%	0.0%	2.4%	37.3%	43.4%
Questions	Scale	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
					0 20 40 60 80 100					
59. Management promotes partnership arrangements with suppliers.	1	84	1.496	2.75		38.1%	3.6%	11.9%	38.1%	8.3%
	2	83	1.480	3.83		Not applicable	Not important at all	Not really important	Important	Very important
						19.3%	0.0%	2.4%	34.9%	43.4%
Overall Averages	1,2	90.6	1.015	3.88		7.9%	4.1%	13.6%	41.4%	33.1%

STATEMENTS IN RANKING ORDER

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
94	⁷⁶ 79. Skilled and motivated employees can make a difference to our customer service. (Scale 1)	4.28						1.1%	3.2%	2.1%	54.3%	39.4%
93	⁷⁸ 81. The total effectiveness of our work is strongly influenced by what we know and do. (Scale 1)	4.20						1.1%	1.1%	2.2%	67.7%	28.0%
94	⁷⁹ 82. In our Department we work as a team to promote good customer service. (Scale 1)	4.01						0.0%	4.3%	17.0%	52.1%	26.6%
93	⁷⁷ 80. Individual employee efforts are the greatest influence in providing good customer service. (Scale 1)	3.94						2.2%	4.3%	10.8%	63.4%	19.4%
95	³⁵ 86. My immediate manager monitors my performance regularly. (Scale 1)	3.83						3.2%	2.1%	16.8%	64.2%	13.7%
83	³⁷ 40. My immediate manager tells me when I provide bad customer service. (Scale 1)	3.82						2.4%	1.2%	21.7%	61.4%	13.3%
91	³⁶ 37. My immediate manager tells me how to perform good customer service. (Scale 1)	3.82						0.0%	6.6%	20.9%	56.0%	16.5%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
94	⁷³ 76. In Makana Municipality we are expected to speak up when we have an idea to improve customer service. (Scale 1)	3.78							1.1%	4.3%	26.6%	52.1%	16.0%
89	⁸² 85. Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance. (Scale 1)	3.71							1.1%	6.7%	24.7%	55.1%	12.4%
95	⁴⁶ 49. Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality. (Scale 1)	3.71							0.0%	4.2%	31.6%	53.7%	10.5%
91	²⁸ 31. The quality policy considers the Municipality's vision for the future. (Scale 1)	3.70							9.9%	4.4%	11.0%	54.9%	19.8%
91	⁸¹ 84. Management uses preventive action for error/mistake prevention. (Scale 1)	3.69							2.2%	6.6%	22.0%	58.2%	11.0%
94	³⁸ 41. Management ensures that responsibilities are established and communicated to people in the Municipality. (Scale 1)	3.69							2.1%	3.2%	29.8%	53.2%	11.7%
95	¹¹ 14. Documents and records used to support effective and efficient operation of the processes of the Municipality are kept. (Scale 1)	3.67							9.5%	3.2%	13.7%	57.9%	15.8%
94	⁸⁰ 83. Management uses corrective action for evaluating and eliminating recorded problems affecting its performance. (Scale 1)	3.65							4.3%	2.1%	30.9%	50.0%	12.8%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
96	1. 4. We have easy access to the information we need to do our jobs well. (Scale 1)	3.64											
90	64. 67. Management promotes the importance of analysis activities to ensure that the Municipality's performance results in satisfaction of interested parties. (Scale 1)	3.63											
92	27. 30. The quality policy leads to visible and expected improvements. (Scale 1)	3.62											
92	9. 12. Policies and procedures are applied consistently in our department. (Scale 1)	3.61											
89	63. 66. Management promotes the importance of measurement activities to ensure that the Municipality's performance results in satisfaction of interested parties. (Scale 1)	3.60											
93	13. 16. Management demonstrates its commitment in improving processes in the Municipality. (Scale 1)	3.60											
96	40. 43. Management communicates quality service objectives, which will contribute to the improvement of the Municipality's performance. (Scale 1)	3.59											

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	Scale 1					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
89	65 68. Management promotes the importance of improvement activities to ensure that the Municipality's performance results in satisfaction of interested parties. (Scale 1)	3.58						5.6%	4.5%	24.7%	56.2%	9.0%
90	29 32. The Municipality's objectives (IDP) translate the quality policy into measurable goals. (Scale 1)	3.58						14.4%	0.0%	12.2%	60.0%	13.3%
96	26 28. The quality policy ensures that the needs of customers and other interested parties are understood. (Scale 1)	3.58						11.5%	5.2%	14.6%	51.0%	17.7%
92	75. Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements. (Scale 1)	3.57						9.8%	4.3%	19.6%	52.2%	14.1%
94	15. Management demonstrates its leadership in improving processes in the Municipality. (Scale 1)	3.57						2.1%	7.4%	29.8%	52.1%	8.5%
94	42. Management communicates quality service requirements, which will contribute to the improvement of the Municipality's performance. (Scale 1)	3.56						5.3%	5.3%	25.5%	55.3%	8.5%
91	29. The quality policy ensures that the expectations of customers and other interested parties are understood. (Scale 1)	3.56						12.1%	4.4%	14.3%	53.8%	15.4%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
93	69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements. (Scale 1)	3.55						10.8%	5.4%	15.1%	55.9%	12.9%
93	22. The Municipality identifies employees' need for competence. (Scale 1)	3.52						1.1%	10.8%	32.3%	47.3%	8.6%
95	17. Management demonstrates its involvement in improving processes in the Municipality. (Scale 1)	3.52						2.1%	8.4%	31.6%	51.6%	6.3%
87	33. The Municipality's objectives (IDP) deployed to each management level assure individual contribution to achievement. (Scale 1)	3.51						14.9%	2.3%	13.8%	55.2%	13.8%
93	46. Management plans for physical resources (equipment, office layout, reception areas, etc) to be available in a timely manner. (Scale 1)	3.49						1.1%	14.0%	28.0%	48.4%	8.6%
94	39. My immediate manager tells me when I provide good customer service. (Scale 1)	3.48						3.2%	6.4%	39.4%	41.5%	9.6%
88	8. I know how to handle difficult customers. (Scale 1)	3.48						15.9%	4.5%	9.1%	56.8%	13.6%
94	50. Management ensures that the competence of people in the Municipality is adequate for current and future needs. (Scale 1)	3.46						3.2%	10.6%	34.0%	41.5%	10.6%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
96	47. Management plans for human resources to be available in a timely manner. (Scale 1)	3.43							7.3%	9.4%	26.0%	47.9%	9.4%
93	23. The Municipality identifies employees' need for personal development. (Scale 1)	3.43							2.2%	9.7%	40.9%	37.6%	9.7%
92	77. In Makana Municipality we get the support needed to implement the improvements we suggest. (Scale 1)	3.42							1.1%	7.6%	46.7%	37.0%	7.6%
95	44. Management communicates quality service accomplishments, which will contribute to the improvement of the Municipality's performance. (Scale 1)	3.42							7.4%	8.4%	29.5%	44.2%	10.5%
93	10. The implementation of new policies and procedures are streamlining the way we work. (Scale 1)	3.41							6.5%	9.7%	36.6%	31.2%	16.1%
93	27. The Municipality ensures that statutory and regulatory requirements have been considered. (Scale 1)	3.40							16.1%	4.3%	17.2%	48.4%	14.0%
90	45. Management ensures the management review activity evaluates information to improve the effectiveness and efficiency of the processes of the Municipality. (Scale 1)	3.38							10.0%	8.9%	23.3%	48.9%	8.9%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
93	13. The Makana Municipality applies the process approach to achieve the effective and efficient control of processes, resulting in performance improvement. (Scale 1)	3.37						10.8%	7.5%	25.8%	46.2%	9.7%
92	11. New policies and procedures are communicated timeously. (Scale 1)	3.37						6.5%	10.9%	30.4%	43.5%	8.7%
89	71. The Municipality uses self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation. (Scale 1)	3.36						13.5%	6.7%	18.0%	53.9%	7.9%
86	62. Management applies the process approach to ensure the effective and efficient operation of support processes. (Scale 1)	3.36						16.3%	1.2%	24.4%	46.5%	11.6%
88	26. The Municipality identifies other interested parties' expectations that can result in setting objectives. (Scale 1)	3.35						15.9%	5.7%	12.5%	59.1%	6.8%
95	18. The Municipality identifies residents/ratepayers' needs on a continual basis. (Scale 1)	3.35						7.4%	7.4%	35.8%	42.1%	7.4%
92	54. Management ensures that the work environment promotes the satisfaction of people in the Municipality. (Scale 1)	3.34						1.1%	15.2%	39.1%	38.0%	6.5%
94	21. The Municipality identifies employees' need for work satisfaction. (Scale 1)	3.34						1.1%	13.8%	38.3%	43.6%	3.2%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
91	53. Management ensures that the work environment promotes the motivation of people in the Municipality. (Scale 1)	3.33							0.0%	16.5%	39.6%	38.5%	5.5%
82	65. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations. (Scale 1)	3.32							14.6%	4.9%	23.2%	48.8%	8.5%
94	9. The physical set-up at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc). (Scale 1)	3.31							4.3%	19.1%	24.5%	45.7%	6.4%
93	55. Management ensures that the work environment promotes the performance of people in the Municipality. (Scale 1)	3.30							1.1%	15.1%	44.1%	32.3%	7.5%
91	70. Management ensures the collection of data from other interested parties for analyses and possible improvements. (Scale 1)	3.29							15.4%	5.5%	22.0%	49.5%	7.7%
94	56. Management ensures that appropriate information is easily available for fact-based decision-making. (Scale 1)	3.29							9.6%	8.5%	33.0%	41.5%	7.4%
87	64. Management has defined customer-related processes to ensure consideration of residents' needs. (Scale 1)	3.28							14.9%	5.7%	25.3%	44.8%	9.2%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean						Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
95	19. The Municipality identifies residents/ratepayers' expectations on a continual basis. (Scale 1)	3.28						7.4%	8.4%	35.8%	45.3%	3.2%
94	6. Makana Municipality systems and procedures are usually very well thought out and effective. (Scale 1)	3.27						2.1%	11.7%	47.9%	34.0%	4.3%
84	63. Management applies the process approach to ensure the effective and efficient operation of the associated process network. (Scale 1)	3.26						17.9%	1.2%	27.4%	44.0%	9.5%
91	74. The Municipality analyses data to assess its performance and identify areas for improvement. (Scale 1)	3.24						15.4%	8.8%	19.8%	48.4%	7.7%
83	52. Management considers environmental issues associated with the infrastructure. (Scale 1)	3.24						14.5%	6.0%	26.5%	47.0%	6.0%
93	48. Management plans for financial resources to be available in a timely manner. (Scale 1)	3.24						14.0%	10.8%	19.4%	49.5%	6.5%
92	34. The Municipality ensures the availability of physical resources (equipment, office layout, reception areas, etc) to meet the IDP objectives. (Scale 1)	3.23						8.7%	13.0%	33.7%	35.9%	8.7%
91	35. The Municipality ensures the availability of human resources to meet the IDP objectives. (Scale 1)	3.22						11.0%	17.6%	20.9%	39.6%	11.0%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
89	25. The Municipality identifies other interested parties' needs that can result in setting objectives. (Scale 1)	3.19						19.1%	6.7%	15.7%	52.8%	5.6%
94	51. Management ensures that the infrastructure is appropriate for the achievement of the objectives of the Municipality. (Scale 1)	3.18						6.4%	16.0%	36.2%	36.2%	5.3%
77	72. The Municipality controls process and service non-conformity. (Scale 1)	3.17						18.2%	2.6%	26.0%	50.6%	2.6%
92	60. Management plan, provide, control and monitor the financial resources necessary to maintain an effective and efficient quality management system and to ensure the achievement of the objectives of the Municipality. (Scale 1)	3.17						17.4%	12.0%	14.1%	48.9%	7.6%
88	20. The Municipality identifies employees' need for recognition. (Scale 1)	3.17						5.7%	20.5%	34.1%	30.7%	9.1%
92	61. Management ensures awareness of people in the Municipality about the link between service quality and costs. (Scale 1)	3.16						15.2%	8.7%	27.2%	42.4%	6.5%
88	7. I have a checklist of processes for serving customers. (Scale 1)	3.15						19.3%	9.1%	22.7%	35.2%	13.6%
91	78. In Makana Municipality we get credit and recognition when we do something to make improvements. (Scale 1)	3.14						7.7%	13.2%	45.1%	25.3%	8.8%

TABLE 2.5: STATEMENTS - PRESENT (CURRENT LEVEL OF QUALITY - SCALE 1) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
93	5. We are able to change systems and procedures when they are ineffective. (Scale 1)	3.13						12.9%	17.2%	20.4%	43.0%	6.5%
88	36. The Municipality ensures the availability of financial resources to meet the IDP objectives. (Scale 1)	3.11						13.6%	13.6%	31.8%	29.5%	11.4%
93	24. The Municipality considers the potential benefits of establishing partnerships with its suppliers. (Scale 1)	3.00						24.7%	5.4%	20.4%	44.1%	5.4%
78	73. The Municipality analyses non-conformity for lessons learned, process and service improvement. (Scale 1)	2.96						23.1%	3.8%	29.5%	41.0%	2.6%
84	57. Management involves suppliers in the identification of purchasing needs. (Scale 1)	2.81						34.5%	4.8%	11.9%	42.9%	6.0%
84	59. Management promotes partnership arrangements with suppliers. (Scale 1)	2.75						38.1%	3.6%	11.9%	38.1%	8.3%
84	58. Management involves suppliers in the identification of joint strategy development. (Scale 1)	2.73						36.9%	4.8%	16.7%	32.1%	9.5%
91.1	Grand Mean	3.43						9.2%	7.4%	25.1%	47.8%	10.6%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	Scale 2					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
94	79. Skilled and motivated employees can make a difference to our customer service. (Scale 2)	4.69						2.1%	0.0%	0.0%	22.3%	75.5%
92	82. In our Department we work as a team to promote good customer service. (Scale 2)	4.68						1.1%	1.1%	0.0%	23.9%	73.9%
91	55. Management ensures that the work environment promotes the performance of people in the Municipality. (Scale 2)	4.60						1.1%	0.0%	1.1%	33.0%	64.8%
93	53. Management ensures that the work environment promotes the motivation of people in the Municipality. (Scale 2)	4.60						1.1%	0.0%	1.1%	33.3%	64.5%
90	48. Management plans for financial resources to be available in a timely manner. (Scale 2)	4.60						1.1%	0.0%	1.1%	33.3%	64.4%
94	49. Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality. (Scale 2)	4.59						1.1%	0.0%	2.1%	33.0%	63.8%
90	81. The total effectiveness of our work is strongly influenced by what we know and do. (Scale 2)	4.57						0.0%	2.2%	0.0%	36.7%	61.1%
94	47. Management plans for human resources to be available in a timely manner. (Scale 2)	4.57						1.1%	1.1%	1.1%	33.0%	63.8%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important	
93	39. My immediate manager tells me when I provide good customer service. (Scale 2)	4.56							1.1%	1.1%	1.1%	34.4%	62.4%
93	38. My immediate manager monitors my performance regularly. (Scale 2)	4.55							2.2%	0.0%	3.2%	30.1%	64.5%
92	37. My immediate manager tells me how to perform good customer service. (Scale 2)	4.55							3.3%	1.1%	1.1%	26.1%	68.5%
95	23. The Municipality identifies employees' need for personal development. (Scale 2)	4.55							3.2%	0.0%	1.1%	30.5%	65.3%
89	83. Management uses corrective action for evaluating and eliminating recorded problems affecting its performance. (Scale 2)	4.54							1.1%	1.1%	0.0%	38.2%	59.6%
92	50. Management ensures that the competence of people in the Municipality is adequate for current and future needs. (Scale 2)	4.54							2.2%	1.1%	2.2%	29.3%	65.2%
91	46. Management plans for physical resources (equipment, office layout, reception areas, etc) to be available in a timely manner. (Scale 2)	4.54							2.2%	0.0%	3.3%	30.8%	63.7%
88	85. Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance. (Scale 2)	4.53							1.1%	1.1%	1.1%	36.4%	60.2%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	Scale 2					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
89	84. Management uses preventive action for error/mistake prevention. (Scale 2)	4.53						2.2%	1.1%	0.0%	34.8%	61.8%
90	54. Management ensures that the work environment promotes the satisfaction of people in the Municipality. (Scale 2)	4.53						1.1%	1.1%	3.3%	32.2%	62.2%
85	52. Management considers environmental issues associated with the infrastructure. (Scale 2)	4.53						3.5%	0.0%	0.0%	32.9%	63.5%
91	78. In Makana Municipality we get credit and recognition when we do something to make improvements. (Scale 2)	4.52						2.2%	1.1%	1.1%	34.1%	61.5%
94	22. The Municipality identifies employees' need for competence. (Scale 2)	4.52						2.1%	1.1%	2.1%	31.9%	62.8%
90	80. Individual employee efforts are the greatest influence in providing good customer service. (Scale 2)	4.51						1.1%	3.3%	2.2%	30.0%	63.3%
92	76. In Makana Municipality we are expected to speak up when we have an idea to improve customer service. (Scale 2)	4.51						3.3%	0.0%	1.1%	33.7%	62.0%
90	75. Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements. (Scale 2)	4.48						2.2%	1.1%	0.0%	40.0%	56.7%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
81	40. My immediate manager tells me when I provide bad customer service. (Scale 2)	4.48						2.5%	0.0%	2.5%	37.0%	58.0%
93	51. Management ensures that the infrastructure is appropriate for the achievement of the objectives of the Municipality. (Scale 2)	4.47						3.2%	1.1%	1.1%	34.4%	60.2%
95	41. Management ensures that responsibilities are established and communicated to people in the Municipality. (Scale 2)	4.47						3.2%	0.0%	1.1%	37.9%	57.9%
90	77. In Makana Municipality we get the support needed to implement the improvements we suggest. (Scale 2)	4.46						2.2%	2.2%	1.1%	36.7%	57.8%
88	20. The Municipality identifies employees' need for recognition. (Scale 2)	4.44						4.5%	2.3%	2.3%	26.1%	64.8%
92	15. Management demonstrates its leadership in improving processes in the Municipality. (Scale 2)	4.43						3.3%	0.0%	1.1%	41.3%	54.3%
91	17. Management demonstrates its involvement in improving processes in the Municipality. (Scale 2)	4.40						3.3%	0.0%	2.2%	42.9%	51.6%
92	9. The physical set-up at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc). (Scale 2)	4.40						2.2%	2.2%	2.2%	40.2%	53.3%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	Scale 2					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
87	64. Management has defined customer-related processes to ensure consideration of residents' needs. (Scale 2)	4.39						3.4%	0.0%	2.3%	42.5%	51.7%
95	21. The Municipality identifies employees' need for work satisfaction. (Scale 2)	4.39						3.2%	2.1%	2.1%	37.9%	54.7%
90	61. Management ensures awareness of people in the Municipality about the link between service quality and costs. (Scale 2)	4.36						7.8%	0.0%	1.1%	31.1%	60.0%
89	74. The Municipality analyses data to assess its performance and identify areas for improvement. (Scale 2)	4.35						4.5%	0.0%	1.1%	44.9%	49.4%
88	68. Management promotes the importance of improvement activities to ensure that the Municipality's performance results in satisfaction of interested parties. (Scale 2)	4.35						3.4%	0.0%	4.5%	42.0%	50.0%
91	56. Management ensures that appropriate information is easily available for fact-based decision-making. (Scale 2)	4.35						7.7%	0.0%	3.3%	27.5%	61.5%
94	44. Management communicates quality service accomplishments, which will contribute to the improvement of the Municipality's performance. (Scale 2)	4.35						6.4%	0.0%	2.1%	35.1%	56.4%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
89	67. Management promotes the importance of analysis activities to ensure that the Municipality's performance results in satisfaction of interested parties. (Scale 2)	4.34						4.5%	0.0%	2.2%	43.8%	49.4%
95	42. Management communicates quality service requirements, which will contribute to the improvement of the Municipality's performance. (Scale 2)	4.34						6.3%	1.1%	1.1%	35.8%	55.8%
94	28. The quality policy ensures that the needs of customers and other interested parties are understood. (Scale 2)	4.34						8.5%	2.1%	0.0%	25.5%	63.8%
93	4. We have easy access to the information we need to do our jobs well. (Scale 2)	4.34						4.3%	1.1%	0.0%	45.2%	49.5%
89	36. The Municipality ensures the availability of financial resources to meet the IDP objectives. (Scale 2)	4.33						9.0%	1.1%	1.1%	25.8%	62.9%
91	35. The Municipality ensures the availability of human resources to meet the IDP objectives. (Scale 2)	4.33						9.9%	0.0%	1.1%	25.3%	63.7%
90	29. The quality policy ensures that the expectations of customers and other interested parties are understood. (Scale 2)	4.33						8.9%	1.1%	2.2%	23.3%	64.4%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important	
88	66. Management promotes the importance of measurement activities to ensure that the Municipality's performance results in satisfaction of interested parties. (Scale 2)	4.31							4.5%	0.0%	2.3%	46.6%	46.6%
94	43. Management communicates quality service objectives, which will contribute to the improvement of the Municipality's performance. (Scale 2)	4.31							7.4%	0.0%	3.2%	33.0%	56.4%
93	16. Management demonstrates its commitment in improving processes in the Municipality. (Scale 2)	4.31							4.3%	0.0%	3.2%	45.2%	47.3%
89	31. The quality policy considers the Municipality's vision for the future. (Scale 2)	4.30							6.7%	2.2%	1.1%	33.7%	56.2%
92	30. The quality policy leads to visible and expected improvements. (Scale 2)	4.29							6.5%	2.2%	4.3%	29.3%	57.6%
92	12. Policies and procedures are applied consistently in our department. (Scale 2)	4.29							3.3%	2.2%	3.3%	44.6%	46.7%
91	6. Makana Municipality systems and procedures are usually very well thought out and effective. (Scale 2)	4.27							4.4%	2.2%	3.3%	41.8%	48.4%
82	65. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations. (Scale 2)	4.26							6.1%	1.2%	1.2%	43.9%	47.6%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	Scale 2					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
92	19. The Municipality identifies residents/ratepayers' expectations on a continual basis. (Scale 2)	4.26	██████████					8.7%	1.1%	2.2%	31.5%	56.5%
93	60. Management plan, provide, control and monitor the financial resources necessary to maintain an effective and efficient quality management system and to ensure the achievement of the objectives of the Municipality. (Scale 2)	4.25	██████████					9.7%	1.1%	2.2%	29.0%	58.1%
92	34. The Municipality ensures the availability of physical resources (equipment, office layout, reception areas, etc) to meet the IDP objectives. (Scale 2)	4.25	██████████					8.7%	1.1%	0.0%	37.0%	53.3%
90	70. Management ensures the collection of data from other interested parties for analyses and possible improvements. (Scale 2)	4.23	██████████					7.8%	0.0%	2.2%	41.1%	48.9%
90	45. Management ensures the management review activity evaluates information to improve the effectiveness and efficiency of the processes of the Municipality. (Scale 2)	4.23	██████████					10.0%	1.1%	2.2%	28.9%	57.8%
91	69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements. (Scale 2)	4.22	██████████					9.9%	0.0%	0.0%	38.5%	51.6%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	Scale 2					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
89	33. The Municipality's objectives (IDP) deployed to each management level assure individual contribution to achievement. (Scale 2)	4.20						10.1%	0.0%	1.1%	37.1%	51.7%
90	71. The Municipality uses self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation. (Scale 2)	4.19						10.0%	0.0%	1.1%	38.9%	50.0%
91	18. The Municipality identifies residents/ratepayers' needs on a continual basis. (Scale 2)	4.18						11.0%	1.1%	3.3%	28.6%	56.0%
94	14. Documents and records used to support effective and efficient operation of the processes of the Municipality are kept. (Scale 2)	4.15						10.6%	0.0%	1.1%	40.4%	47.9%
92	32. The Municipality's objectives (IDP) translate the quality policy into measurable goals. (Scale 2)	4.14						10.9%	0.0%	2.2%	38.0%	48.9%
83	62. Management applies the process approach to ensure the effective and efficient operation of support processes. (Scale 2)	4.11						13.3%	0.0%	2.4%	31.3%	53.0%
93	10. The implementation of new policies and procedures are streamlining the way we work. (Scale 2)	4.11						7.5%	2.2%	8.6%	35.5%	46.2%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	Scale 2					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
86	8. I know how to handle difficult customers. (Scale 2)	4.09	[Bar chart showing distribution across scale 1-5]					12.8%	0.0%	3.5%	32.6%	51.2%
89	26. The Municipality identifies other interested parties' expectations that can result in setting objectives. (Scale 2)	4.06	[Bar chart showing distribution across scale 1-5]					11.2%	1.1%	3.4%	39.3%	44.9%
92	13. The Makana Municipality applies the process approach to achieve the effective and efficient control of processes, resulting in performance improvement. (Scale 2)	4.05	[Bar chart showing distribution across scale 1-5]					12.0%	1.1%	4.3%	34.8%	47.8%
92	11. New policies and procedures are communicated timeously. (Scale 2)	4.05	[Bar chart showing distribution across scale 1-5]					9.8%	1.1%	7.6%	37.0%	44.6%
92	5. We are able to change systems and procedures when they are ineffective. (Scale 2)	4.04	[Bar chart showing distribution across scale 1-5]					12.0%	2.2%	3.3%	34.8%	47.8%
83	63. Management applies the process approach to ensure the effective and efficient operation of the associated process network. (Scale 2)	4.01	[Bar chart showing distribution across scale 1-5]					14.5%	0.0%	3.6%	33.7%	48.2%
80	73. The Municipality analyses non-conformity for lessons learned, process and service improvement. (Scale 2)	4.00	[Bar chart showing distribution across scale 1-5]					13.8%	0.0%	3.8%	37.5%	45.0%
84	57. Management involves suppliers in the identification of purchasing needs. (Scale 2)	3.98	[Bar chart showing distribution across scale 1-5]					14.3%	1.2%	4.8%	32.1%	47.6%

TABLE 2.6: STATEMENTS - FUTURE (EXPECTED LEVEL OF QUALITY - SCALE 2) [RANKED]

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
92	27. The Municipality ensures that statutory and regulatory requirements have been considered. (Scale 2)	3.98						15.2%	1.1%	5.4%	27.2%	51.1%
79	72. The Municipality controls process and service non-conformity. (Scale 2)	3.96						13.9%	0.0%	1.3%	45.6%	39.2%
88	25. The Municipality identifies other interested parties' needs that can result in setting objectives. (Scale 2)	3.92						14.8%	0.0%	4.5%	39.8%	40.9%
91	24. The Municipality considers the potential benefits of establishing partnerships with its suppliers. (Scale 2)	3.91						18.7%	0.0%	2.2%	29.7%	49.5%
83	58. Management involves suppliers in the identification of joint strategy development. (Scale 2)	3.90						16.9%	0.0%	2.4%	37.3%	43.4%
83	59. Management promotes partnership arrangements with suppliers. (Scale 2)	3.83						19.3%	0.0%	2.4%	34.9%	43.4%
87	7. I have a checklist of processes for serving customers. (Scale 2)	3.78						18.4%	1.1%	3.4%	37.9%	39.1%
90.1	Grand Mean	4.32						6.6%	0.8%	2.1%	34.9%	55.6%

APPENDIX 05

TABLE 3.1A: DIMENSIONS - PRESENT [RANKED] - SENIOR MANAGEMENT

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
7.3	QUALITY POLICY	3.90							0.0%	0.0%	10.3%	89.7%	0.0%
8.0	FINANCIAL RESOURCES	3.82							0.0%	0.0%	18.8%	81.3%	0.0%
7.8	CONTINUOUS SERVICE IMPROVEMENT	3.79							2.1%	6.5%	21.1%	51.2%	19.0%
6.0	SERVICE REALIZATION	3.75							0.0%	0.0%	41.7%	41.7%	16.7%
7.9	MANAGING SYSTEMS AND PROCESSES	3.71							0.0%	2.4%	32.5%	57.0%	8.1%
7.6	PROCESSES: INTERESTED PARTIES	3.69							0.0%	0.0%	34.3%	62.9%	2.9%
7.8	MNGT RESPONSIBILITY: PROCESSES	3.67							0.0%	3.6%	29.5%	63.8%	3.1%
7.9	RESPONSIBILITY, AUTHORITY & COMM	3.61							1.4%	2.8%	31.0%	63.5%	1.4%
7.8	NEEDS/EXPECT: INTERESTED PARTIES	3.52							0.0%	8.9%	33.9%	53.2%	3.9%
7.6	MEASUREMENT AND MONITORING	3.42							0.0%	5.4%	47.1%	47.5%	0.0%
8.0	RESOURCE MANAGEMENT	3.28							0.0%	15.0%	42.5%	42.5%	0.0%
8.0	SUPPLIERS AND PARTNERSHIPS	3.13							12.5%	8.3%	45.8%	20.8%	12.5%
7.8	INFRASTRUCTURE/WORK ENVIRONMENT	3.11							2.9%	20.4%	43.2%	30.7%	2.9%
7.6	PLANNING	3.09							5.0%	25.0%	31.7%	32.5%	5.8%
7.7	Grand Mean	3.56							1.4%	7.2%	32.2%	53.0%	6.2%

Bar = Senior Management
Tirangle = Makana Municipality (All data)

TABLE 3.1B: DIMENSIONS - FUTURE [RANKED] - SENIOR MANAGEMENT

Count	Questions	Mean						Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
6.0	SERVICE REALIZATION	4.59						0.0%	0.0%	0.0%	41.7%	58.3%
8.0	FINANCIAL RESOURCES	4.57						0.0%	0.0%	0.0%	43.8%	56.3%
8.0	MANAGING SYSTEMS AND PROCESSES	4.54						0.0%	0.0%	0.0%	46.6%	53.4%
7.6	PLANNING	4.53						0.0%	0.0%	0.0%	47.5%	52.5%
7.6	CONTINUOUS SERVICE IMPROVEMENT	4.50						1.0%	0.0%	0.0%	46.0%	53.0%
7.8	INFRASTRUCTURE/WORK ENVIRONMENT	4.49						0.0%	0.0%	0.0%	51.1%	48.9%
8.0	RESOURCE MANAGEMENT	4.48						0.0%	0.0%	0.0%	52.5%	47.5%
7.3	QUALITY POLICY	4.45						0.0%	0.0%	0.0%	55.4%	44.6%
7.9	RESPONSIBILITY, AUTHORITY & COMM	4.42						0.0%	0.0%	4.4%	49.2%	46.4%
7.8	MNGT RESPONSIBILITY: PROCESSES	4.42						0.0%	0.0%	0.0%	58.0%	42.0%
7.6	MEASUREMENT AND MONITORING	4.38						0.0%	0.0%	0.0%	62.5%	37.5%
7.6	PROCESSES: INTERESTED PARTIES	4.36						0.0%	0.0%	2.5%	58.9%	38.6%
7.8	NEEDS/EXPECT: INTERESTED PARTIES	4.33						0.0%	0.0%	3.8%	60.0%	36.3%
7.0	SUPPLIERS AND PARTNERSHIPS	4.24						0.0%	0.0%	4.8%	66.7%	28.6%
7.7	Grand Mean	4.45						0.2%	0.0%	1.3%	52.4%	46.2%

Bar = Senior Management
 Triangle = Makana Municipality (All data)

TABLE 3.2A: DIMENSIONS - PRESENT [RANKED] - MIDDLE MANAGEMENT

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
10.0	QUALITY POLICY	3.93							0.0%	2.5%	22.5%	55.0%	20.0%
9.9	CONTINUOUS SERVICE IMPROVEMENT	3.84							0.8%	4.4%	29.5%	41.0%	24.3%
9.9	RESPONSIBILITY, AUTHORITY & COMM	3.62							0.0%	2.2%	44.8%	41.6%	11.4%
9.4	MANAGING SYSTEMS AND PROCESSES	3.61							0.0%	10.4%	31.1%	45.7%	12.8%
9.0	MNGT RESPONSIBILITY: PROCESSES	3.44							0.0%	11.1%	33.3%	55.6%	0.0%
10.0	SERVICE REALIZATION	3.40							10.0%	0.0%	40.0%	40.0%	10.0%
10.0	RESOURCE MANAGEMENT	3.38							0.0%	18.0%	30.0%	48.0%	4.0%
9.0	PROCESSES: INTERESTED PARTIES	3.38							4.4%	0.0%	53.3%	37.8%	4.4%
9.8	INFRASTRUCTURE/WORK ENVIRONMENT	3.37							0.0%	6.2%	50.7%	43.1%	0.0%
9.8	NEEDS/EXPECT: INTERESTED PARTIES	3.28							7.2%	13.4%	30.3%	41.8%	7.2%
9.6	PLANNING	3.22							4.4%	12.0%	40.4%	43.1%	0.0%
9.4	MEASUREMENT AND MONITORING	3.16							12.9%	4.2%	40.4%	38.4%	4.0%
10.0	FINANCIAL RESOURCES	3.05							0.0%	35.0%	25.0%	40.0%	0.0%
8.0	SUPPLIERS AND PARTNERSHIPS	2.84							25.0%	20.8%	12.5%	29.2%	12.5%
9.6	Grand Mean	3.47							3.5%	8.7%	35.0%	43.0%	9.8%

Bar = Middle Management
Tirangle = Makana Municipality (All data)

TABLE 3.2B: DIMENSIONS - FUTURE [RANKED] - MIDDLE MANAGEMENT

Count	Questions	Mean						Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
9.0	FINANCIAL RESOURCES	4.84						0.0%	0.0%	0.0%	16.7%	83.3%
9.0	RESOURCE MANAGEMENT	4.82						0.0%	0.0%	0.0%	17.8%	82.2%
8.9	RESPONSIBILITY, AUTHORITY & COMM	4.79						0.0%	0.0%	1.2%	18.8%	79.9%
9.0	QUALITY POLICY	4.78						0.0%	0.0%	0.0%	22.2%	77.8%
9.0	INFRASTRUCTURE/WORK ENVIRONMENT	4.76						0.0%	0.0%	0.0%	24.4%	75.6%
8.9	NEEDS/EXPECT: INTERESTED PARTIES	4.73						0.0%	0.0%	0.0%	26.9%	73.1%
8.9	CONTINUOUS: SERVICE IMPROVEMENT	4.72						0.0%	0.0%	0.9%	26.3%	72.8%
9.0	MNGT RESPONSIBILITY: PROCESSES	4.58						0.0%	0.0%	0.0%	41.7%	58.3%
9.0	PLANNING	4.58						4.4%	0.0%	0.0%	24.4%	71.1%
8.5	MANAGING SYSTEMS AND PROCESSES	4.48						0.0%	0.0%	6.6%	38.8%	54.7%
9.0	PROCESSES: INTERESTED PARTIES	4.47						4.4%	0.0%	6.7%	22.2%	66.7%
9.0	SUPPLIERS AND PARTNERSHIPS	4.29						7.4%	0.0%	7.4%	25.9%	59.3%
9.0	MEASUREMENT AND MONITORING	4.27						8.9%	0.0%	4.4%	28.9%	57.8%
9.0	SERVICE REALIZATION	4.17						11.1%	0.0%	11.1%	16.7%	61.1%
8.9	Grand Mean	4.62						1.6%	0.0%	2.4%	26.5%	69.5%

Bar = Middle Management
Triangle = Makana Municipality (All data)

TABLE 3.3A: DIMENSIONS - PRESENT [RANKED] - JUNIOR MANAGEMENT

Count	Questions	Mean						Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
23.7	CONTINUOUS SERVICE IMPROVEMENT	3.70						6.7%	4.2%	18.3%	53.6%	17.2%
24.6	RESPONSIBILITY, AUTHORITY & COMM	3.70						8.0%	4.5%	15.3%	54.1%	18.1%
24.8	MNGT RESPONSIBILITY: PROCESSES	3.59						4.0%	7.1%	30.3%	43.4%	15.2%
24.5	QUALITY POLICY	3.56						19.4%	4.1%	5.1%	44.0%	27.5%
22.4	PROCESSES: INTERESTED PARTIES	3.55						10.1%	7.3%	15.5%	52.0%	15.2%
23.0	SERVICE REALIZATION	3.44						17.4%	4.3%	4.3%	65.2%	8.7%
24.8	RESOURCE MANAGEMENT	3.43						7.4%	13.7%	20.8%	44.3%	13.7%
24.4	MANAGING SYSTEMS AND PROCESSES	3.38						14.2%	9.0%	18.1%	42.8%	16.0%
23.4	INFRASTRUCTURE/WORK ENVIRONMENT	3.29						4.3%	22.0%	27.5%	32.5%	13.6%
24.5	FINANCIAL RESOURCES	3.29						18.5%	10.3%	10.1%	46.8%	14.3%
23.6	PLANNING	3.25						24.6%	6.8%	6.8%	42.4%	19.4%
23.2	MEASUREMENT AND MONITORING	3.17						25.2%	4.3%	9.7%	50.0%	10.8%
24.1	NEEDS/EXPECT: INTERESTED PARTIES	3.15						15.2%	13.3%	20.7%	43.3%	7.5%
21.0	SUPPLIERS AND PARTNERSHIPS	2.48						50.8%	1.6%	3.2%	38.1%	6.3%
23.9	Grand Mean	3.41						13.9%	8.2%	16.4%	46.7%	14.9%

Bar = Junior Management
Tirangle = Makana Municipality (All data)

TABLE 3.3B: DIMENSIONS - FUTURE [RANKED] - JUNIOR MANAGEMENT

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
24.0	INFRASTRUCTURE/WORK ENVIRONMENT	4.77						0.0%	0.0%	0.9%	20.8%	78.4%
24.4	RESOURCE MANAGEMENT	4.76						0.0%	0.0%	2.4%	19.7%	77.9%
23.5	CONTINUOUS SERVICE IMPROVEMENT	4.62						1.8%	0.3%	0.0%	30.2%	67.6%
24.3	MNGT RESPONSIBILITY: PROCESSES	4.49						4.0%	0.0%	1.0%	33.1%	61.9%
22.4	PROCESSES: INTERESTED PARTIES	4.42						1.9%	0.0%	2.6%	45.4%	50.1%
24.7	RESPONSIBILITY, AUTHORITY & COMM	4.42						7.1%	0.0%	0.9%	28.1%	63.8%
25.0	FINANCIAL RESOURCES	4.26						10.0%	0.0%	2.0%	30.0%	58.0%
24.4	NEEDS/EXPECT: INTERESTED PARTIES	4.18						13.2%	0.4%	0.8%	26.6%	58.9%
24.5	QUALITY POLICY	4.08						18.4%	0.0%	1.0%	16.3%	64.3%
23.6	MANAGING SYSTEMS AND PROCESSES	4.08						13.2%	0.4%	2.7%	33.0%	50.7%
23.0	SERVICE REALIZATION	4.02						15.2%	0.0%	0.0%	37.0%	47.8%
24.4	PLANNING	3.93						20.5%	0.0%	0.0%	25.4%	54.1%
23.2	MEASUREMENT AND MONITORING	3.84						19.1%	0.0%	0.9%	37.9%	42.1%
22.0	SUPPLIERS AND PARTNERSHIPS	3.39						30.3%	0.0%	3.0%	33.3%	33.3%
23.9	Grand Mean	4.28						9.8%	0.2%	1.2%	29.5%	59.3%

Bar = Junior Management
Triangle = Makana Municipality (All data)

TABLE 3.4A: DIMENSIONS - PRESENT [RANKED] - ADMINISTRATIVE AND CLERICAL

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
23.2	CONTINUOUS SERVICE IMPROVEMENT	3.88						3.9%	3.0%	18.5%	51.0%	23.6%
21.2	PLANNING	3.82						1.9%	3.8%	21.8%	55.5%	17.1%
24.0	RESOURCE MANAGEMENT	3.79						4.1%	0.8%	20.1%	61.7%	13.3%
23.8	MNGT RESPONSIBILITY: PROCESSES	3.76						4.2%	6.4%	12.4%	63.3%	13.7%
23.1	RESPONSIBILITY, AUTHORITY & COMM	3.75						3.3%	2.8%	25.0%	53.2%	15.7%
21.6	PROCESSES: INTERESTED PARTIES	3.74						5.5%	2.8%	12.1%	71.2%	8.4%
19.2	MEASUREMENT AND MONITORING	3.69						8.9%	0.9%	14.2%	64.0%	12.1%
23.8	QUALITY POLICY	3.67						10.5%	4.2%	10.5%	58.1%	16.8%
23.1	NEEDS/EXPECT: INTERESTED PARTIES	3.57						7.1%	3.9%	26.1%	50.5%	12.5%
23.7	MANAGING SYSTEMS AND PROCESSES	3.57						6.3%	6.2%	26.9%	46.0%	14.6%
20.0	SERVICE REALIZATION	3.43						17.4%	0.0%	22.7%	42.5%	17.4%
22.2	INFRASTRUCTURE/WORK ENVIRONMENT	3.41						7.5%	6.3%	28.9%	53.0%	4.3%
23.0	FINANCIAL RESOURCES	3.39						10.9%	10.9%	17.4%	50.0%	10.9%
21.0	SUPPLIERS AND PARTNERSHIPS	3.11						27.0%	3.2%	15.9%	39.7%	14.3%
22.7	Grand Mean	3.66						6.7%	3.8%	20.8%	53.9%	14.7%

Bar = Administrative and Clerical
Tirangle = Makana Municipality (All data)

TABLE 3.4B: DIMENSIONS - FUTURE [RANKED] - ADMINISTRATIVE AND CLERICAL

Count	Questions	Mean	Ranking					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
22.0	PLANNING	4.49					▼	0.0%	0.0%	2.7%	45.3%	52.1%
22.8	QUALITY POLICY	4.47					▼	2.1%	1.1%	1.2%	38.8%	56.8%
22.4	CONTINUOUS SERVICE IMPROVEMENT	4.42					▼	1.8%	1.4%	0.4%	45.7%	50.7%
23.2	RESPONSIBILITY, AUTHORITY & COMM	4.40					▼	1.9%	0.4%	2.4%	46.2%	49.1%
23.4	RESOURCE MANAGEMENT	4.36					▼	1.7%	1.7%	2.6%	46.2%	47.7%
21.0	PROCESSES: INTERESTED PARTIES	4.34					▼	2.9%	1.0%	0.0%	51.4%	44.8%
22.2	INFRASTRUCTURE/WORK ENVIRONMENT	4.34					▼	1.8%	1.7%	0.9%	52.1%	43.4%
19.6	MEASUREMENT AND MONITORING	4.31					▼	3.4%	0.0%	3.0%	49.1%	44.5%
23.0	MNGT RESPONSIBILITY: PROCESSES	4.29					▼	3.3%	1.1%	4.3%	45.5%	45.8%
23.5	MANAGING SYSTEMS AND PROCESSES	4.17					▼	6.6%	1.9%	4.3%	42.1%	45.1%
23.0	NEEDS/EXPECT: INTERESTED PARTIES	4.15					▼	7.9%	1.7%	3.9%	41.1%	45.4%
19.3	SUPPLIERS AND PARTNERSHIPS	4.00					▼	12.1%	1.7%	1.8%	43.2%	41.3%
23.0	FINANCIAL RESOURCES	3.98					▼	11.0%	2.1%	4.2%	43.6%	39.2%
19.5	SERVICE REALIZATION	3.85					▼	15.4%	0.0%	2.6%	48.8%	33.2%
22.4	Grand Mean	4.29					▼	4.3%	1.2%	2.4%	45.2%	46.9%

Bar = Administrative and Clerical
 Triangle = Makana Municipality (All data)

TABLE 3.5A: DIMENSIONS - PRESENT [RANKED] - TECHNICIANS AND ARTISANS

Count	Questions	Mean	Scale					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
11.0	QUALITY POLICY	3.57						0.0%	2.3%	40.9%	54.5%	2.3%
10.8	NEEDS/EXPECT: INTERESTED PARTIES	3.52						0.0%	2.8%	47.9%	43.5%	5.8%
11.0	PLANNING	3.51						0.0%	10.9%	38.2%	40.0%	10.9%
10.9	RESPONSIBILITY, AUTHORITY & COMM	3.48						0.0%	6.1%	46.6%	40.3%	7.1%
10.8	CONTINUOUS SERVICE IMPROVEMENT	3.41						0.0%	13.0%	41.9%	36.6%	8.6%
11.0	PROCESSES: INTERESTED PARTIES	3.40						0.0%	1.8%	61.8%	30.9%	5.5%
11.0	SUPPLIERS AND PARTNERSHIPS	3.30						18.2%	3.0%	12.1%	63.6%	3.0%
11.0	SERVICE REALIZATION	3.27						0.0%	0.0%	81.8%	9.1%	9.1%
11.0	FINANCIAL RESOURCES	3.18						0.0%	9.1%	63.6%	27.3%	0.0%
10.8	RESOURCE MANAGEMENT	3.17						0.0%	18.5%	49.8%	28.0%	3.6%
10.8	MNGT RESPONSIBILITY: PROCESSES	3.15						0.0%	20.5%	47.0%	30.0%	2.5%
10.8	INFRASTRUCTURE/WORK ENVIRONMENT	3.14						0.0%	20.0%	55.6%	15.1%	9.3%
10.7	MANAGING SYSTEMS AND PROCESSES	3.11						3.5%	22.7%	35.5%	35.8%	2.5%
11.0	MEASUREMENT AND MONITORING	3.05						5.5%	14.5%	49.1%	30.9%	0.0%
10.9	Grand Mean	3.33						1.5%	11.4%	45.7%	36.1%	5.4%

Bar = Technicians and Artisans
 Triangle = Makana Municipality (All data)

TABLE 3.5B: DIMENSIONS - FUTURE [RANKED] - TECHNICIANS AND ARTISANS

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
10.8	INFRASTRUCTURE/WORK ENVIRONMENT	4.87						0.0%	0.0%	1.8%	9.3%	88.9%
11.0	FINANCIAL RESOURCES	4.87						0.0%	0.0%	0.0%	13.6%	86.4%
10.9	CONTINUOUS SERVICE IMPROVEMENT	4.86						0.0%	0.0%	0.0%	14.5%	85.5%
10.8	RESPONSIBILITY, AUTHORITY & COMM	4.84						0.0%	0.0%	0.0%	16.6%	83.4%
11.0	PLANNING	4.82						0.0%	0.0%	1.8%	14.5%	83.6%
10.8	RESOURCE MANAGEMENT	4.82						0.0%	0.0%	0.0%	18.5%	81.5%
11.0	QUALITY POLICY	4.78						0.0%	0.0%	4.5%	13.6%	81.8%
10.7	NEEDS/EXPECT: INTERESTED PARTIES	4.73						0.0%	0.0%	3.6%	19.9%	76.5%
11.0	SERVICE REALIZATION	4.73						0.0%	0.0%	9.1%	9.1%	81.8%
10.8	MNGT RESPONSIBILITY: PROCESSES	4.68						0.0%	0.0%	0.0%	32.3%	67.7%
11.0	PROCESSES: INTERESTED PARTIES	4.64						0.0%	0.0%	3.6%	29.1%	67.3%
11.0	MEASUREMENT AND MONITORING	4.64						3.6%	0.0%	0.0%	21.8%	74.5%
11.0	MANAGING SYSTEMS AND PROCESSES	4.59						1.7%	0.0%	0.8%	33.1%	64.5%
11.0	SUPPLIERS AND PARTNERSHIPS	4.45						9.1%	0.0%	0.0%	18.2%	72.7%
10.9	Grand Mean	4.74						0.8%	0.0%	1.4%	20.0%	77.8%

Bar = Technicians and Artisans
Triangle = Makana Municipality (All data)

TABLE 3.6A: DIMENSIONS - PRESENT [RANKED] - GENERAL WORKERS

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
13.0	CONTINUOUS SERVICE IMPROVEMENT	3.56						5.8%	8.3%	17.3%	61.5%	7.1%
12.7	RESPONSIBILITY, AUTHORITY & COMM	3.44						6.4%	10.5%	21.1%	56.8%	5.4%
12.8	QUALITY POLICY	3.41						9.9%	13.8%	13.6%	51.0%	11.7%
12.8	RESOURCE MANAGEMENT	3.40						11.3%	4.6%	26.4%	48.3%	9.4%
13.0	MNGT RESPONSIBILITY: PROCESSES	3.31						9.6%	5.8%	30.8%	51.9%	1.9%
12.8	INFRASTRUCTURE/WORK ENVIRONMENT	3.28						4.9%	10.8%	37.1%	45.8%	1.5%
12.7	MANAGING SYSTEMS AND PROCESSES	3.11						14.0%	12.4%	26.1%	43.3%	4.2%
11.8	PROCESSES: INTERESTED PARTIES	2.99						25.9%	5.2%	16.8%	48.6%	3.5%
12.4	MEASUREMENT AND MONITORING	2.95						30.9%	4.7%	8.1%	51.5%	4.7%
12.9	NEEDS/EXPECT: INTERESTED PARTIES	2.87						21.8%	10.8%	27.9%	37.2%	2.3%
13.0	PLANNING	2.77						29.2%	9.2%	21.5%	35.4%	4.6%
11.0	SERVICE REALIZATION	2.60						45.5%	0.0%	9.1%	40.9%	4.5%
11.5	FINANCIAL RESOURCES	2.13						61.0%	0.0%	8.7%	26.1%	4.2%
11.0	SUPPLIERS AND PARTNERSHIPS	1.94						86.7%	0.0%	6.1%	27.3%	0.0%
12.6	Grand Mean	3.12						18.3%	8.4%	21.3%	47.2%	4.8%

Bar = General workers
Tirangle = Makana Municipality (All data)

TABLE 3.6B: DIMENSIONS - FUTURE [RANKED] - GENERAL WORKERS

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
12.8	RESOURCE MANAGEMENT	4.22						7.8%	0.0%	3.1%	40.8%	48.3%
13.0	CONTINUOUS SERVICE IMPROVEMENT	4.19						5.1%	5.1%	3.2%	39.1%	47.4%
12.6	INFRASTRUCTURE/WORK ENVIRONMENT	4.16						7.9%	0.0%	4.6%	42.9%	44.5%
11.5	FINANCIAL RESOURCES	4.00						17.4%	0.0%	0.0%	30.3%	52.3%
12.8	RESPONSIBILITY, AUTHORITY & COMM	3.95						13.1%	1.7%	5.1%	37.2%	42.8%
11.8	PROCESSES: INTERESTED PARTIES	3.90						12.0%	0.0%	3.3%	56.1%	28.6%
13.0	MNGT RESPONSIBILITY: PROCESSES	3.85						15.4%	0.0%	5.8%	42.3%	36.5%
12.8	QUALITY POLICY	3.81						7.9%	11.7%	5.9%	41.2%	33.3%
11.0	SUPPLIERS AND PARTNERSHIPS	3.73						21.2%	0.0%	6.1%	30.3%	42.4%
11.0	SERVICE REALIZATION	3.73						27.3%	0.0%	0.0%	18.2%	54.5%
13.0	PLANNING	3.65						20.0%	3.1%	1.5%	43.1%	32.3%
12.4	MEASUREMENT AND MONITORING	3.64						21.2%	0.0%	1.5%	48.5%	28.8%
12.8	MANAGING SYSTEMS AND PROCESSES	3.63						17.2%	4.2%	7.1%	41.9%	29.7%
12.9	NEEDS/EXPECT: INTERESTED PARTIES	3.57						23.3%	3.1%	6.2%	27.9%	39.5%
12.6	Grand Mean	3.86						14.5%	2.6%	4.4%	39.3%	39.1%

Bar = General workers

Triangle = Makana Municipality (All data)

DIRECTORATES

NOTE:

Reports could not be compiled for the following Directorates, due to 0 respondents:

- Local Economic Development and Tourism Unit
- Special Programmes Unit

TABLE 3.7A: DIMENSIONS - PRESENT [RANKED] - CORPORATE SERVICES

Count	Questions	Mean	Ranking					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
6.0	SERVICE REALIZATION	3.84			▼			0.0%	0.0%	41.7%	33.3%	25.0%
7.0	QUALITY POLICY	3.79			▼			0.0%	14.3%	14.3%	50.0%	21.4%
6.7	RESPONSIBILITY, AUTHORITY & COMM	3.65			▼			0.0%	7.1%	39.4%	34.9%	18.5%
6.8	RESOURCE MANAGEMENT	3.62			▼			0.0%	9.0%	38.1%	34.8%	18.1%
5.5	FINANCIAL RESOURCES	3.62			▼			0.0%	18.3%	28.3%	26.7%	26.7%
6.0	PROCESSES: INTERESTED PARTIES	3.60			▼			10.0%	0.0%	23.3%	53.3%	13.3%
6.6	INFRASTRUCTURE/WORK ENVIRONMENT	3.42			▼			0.0%	15.2%	36.2%	40.0%	8.6%
6.9	NEEDS/EXPECT: INTERESTED PARTIES	3.41			▼			1.4%	14.5%	33.3%	43.3%	7.4%
6.9	MANAGING SYSTEMS AND PROCESSES	3.34			▼			4.1%	13.2%	39.2%	31.4%	12.1%
7.0	MNGT RESPONSIBILITY: PROCESSES	3.29			▼			0.0%	21.4%	39.3%	28.6%	10.7%
7.0	CONTINUOUS SERVICE IMPROVEMENT	3.24			▼			7.1%	20.2%	28.6%	29.8%	14.3%
6.8	PLANNING	3.20			▼			14.8%	11.9%	26.7%	31.9%	14.8%
6.0	SUPPLIERS AND PARTNERSHIPS	2.83			▼			16.7%	16.7%	33.3%	33.3%	0.0%
6.6	MEASUREMENT AND MONITORING	2.73			▼			21.4%	15.2%	35.7%	24.3%	3.3%
6.7	Grand Mean	3.38			▼			5.2%	13.2%	33.1%	35.4%	13.0%

Bar = Corporate Services
Tirangle = Makana Municipality (All data)

TABLE 3.7B: DIMENSIONS - FUTURE [RANKED] - CORPORATE SERVICES

Count	Questions	Mean	Ranking					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
6.0	SERVICE REALIZATION	4.59						0.0%	0.0%	0.0%	41.7%	58.3%
5.5	FINANCIAL RESOURCES	4.55						0.0%	0.0%	8.3%	28.3%	63.3%
6.8	QUALITY POLICY	4.33						0.0%	14.9%	0.0%	22.6%	62.5%
6.0	PROCESSES: INTERESTED PARTIES	4.30						6.7%	0.0%	0.0%	43.3%	50.0%
6.8	PLANNING	4.24						14.8%	0.0%	0.0%	17.6%	67.6%
6.6	RESOURCE MANAGEMENT	4.11						15.2%	0.0%	0.0%	27.6%	57.1%
5.3	SUPPLIERS AND PARTNERSHIPS	4.09						13.3%	0.0%	0.0%	37.8%	48.9%
6.8	RESPONSIBILITY, AUTHORITY & COMM	4.04						13.0%	0.0%	1.6%	40.7%	44.7%
6.6	INFRASTRUCTURE/WORK ENVIRONMENT	3.96						15.2%	0.0%	0.0%	42.9%	41.9%
6.7	CONTINUOUS SERVICE IMPROVEMENT	3.91						13.3%	7.9%	0.0%	31.9%	46.8%
7.0	MNGT RESPONSIBILITY: PROCESSES	3.75						14.3%	0.0%	17.9%	32.1%	35.7%
6.4	NEEDS/EXPECT: INTERESTED PARTIES	3.63						21.7%	3.3%	4.8%	30.7%	39.5%
6.7	MANAGING SYSTEMS AND PROCESSES	3.58						16.8%	6.5%	8.0%	39.2%	29.4%
6.6	MEASUREMENT AND MONITORING	3.33						30.5%	0.0%	2.9%	40.0%	26.7%
6.5	Grand Mean	3.92						14.5%	3.2%	3.1%	34.4%	44.9%

Bar = Corporate Services
Triangle = Makana Municipality (All data)

TABLES FOR FINANCE OMITTED

**PLEASE SEE PAGES 42 AND 43
(ANNEXURE 3 – TABLES 3.20A AND B)**

TABLE 3.8A: DIMENSIONS - PRESENT [RANKED] - TECHNICAL & INFRASTRUCTURAL SERVICES

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
19.7	CONTINUOUS SERVICE IMPROVEMENT	3.68						0.4%	9.0%	33.4%	36.8%	20.4%
19.0	QUALITY POLICY	3.62						2.6%	1.3%	35.4%	52.7%	8.0%
19.8	PROCESSES: INTERESTED PARTIES	3.57						0.0%	1.0%	51.5%	37.4%	10.1%
20.0	SERVICE REALIZATION	3.55						5.0%	0.0%	47.5%	30.0%	17.5%
18.4	PLANNING	3.52						2.3%	14.7%	26.0%	42.8%	14.2%
18.6	NEEDS/EXPECT: INTERESTED PARTIES	3.47						0.0%	10.9%	39.0%	41.9%	8.2%
19.4	RESPONSIBILITY, AUTHORITY & COMM	3.47						2.8%	5.1%	44.4%	37.5%	10.2%
19.5	FINANCIAL RESOURCES	3.46						0.0%	15.5%	35.9%	35.7%	12.9%
20.0	SUPPLIERS AND PARTNERSHIPS	3.43						10.0%	11.7%	16.7%	48.3%	13.3%
18.5	MNGT RESPONSIBILITY: PROCESSES	3.35						0.0%	17.5%	37.9%	36.4%	8.2%
19.2	INFRASTRUCTURE/WORK ENVIRONMENT	3.33						3.1%	11.4%	45.9%	28.2%	11.3%
19.8	RESOURCE MANAGEMENT	3.30						2.0%	20.1%	33.4%	34.4%	10.1%
19.0	MEASUREMENT AND MONITORING	3.30						3.3%	9.4%	47.7%	33.3%	6.3%
18.5	MANAGING SYSTEMS AND PROCESSES	3.30						1.5%	16.8%	36.8%	40.7%	4.3%
19.2	Grand Mean	3.46						1.8%	10.6%	38.1%	38.5%	10.9%

Bar = Technical & Infrastructural Services
Tirangle = Makana Municipality (All data)

TABLE 3.8B: DIMENSIONS - FUTURE [RANKED] - TECHNICAL & INFRASTRUCTURAL SERVICES

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
19.6	INFRASTRUCTURE/WORK ENVIRONMENT	4.77						0.0%	0.0%	1.0%	21.4%	77.6%
19.5	FINANCIAL RESOURCES	4.77						0.0%	0.0%	2.6%	18.0%	79.3%
18.3	QUALITY POLICY	4.76						0.0%	0.0%	4.2%	16.4%	79.5%
19.2	CONTINUOUS SERVICE IMPROVEMENT	4.75						0.4%	0.0%	0.4%	22.2%	76.9%
19.0	RESOURCE MANAGEMENT	4.75						0.0%	0.0%	2.1%	21.0%	76.9%
18.8	RESPONSIBILITY, AUTHORITY & COMM	4.69						0.6%	0.0%	2.5%	24.0%	72.9%
19.2	NEEDS/EXPECT: INTERESTED PARTIES	4.65						0.5%	0.0%	3.6%	26.0%	69.9%
19.6	PLANNING	4.64						2.1%	0.0%	1.0%	25.4%	71.5%
18.8	PROCESSES: INTERESTED PARTIES	4.62						0.0%	0.0%	5.3%	27.7%	67.0%
19.0	MNGT RESPONSIBILITY: PROCESSES	4.60						0.0%	0.0%	0.0%	40.4%	59.6%
19.2	MEASUREMENT AND MONITORING	4.53						2.1%	0.0%	3.2%	32.3%	62.4%
19.4	MANAGING SYSTEMS AND PROCESSES	4.49						0.5%	0.9%	4.2%	38.5%	56.0%
19.0	SERVICE REALIZATION	4.42						5.3%	0.0%	10.5%	15.8%	68.4%
19.0	SUPPLIERS AND PARTNERSHIPS	4.39						5.3%	0.0%	8.8%	22.8%	63.2%
19.1	Grand Mean	4.64						0.8%	0.1%	3.0%	26.4%	69.7%

Bar = Technical and Infrastructural Services
Triangle = Makana Municipality (All data)

TABLE 3.9A: DIMENSIONS - PRESENT [RANKED] - SOCIAL AND COMMUNITY SERVICES

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
49.7	CONTINUOUS SERVICE IMPROVEMENT	3.79						4.9%	2.0%	19.3%	56.7%	17.0%
50.9	RESPONSIBILITY, AUTHORITY & COMM	3.60						6.7%	4.7%	21.6%	56.4%	10.5%
50.8	QUALITY POLICY	3.59						15.7%	3.0%	9.4%	50.7%	21.2%
50.8	MNGT RESPONSIBILITY: PROCESSES	3.52						6.5%	3.0%	30.4%	51.7%	8.4%
51.2	RESOURCE MANAGEMENT	3.43						7.9%	7.1%	26.1%	51.5%	7.4%
50.2	MANAGING SYSTEMS AND PROCESSES	3.42						11.4%	7.6%	21.8%	46.7%	12.6%
46.4	PROCESSES: INTERESTED PARTIES	3.36						14.4%	3.5%	21.3%	52.9%	7.8%
45.6	MEASUREMENT AND MONITORING	3.23						23.6%	0.4%	12.1%	56.9%	7.0%
49.4	INFRASTRUCTURE/WORK ENVIRONMENT	3.20						6.5%	13.5%	37.5%	38.0%	4.5%
48.4	PLANNING	3.14						17.8%	9.9%	23.5%	38.0%	10.8%
49.8	NEEDS/EXPECT: INTERESTED PARTIES	3.12						17.7%	7.2%	25.6%	44.0%	5.5%
47.0	SERVICE REALIZATION	3.09						27.7%	0.0%	14.9%	51.1%	6.4%
50.5	FINANCIAL RESOURCES	2.88						29.7%	6.9%	12.8%	46.5%	4.0%
44.0	SUPPLIERS AND PARTNERSHIPS	2.21						59.1%	0.0%	8.3%	25.8%	6.8%
49.3	Grand Mean	3.36						14.1%	5.3%	21.5%	48.9%	10.2%

Bar = Social and Community Services
Tirangle = Makana Municipality (All data)

TABLE 3.9B: DIMENSIONS - FUTURE [RANKED] - SOCIAL AND COMMUNITY SERVICES

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
50.0	RESOURCE MANAGEMENT	4.61						0.4%	0.0%	2.0%	33.6%	64.0%
48.4	CONTINUOUS SERVICE IMPROVEMENT	4.56						0.9%	0.7%	0.9%	36.6%	60.9%
48.8	INFRASTRUCTURE/WORK ENVIRONMENT	4.55						1.7%	0.4%	2.0%	33.2%	62.7%
50.3	RESPONSIBILITY, AUTHORITY & COMM	4.39						5.9%	0.4%	2.0%	32.0%	59.6%
49.0	MNGT RESPONSIBILITY: PROCESSES	4.35						6.7%	0.0%	1.5%	35.7%	56.1%
46.4	PROCESSES: INTERESTED PARTIES	4.18						7.4%	0.0%	2.5%	47.4%	42.7%
50.8	QUALITY POLICY	4.16						12.8%	1.0%	1.5%	27.1%	57.7%
48.5	MANAGING SYSTEMS AND PROCESSES	4.10						11.0%	0.7%	3.0%	38.2%	47.0%
49.4	NEEDS/EXPECT: INTERESTED PARTIES	4.08						13.1%	0.6%	2.8%	32.2%	51.3%
48.4	PLANNING	4.08						13.2%	0.8%	1.7%	33.5%	50.8%
50.0	FINANCIAL RESOURCES	4.04						16.0%	0.0%	0.0%	32.0%	52.0%
45.4	MEASUREMENT AND MONITORING	3.95						15.2%	0.0%	0.4%	43.0%	41.4%
46.0	SERVICE REALIZATION	3.75						22.8%	0.0%	0.0%	33.7%	43.5%
45.0	SUPPLIERS AND PARTNERSHIPS	3.62						24.4%	0.0%	1.5%	37.0%	37.0%
48.6	Grand Mean	4.24						9.0%	0.4%	1.8%	35.6%	53.2%

Bar = Social and Community Services
Triangle = Makana Municipality (All data)

JOB CATEGORIES

NOTE:

Reports were compiled for job level categories with 4 or more respondents only, to protect the confidentiality of individuals.

The following job level categories had less than 4 respondents:

- CS: Committee Services = 0
- CS: Human Resources = 1
- Finance: Expenditure = 2
- Finance: Financial Accounting = 1
- T&IS: Civil Engineering = 2
- T&IS: Land and Housing Management = 2
- T&IS: Roads and Stormwater = 3
- T&IS: Town Planning = 1

TABLE 3.10A: DIMENSIONS - PRESENT [RANKED] - CS: ADMINISTRATION

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
6.3	QUALITY POLICY	3.76							0.0%	16.1%	15.5%	44.6%	23.8%
6.8	RESOURCE MANAGEMENT	3.71							0.0%	9.0%	38.1%	26.2%	26.7%
6.7	RESPONSIBILITY, AUTHORITY & COMM	3.70							0.0%	7.1%	41.3%	26.5%	25.1%
6.0	SERVICE REALIZATION	3.59							0.0%	0.0%	58.3%	25.0%	16.7%
6.9	MANAGING SYSTEMS AND PROCESSES	3.58							4.1%	11.9%	32.5%	24.9%	26.6%
6.9	NEEDS/EXPECT: INTERESTED PARTIES	3.55							1.4%	14.5%	30.5%	34.5%	19.0%
6.6	INFRASTRUCTURE/WORK ENVIRONMENT	3.49							0.0%	15.2%	36.2%	33.3%	15.2%
5.5	FINANCIAL RESOURCES	3.44							0.0%	18.3%	38.3%	25.0%	18.3%
7.0	MNGT RESPONSIBILITY: PROCESSES	3.43							0.0%	21.4%	35.7%	21.4%	21.4%
6.0	PROCESSES: INTERESTED PARTIES	3.33							16.7%	0.0%	26.7%	46.7%	10.0%
6.8	PLANNING	3.32							14.8%	11.9%	26.7%	20.0%	26.7%
7.0	CONTINUOUS SERVICE IMPROVEMENT	3.27							9.5%	20.2%	26.2%	21.4%	22.6%
6.0	SUPPLIERS AND PARTNERSHIPS	2.89							16.7%	16.7%	33.3%	27.8%	5.6%
6.8	MEASUREMENT AND MONITORING	2.68							23.8%	14.3%	35.2%	23.8%	2.9%
6.7	Grand Mean	3.43							6.1%	13.1%	32.4%	28.2%	20.2%

Bar = CS: Administration
Tirangle = Makana Municipality (All data)

TABLE 3.10B: DIMENSIONS - FUTURE [RANKED] - CS: ADMINISTRATION

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
6.0	SERVICE REALIZATION	4.58						0.0%	0.0%	8.3%	25.0%	66.7%
5.5	FINANCIAL RESOURCES	4.55						0.0%	0.0%	8.3%	28.3%	63.3%
6.0	PROCESSES: INTERESTED PARTIES	4.40						6.7%	0.0%	0.0%	33.3%	60.0%
6.8	PLANNING	4.35						14.8%	0.0%	0.0%	5.7%	79.5%
6.0	QUALITY POLICY	4.32						0.0%	16.9%	0.0%	16.9%	66.2%
6.8	RESPONSIBILITY, AUTHORITY & COMM	4.17						13.0%	0.0%	0.0%	31.0%	56.1%
5.3	SUPPLIERS AND PARTNERSHIPS	4.16						13.3%	0.0%	0.0%	31.1%	55.6%
6.6	RESOURCE MANAGEMENT	4.11						15.2%	0.0%	0.0%	27.6%	57.1%
6.6	INFRASTRUCTURE/WORK ENVIRONMENT	3.99						15.2%	0.0%	0.0%	40.0%	44.8%
6.7	CONTINUOUS SERVICE IMPROVEMENT	3.96						13.3%	7.9%	0.0%	27.0%	51.8%
7.0	MNGT RESPONSIBILITY: PROCESSES	3.93						14.3%	0.0%	14.3%	21.4%	50.0%
6.7	MANAGING SYSTEMS AND PROCESSES	3.81						16.8%	3.9%	5.2%	29.6%	44.5%
6.4	NEEDS/EXPECT: INTERESTED PARTIES	3.73						21.7%	3.3%	4.8%	21.2%	49.0%
6.8	MEASUREMENT AND MONITORING	3.47						29.5%	0.0%	2.9%	29.5%	38.1%
6.5	Grand Mean	4.02						14.4%	2.9%	2.6%	26.5%	53.6%

Bar = CS: Administration
Triangle = Makana Municipality (All data)

TABLE 3.11A: DIMENSIONS - PRESENT [RANKED] - FINANCE: REVENUE

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
10.3	CONTINUOUS SERVICE IMPROVEMENT	3.82						2.3%	5.1%	16.2%	61.0%	15.3%
9.6	PROCESSES: INTERESTED PARTIES	3.77						2.2%	10.4%	0.0%	82.9%	4.4%
10.5	QUALITY POLICY	3.77						2.3%	11.8%	4.5%	69.5%	11.8%
10.3	RESPONSIBILITY, AUTHORITY & COMM	3.77						1.0%	7.2%	19.8%	58.4%	13.6%
6.5	SERVICE REALIZATION	3.69						0.0%	15.5%	15.5%	53.6%	15.5%
8.8	MEASUREMENT AND MONITORING	3.66						0.0%	13.8%	16.9%	58.8%	10.5%
10.0	PLANNING	3.62						10.0%	0.0%	16.0%	66.0%	8.0%
11.0	MNGT RESPONSIBILITY: PROCESSES	3.57						4.5%	11.4%	9.1%	72.7%	2.3%
10.6	RESOURCE MANAGEMENT	3.56						0.0%	9.5%	30.2%	54.9%	5.5%
8.0	SUPPLIERS AND PARTNERSHIPS	3.54						12.5%	4.2%	8.3%	66.7%	8.3%
10.5	FINANCIAL RESOURCES	3.53						0.0%	14.1%	24.5%	56.4%	5.0%
11.0	NEEDS/EXPECT: INTERESTED PARTIES	3.52						0.9%	15.5%	25.5%	47.3%	10.9%
10.9	MANAGING SYSTEMS AND PROCESSES	3.46						6.6%	9.2%	26.6%	46.6%	11.0%
9.8	INFRASTRUCTURE/WORK ENVIRONMENT	3.37						0.0%	18.1%	26.6%	55.2%	0.0%
10.2	Grand Mean	3.63						3.0%	9.8%	18.6%	58.8%	9.8%

Bar = Finance: Revenue
Tirangle = Makana Municipality (All data)

TABLE 3.11B: DIMENSIONS - FUTURE [RANKED] - FINANCE: REVENUE

Count	Questions	Mean	Ranking					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
6.5	SERVICE REALIZATION	4.45					▼	0.0%	0.0%	0.0%	54.8%	45.2%
8.8	MEASUREMENT AND MONITORING	4.45					▼	0.0%	0.0%	4.9%	45.5%	49.7%
9.4	INFRASTRUCTURE/WORK ENVIRONMENT	4.44					▼	0.0%	1.8%	0.0%	50.6%	47.6%
10.2	RESPONSIBILITY, AUTHORITY & COMM	4.41					▼	1.0%	1.0%	3.1%	46.0%	48.8%
10.8	NEEDS/EXPECT: INTERESTED PARTIES	4.36					▼	3.6%	2.7%	1.8%	37.5%	54.4%
10.5	FINANCIAL RESOURCES	4.34					▼	0.0%	4.5%	4.5%	43.2%	47.7%
9.6	PROCESSES: INTERESTED PARTIES	4.31					▼	0.0%	2.2%	0.0%	62.2%	35.6%
10.5	QUALITY POLICY	4.31					▼	4.8%	2.3%	0.0%	43.2%	49.8%
10.6	RESOURCE MANAGEMENT	4.30					▼	1.8%	3.8%	3.8%	43.6%	46.9%
10.1	CONTINUOUS SERVICE IMPROVEMENT	4.30					▼	3.1%	2.4%	0.8%	49.1%	44.6%
11.0	MNGT RESPONSIBILITY: PROCESSES	4.25					▼	4.5%	2.3%	0.0%	50.0%	43.2%
10.0	PLANNING	4.16					▼	10.0%	0.0%	0.0%	44.0%	46.0%
10.8	MANAGING SYSTEMS AND PROCESSES	4.16					▼	10.8%	2.5%	3.4%	26.8%	56.5%
8.0	SUPPLIERS AND PARTNERSHIPS	3.79					▼	12.5%	4.2%	4.2%	50.0%	29.2%
10.1	Grand Mean	4.29					▼	4.1%	2.1%	1.9%	44.2%	47.7%

Bar = Finance: Revenue
Triangle = Makana Municipality (All data)

TABLE 3.12A: DIMENSIONS - PRESENT [RANKED] - T&IS: ELECTRICITY

Count	Questions	Mean	Ranking					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
9.0	QUALITY POLICY	3.56						0.0%	2.8%	41.7%	52.8%	2.8%
8.9	RESPONSIBILITY, AUTHORITY & COMM	3.55						0.0%	7.4%	39.7%	42.9%	10.0%
8.8	PROCESSES: INTERESTED PARTIES	3.50						0.0%	2.2%	52.5%	38.3%	6.9%
9.0	NEEDS/EXPECT: INTERESTED PARTIES	3.44						0.0%	7.8%	44.4%	43.3%	4.4%
9.0	CONTINUOUS SERVICE IMPROVEMENT	3.39						0.0%	15.7%	35.2%	43.5%	5.6%
9.0	INFRASTRUCTURE/WORK ENVIRONMENT	3.35						0.0%	22.2%	31.1%	35.6%	11.1%
9.0	FINANCIAL RESOURCES	3.34						0.0%	11.1%	44.4%	44.4%	0.0%
9.0	PLANNING	3.33						4.4%	20.0%	26.7%	35.6%	13.3%
9.0	SERVICE REALIZATION	3.33						11.1%	0.0%	44.4%	33.3%	11.1%
8.8	MNGT RESPONSIBILITY: PROCESSES	3.21						0.0%	25.0%	32.3%	39.6%	3.1%
9.0	RESOURCE MANAGEMENT	3.18						0.0%	31.1%	24.4%	40.0%	4.4%
8.9	MANAGING SYSTEMS AND PROCESSES	3.13						0.0%	28.5%	32.6%	35.9%	3.0%
9.0	MEASUREMENT AND MONITORING	3.11						4.4%	20.0%	35.6%	40.0%	0.0%
9.0	SUPPLIERS AND PARTNERSHIPS	3.07						22.2%	3.7%	22.2%	48.1%	3.7%
9.0	Grand Mean	3.34						1.6%	15.5%	36.3%	40.9%	5.7%

Bar = T&IS: Electricity
Tirangle = Makana Municipality (All data)

TABLE 3.12B: DIMENSIONS - FUTURE [RANKED] - T&IS: ELECTRICITY

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
9.0	FINANCIAL RESOURCES	4.73						0.0%	0.0%	0.0%	27.8%	72.2%
9.0	CONTINUOUS SERVICE IMPROVEMENT	4.71						0.0%	0.0%	0.0%	29.6%	70.4%
9.0	INFRASTRUCTURE/WORK ENVIRONMENT	4.67						0.0%	0.0%	2.2%	28.9%	68.9%
8.9	RESPONSIBILITY, AUTHORITY & COMM	4.65						0.0%	0.0%	0.0%	35.2%	64.8%
9.0	RESOURCE MANAGEMENT	4.65						0.0%	0.0%	2.2%	31.1%	66.7%
9.0	QUALITY POLICY	4.62						0.0%	0.0%	5.6%	27.8%	66.7%
8.8	NEEDS/EXPECT: INTERESTED PARTIES	4.53						0.0%	0.0%	4.4%	38.1%	57.5%
9.0	PLANNING	4.49						4.4%	0.0%	2.2%	28.9%	64.4%
8.8	PROCESSES: INTERESTED PARTIES	4.45						0.0%	0.0%	4.4%	45.6%	50.0%
8.8	MNGT RESPONSIBILITY: PROCESSES	4.41						0.0%	0.0%	0.0%	59.4%	40.6%
9.0	MEASUREMENT AND MONITORING	4.40						4.4%	0.0%	0.0%	42.2%	53.3%
9.0	MANAGING SYSTEMS AND PROCESSES	4.33						0.0%	0.0%	5.1%	56.6%	38.4%
9.0	SUPPLIERS AND PARTNERSHIPS	4.22						11.1%	0.0%	0.0%	33.3%	55.6%
9.0	SERVICE REALIZATION	4.11						11.1%	0.0%	11.1%	22.2%	55.6%
8.9	Grand Mean	4.52						1.2%	0.0%	2.4%	37.9%	58.5%

Bar = T&IS: Electricity

Triangle = Makana Municipality (All data)

TABLE 3.13A: DIMENSIONS - PRESENT [RANKED] - T&IS: WATER AND SEWERAGE

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
4.0	SUPPLIERS AND PARTNERSHIPS	4.00							0.0%	0.0%	0.0%	100.0%	0.0%
4.0	PLANNING	3.65							0.0%	0.0%	35.0%	65.0%	0.0%
3.8	NEEDS/EXPECT: INTERESTED PARTIES	3.55							0.0%	0.0%	51.7%	41.7%	6.7%
4.0	QUALITY POLICY	3.50							0.0%	0.0%	50.0%	50.0%	0.0%
3.9	CONTINUOUS SERVICE IMPROVEMENT	3.48							0.0%	4.2%	58.3%	22.9%	14.6%
4.0	RESPONSIBILITY, AUTHORITY & COMM	3.28							0.0%	0.0%	72.2%	27.8%	0.0%
4.0	MNGT RESPONSIBILITY: PROCESSES	3.25							0.0%	0.0%	75.0%	25.0%	0.0%
4.0	RESOURCE MANAGEMENT	3.20							0.0%	0.0%	80.0%	20.0%	0.0%
4.0	PROCESSES: INTERESTED PARTIES	3.20							0.0%	0.0%	80.0%	20.0%	0.0%
3.8	MANAGING SYSTEMS AND PROCESSES	3.14							9.8%	0.0%	56.1%	34.1%	0.0%
4.0	MEASUREMENT AND MONITORING	3.10							5.0%	0.0%	75.0%	20.0%	0.0%
4.0	SERVICE REALIZATION	3.00							0.0%	0.0%	100.0%	0.0%	0.0%
4.0	FINANCIAL RESOURCES	3.00							0.0%	12.5%	75.0%	12.5%	0.0%
4.0	INFRASTRUCTURE/WORK ENVIRONMENT	2.95							0.0%	15.0%	75.0%	10.0%	0.0%
3.9	Grand Mean	3.33							1.6%	1.8%	61.7%	31.9%	2.9%

Bar = T&IS: Water & Sewerage
Tirangle = Makana Municipality (All data)

TABLE 3.13B: DIMENSIONS - FUTURE [RANKED] - T&IS: WATER AND SEWERAGE

Count	Questions	Mean	Ranking					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
4.0	CONTINUOUS SERVICE IMPROVEMENT	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	FINANCIAL RESOURCES	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	INFRASTRUCTURE/WORK ENVIRONMENT	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	RESOURCE MANAGEMENT	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	MEASUREMENT AND MONITORING	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	MNGT RESPONSIBILITY: PROCESSES	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	SUPPLIERS AND PARTNERSHIPS	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	PLANNING	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	PROCESSES: INTERESTED PARTIES	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	QUALITY POLICY	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
4.0	SERVICE REALIZATION	4.75					▼	0.0%	0.0%	0.0%	25.0%	75.0%
3.9	NEEDS/EXPECT: INTERESTED PARTIES	4.74					▼	0.0%	0.0%	0.0%	25.8%	74.2%
3.9	RESPONSIBILITY, AUTHORITY & COMM	4.74					▼	0.0%	0.0%	0.0%	25.9%	74.1%
4.0	MANAGING SYSTEMS AND PROCESSES	4.61					▼	4.5%	0.0%	0.0%	20.5%	75.0%
4.0	Grand Mean	4.73					▼	0.6%	0.0%	0.0%	24.6%	74.8%

Bar = T&IS: Water and Sewerage
Triangle = Makana Municipality (All data)

TABLE 3.14A: DIMENSIONS - PRESENT [RANKED] - S&CS: PRIMARY HEALTH CARE

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
9.0	QUALITY POLICY	4.59						0.0%	0.0%	0.0%	41.7%	58.3%
8.8	CONTINUOUS SERVICE IMPROVEMENT	4.35						0.0%	0.0%	6.9%	51.5%	41.6%
7.6	PROCESSES: INTERESTED PARTIES	4.30						0.0%	0.0%	2.5%	65.0%	32.5%
8.7	RESPONSIBILITY, AUTHORITY & COMM	4.28						0.0%	1.4%	7.6%	53.0%	38.1%
7.0	SERVICE REALIZATION	4.22						0.0%	0.0%	7.1%	64.3%	28.6%
8.8	MNGT RESPONSIBILITY: PROCESSES	4.17						0.0%	0.0%	13.9%	55.2%	30.9%
8.8	MANAGING SYSTEMS AND PROCESSES	4.17						0.0%	0.0%	14.4%	54.3%	31.3%
9.0	RESOURCE MANAGEMENT	4.15						0.0%	0.0%	11.1%	62.2%	26.7%
9.0	PLANNING	4.15						0.0%	0.0%	11.1%	62.2%	26.7%
8.5	FINANCIAL RESOURCES	4.12						0.0%	0.0%	5.6%	77.1%	17.4%
7.2	MEASUREMENT AND MONITORING	4.06						0.0%	0.0%	11.7%	70.8%	17.5%
8.2	INFRASTRUCTURE/WORK ENVIRONMENT	3.98						0.0%	0.0%	12.2%	78.1%	9.7%
8.8	NEEDS/EXPECT: INTERESTED PARTIES	3.83						4.7%	0.0%	23.8%	51.0%	20.6%
5.0	SUPPLIERS AND PARTNERSHIPS	3.07						40.0%	0.0%	0.0%	33.3%	26.7%
8.4	Grand Mean	4.13						2.0%	0.2%	10.6%	56.9%	30.3%

Bar = S&CS: Primary Health Care
 Tirangle = Makana Municipality (All data)

TABLE 3.14B: DIMENSIONS - FUTURE [RANKED] - S&CS: PRIMARY HEALTH CARE

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
9.0	QUALITY POLICY	4.97						0.0%	0.0%	0.0%	2.8%	97.2%
5.0	SUPPLIERS AND PARTNERSHIPS	4.80						0.0%	0.0%	0.0%	20.0%	80.0%
8.8	RESPONSIBILITY, AUTHORITY & COMM	4.77						0.0%	0.0%	2.6%	17.7%	79.6%
9.0	PLANNING	4.76						0.0%	0.0%	0.0%	24.4%	75.6%
7.2	MEASUREMENT AND MONITORING	4.74						0.0%	0.0%	0.0%	25.8%	74.2%
8.7	NEEDS/EXPECT: INTERESTED PARTIES	4.72						2.2%	1.1%	1.1%	14.1%	81.5%
8.6	INFRASTRUCTURE/WORK ENVIRONMENT	4.68						0.0%	0.0%	2.2%	28.1%	69.7%
9.0	FINANCIAL RESOURCES	4.67						0.0%	0.0%	0.0%	33.3%	66.7%
9.0	RESOURCE MANAGEMENT	4.67						0.0%	0.0%	6.7%	20.0%	73.3%
8.8	CONTINUOUS SERVICE IMPROVEMENT	4.67						0.0%	0.0%	0.0%	33.6%	66.4%
7.6	PROCESSES: INTERESTED PARTIES	4.67						0.0%	0.0%	2.5%	28.6%	68.9%
7.9	MANAGING SYSTEMS AND PROCESSES	4.66						0.0%	0.0%	2.3%	29.7%	68.0%
8.8	MNGT RESPONSIBILITY: PROCESSES	4.63						0.0%	0.0%	5.6%	25.7%	68.8%
7.0	SERVICE REALIZATION	4.57						0.0%	0.0%	0.0%	42.9%	57.1%
8.3	Grand Mean	4.71						0.3%	0.1%	1.7%	24.3%	73.6%

Bar = S&CS: Primary Health Care
 Triangle = Makana Municipality (All data)

TABLE 3.15A: DIMENSIONS - PRESENT [RANKED] - S&CS: ENVIRONMENTAL HEALTH & CLEAN.

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
9.8	CONTINUOUS SERVICE IMPROVEMENT	3.33						13.0%	0.9%	26.0%	60.1%	0.0%
11.0	RESOURCE MANAGEMENT	3.18						9.1%	9.1%	36.4%	45.5%	0.0%
8.8	PROCESSES: INTERESTED PARTIES	3.07						12.0%	0.0%	57.3%	30.7%	0.0%
11.0	RESPONSIBILITY, AUTHORITY & COMM	3.03						20.2%	2.0%	32.3%	45.5%	0.0%
10.8	MNGT RESPONSIBILITY: PROCESSES	2.84						15.0%	6.8%	57.3%	20.9%	0.0%
11.0	MANAGING SYSTEMS AND PROCESSES	2.66						33.1%	3.3%	28.1%	35.5%	0.0%
10.6	INFRASTRUCTURE/WORK ENVIRONMENT	2.65						10.0%	18.5%	67.6%	3.8%	0.0%
11.0	QUALITY POLICY	2.62						45.5%	0.0%	4.5%	47.7%	2.3%
10.9	NEEDS/EXPECT: INTERESTED PARTIES	2.49						37.3%	6.0%	27.6%	29.1%	0.0%
9.6	MEASUREMENT AND MONITORING	2.25						54.2%	0.0%	12.7%	33.1%	0.0%
9.4	PLANNING	2.12						55.6%	0.0%	20.9%	23.6%	0.0%
11.0	FINANCIAL RESOURCES	2.09						45.5%	18.2%	18.2%	18.2%	0.0%
9.0	SERVICE REALIZATION	1.87						72.2%	0.0%	16.7%	11.1%	0.0%
10.0	SUPPLIERS AND PARTNERSHIPS	1.30						90.0%	0.0%	0.0%	10.0%	0.0%
10.4	Grand Mean	2.69						30.8%	4.0%	30.2%	34.9%	0.1%

Bar = S&CS: Environmental Health & Cleansing
Tirangle = Makana Municipality (All data)

TABLE 3.15B: DIMENSIONS - FUTURE [RANKED] - S&CS: ENVIRONMENTAL HEALTH & CLEAN.

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
10.6	INFRASTRUCTURE/WORK ENVIRONMENT	4.61						0.0%	0.0%	0.0%	39.6%	60.4%
11.0	RESOURCE MANAGEMENT	4.60						0.0%	0.0%	0.0%	40.0%	60.0%
9.4	CONTINUOUS SERVICE IMPROVEMENT	4.46						0.0%	0.0%	2.7%	49.1%	48.2%
8.8	PROCESSES: INTERESTED PARTIES	4.00						0.0%	0.0%	0.0%	100.0%	0.0%
10.8	MNGT RESPONSIBILITY: PROCESSES	3.96						15.0%	0.0%	0.0%	43.9%	41.1%
11.0	RESPONSIBILITY, AUTHORITY & COMM	3.67						20.2%	0.0%	0.0%	52.5%	27.3%
11.0	MANAGING SYSTEMS AND PROCESSES	3.23						32.2%	0.0%	0.8%	47.1%	19.8%
10.9	NEEDS/EXPECT: INTERESTED PARTIES	3.16						34.5%	0.0%	0.0%	45.8%	19.6%
11.0	FINANCIAL RESOURCES	3.00						40.9%	0.0%	0.0%	36.4%	22.7%
11.0	QUALITY POLICY	2.75						45.5%	0.0%	0.0%	43.2%	11.4%
9.6	MEASUREMENT AND MONITORING	2.61						46.2%	0.0%	0.0%	53.8%	0.0%
10.2	PLANNING	2.55						49.1%	0.0%	0.0%	49.1%	1.8%
9.0	SERVICE REALIZATION	2.00						72.2%	0.0%	0.0%	11.1%	16.7%
10.0	SUPPLIERS AND PARTNERSHIPS	1.80						80.0%	0.0%	0.0%	20.0%	0.0%
10.4	Grand Mean	3.50						25.2%	0.0%	0.5%	48.2%	26.1%

Bar = S&CS: Environmental Health and Cleansing
Triangle = Makana Municipality (All data)

TABLE 3.16A: DIMENSIONS - PRESENT [RANKED] - S&CS: FIRE FIGHTING & CS SERVICES

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
8.3	QUALITY POLICY	4.11							8.7%	0.0%	0.0%	54.5%	36.8%
9.0	SERVICE REALIZATION	3.89							0.0%	0.0%	11.1%	88.9%	0.0%
8.9	CONTINUOUS SERVICE IMPROVEMENT	3.84							0.9%	4.9%	22.3%	53.2%	18.6%
9.0	FINANCIAL RESOURCES	3.73							0.0%	5.6%	16.7%	77.8%	0.0%
8.9	RESPONSIBILITY, AUTHORITY & COMM	3.72							2.5%	6.2%	17.6%	65.0%	8.8%
9.0	PROCESSES: INTERESTED PARTIES	3.71							8.9%	0.0%	6.7%	80.0%	4.4%
8.6	MEASUREMENT AND MONITORING	3.69							9.4%	0.0%	9.4%	74.4%	6.7%
9.0	MNGT RESPONSIBILITY: PROCESSES	3.67							2.8%	0.0%	36.1%	50.0%	11.1%
8.9	MANAGING SYSTEMS AND PROCESSES	3.64							5.2%	13.1%	17.2%	41.9%	22.6%
8.8	PLANNING	3.38							4.4%	16.1%	32.2%	31.4%	15.8%
8.4	INFRASTRUCTURE/WORK ENVIRONMENT	3.37							2.2%	17.8%	36.7%	27.8%	15.6%
8.5	NEEDS/EXPECT: INTERESTED PARTIES	3.35							3.3%	17.1%	24.6%	51.5%	3.5%
8.6	RESOURCE MANAGEMENT	3.15							7.2%	16.7%	32.2%	41.4%	2.5%
9.0	SUPPLIERS AND PARTNERSHIPS	2.74							40.7%	0.0%	11.1%	40.7%	7.4%
8.8	Grand Mean	3.59							5.5%	8.5%	20.5%	53.0%	12.5%

Bar = S&CS: Fire Fighting and Community Safety Services

Triangle = Makana Municipality (All data)

TABLE 3.16B: DIMENSIONS - FUTURE [RANKED] - S&CS: FIRE FIGHTING & CS SERVICES

Count	Questions	Mean	Ranking					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
8.9	RESPONSIBILITY, AUTHORITY & COMM	4.90						0.0%	0.0%	0.0%	10.0%	90.0%
9.0	MNGT RESPONSIBILITY: PROCESSES	4.89						0.0%	0.0%	0.0%	11.1%	88.9%
8.6	INFRASTRUCTURE/WORK ENVIRONMENT	4.86						0.0%	0.0%	0.0%	14.0%	86.0%
8.6	RESOURCE MANAGEMENT	4.86						0.0%	0.0%	2.5%	9.2%	88.3%
9.0	PLANNING	4.85						0.0%	0.0%	0.0%	15.6%	84.4%
8.8	CONTINUOUS SERVICE IMPROVEMENT	4.82						0.0%	1.2%	0.0%	14.4%	84.4%
8.9	NEEDS/EXPECT: INTERESTED PARTIES	4.80						1.1%	0.0%	0.0%	15.7%	83.2%
9.0	FINANCIAL RESOURCES	4.78						0.0%	0.0%	0.0%	22.2%	77.8%
9.0	QUALITY POLICY	4.67						5.6%	0.0%	0.0%	11.1%	83.3%
9.0	MANAGING SYSTEMS AND PROCESSES	4.60						2.0%	2.0%	2.0%	22.2%	71.7%
9.0	SERVICE REALIZATION	4.44						0.0%	0.0%	0.0%	55.6%	44.4%
8.6	MEASUREMENT AND MONITORING	4.36						9.4%	0.0%	0.0%	25.8%	64.7%
9.0	PROCESSES: INTERESTED PARTIES	4.36						4.4%	0.0%	4.4%	37.8%	53.3%
9.0	SUPPLIERS AND PARTNERSHIPS	4.26						7.4%	0.0%	0.0%	44.4%	48.1%
8.9	Grand Mean	4.71						1.8%	0.4%	0.7%	19.0%	78.1%

Bar = S&CS: Fire Fighting and Community Safety Services
Triangle = Makana Municipality (All data)

TABLE 3.17A: DIMENSIONS - PRESENT [RANKED] - S&CS: LIBRARY SERVICES

Count	Questions	Mean	Ranking					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
3.8	MNGT RESPONSIBILITY: PROCESSES	3.92						0.0%	0.0%	14.6%	79.2%	6.3%
3.8	CONTINUOUS SERVICE IMPROVEMENT	3.81						2.1%	0.0%	31.3%	47.9%	18.8%
3.8	RESPONSIBILITY, AUTHORITY & COMM	3.77						0.0%	2.8%	23.1%	68.5%	5.6%
4.0	QUALITY POLICY	3.75						0.0%	6.3%	12.5%	81.3%	0.0%
4.0	PROCESSES: INTERESTED PARTIES	3.60						0.0%	10.0%	25.0%	60.0%	5.0%
3.5	MANAGING SYSTEMS AND PROCESSES	3.51						0.0%	14.4%	29.5%	46.2%	9.8%
4.0	SERVICE REALIZATION	3.50						0.0%	0.0%	50.0%	50.0%	0.0%
4.0	RESOURCE MANAGEMENT	3.50						0.0%	5.0%	40.0%	55.0%	0.0%
3.0	MEASUREMENT AND MONITORING	3.48						6.7%	0.0%	31.7%	61.7%	0.0%
3.6	NEEDS/EXPECT: INTERESTED PARTIES	3.43						6.7%	0.0%	37.5%	55.8%	0.0%
4.0	FINANCIAL RESOURCES	3.38						0.0%	25.0%	12.5%	62.5%	0.0%
3.4	PLANNING	3.23						0.0%	33.3%	23.3%	30.0%	13.3%
3.8	INFRASTRUCTURE/WORK ENVIRONMENT	3.08						11.7%	0.0%	56.7%	31.7%	0.0%
3.0	SUPPLIERS AND PARTNERSHIPS	2.67						33.3%	0.0%	33.3%	33.3%	0.0%
3.7	Grand Mean	3.53						3.5%	6.1%	30.5%	53.9%	6.1%

Bar = S&CS: Library Services
Tirangle = Makana Municipality (All data)

TABLE 3.17B: DIMENSIONS - FUTURE [RANKED] - S&CS: LIBRARY SERVICES

Count	Questions	Mean	Ranking					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
4.0	QUALITY POLICY	4.81					▼	0.0%	0.0%	0.0%	18.8%	81.3%
3.8	MNGT RESPONSIBILITY: PROCESSES	4.71					▼	0.0%	0.0%	0.0%	29.2%	70.8%
3.5	MANAGING SYSTEMS AND PROCESSES	4.65					▼	0.0%	0.0%	0.0%	34.8%	65.2%
4.0	PROCESSES: INTERESTED PARTIES	4.65					▼	0.0%	0.0%	0.0%	35.0%	65.0%
3.9	RESPONSIBILITY, AUTHORITY & COMM	4.62					▼	0.0%	0.0%	0.0%	38.0%	62.0%
3.9	CONTINUOUS SERVICE IMPROVEMENT	4.62					▼	0.0%	0.0%	0.0%	38.2%	61.8%
3.2	MEASUREMENT AND MONITORING	4.55					▼	0.0%	0.0%	0.0%	45.0%	55.0%
3.6	INFRASTRUCTURE/WORK ENVIRONMENT	4.45					▼	0.0%	0.0%	5.0%	45.0%	50.0%
3.4	PLANNING	4.43					▼	0.0%	0.0%	0.0%	56.7%	43.3%
4.0	SUPPLIERS AND PARTNERSHIPS	4.42					▼	0.0%	0.0%	0.0%	58.3%	41.7%
3.8	RESOURCE MANAGEMENT	4.38					▼	0.0%	0.0%	5.0%	51.7%	43.3%
4.0	FINANCIAL RESOURCES	4.25					▼	0.0%	0.0%	0.0%	75.0%	25.0%
4.0	SERVICE REALIZATION	4.25					▼	0.0%	0.0%	0.0%	75.0%	25.0%
3.6	NEEDS/EXPECT: INTERESTED PARTIES	4.03					▼	6.7%	0.0%	0.0%	70.8%	22.5%
3.7	Grand Mean	4.50					▼	0.8%	0.0%	0.6%	45.4%	53.2%

Bar = S&CS: Library Services
Triangle = Makana Municipality (All data)

TABLE 3.18A: DIMENSIONS - PRESENT [RANKED] - S&CS: TRAFFIC CONTROL & LICENSING

Count	Questions	Mean	Ranking					Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
			1	2	3	4	5					
5.5	CONTINUOUS SERVICE IMPROVEMENT	3.81						3.1%	5.8%	10.3%	68.6%	12.2%
4.8	PLANNING	3.65						4.0%	8.0%	16.0%	63.0%	9.0%
5.8	MNGT RESPONSIBILITY: PROCESSES	3.63						5.0%	0.0%	21.7%	73.3%	0.0%
5.6	RESOURCE MANAGEMENT	3.63						0.0%	11.3%	14.7%	74.0%	0.0%
5.6	MANAGING SYSTEMS AND PROCESSES	3.58						6.7%	4.5%	21.2%	59.7%	7.9%
5.9	RESPONSIBILITY, AUTHORITY & COMM	3.53						5.6%	0.0%	32.2%	60.0%	2.2%
5.0	MEASUREMENT AND MONITORING	3.52						12.0%	0.0%	12.0%	76.0%	0.0%
5.5	NEEDS/EXPECT: INTERESTED PARTIES	3.50						7.0%	5.7%	21.7%	62.0%	3.7%
5.6	INFRASTRUCTURE/WORK ENVIRONMENT	3.42						8.0%	10.0%	18.0%	60.0%	4.0%
5.0	SUPPLIERS AND PARTNERSHIPS	3.27						26.7%	0.0%	13.3%	40.0%	20.0%
6.0	QUALITY POLICY	3.25						16.7%	0.0%	33.3%	41.7%	8.3%
5.0	SERVICE REALIZATION	3.00						40.0%	0.0%	0.0%	40.0%	20.0%
5.0	PROCESSES: INTERESTED PARTIES	2.96						32.0%	0.0%	12.0%	52.0%	4.0%
5.0	FINANCIAL RESOURCES	2.70						40.0%	0.0%	10.0%	50.0%	0.0%
5.5	Grand Mean	3.49						10.2%	3.9%	18.4%	61.3%	6.2%

Bar = S&CS: Traffic Control & Licensing
Tirangle = Makana Municipality (All data)

TABLE 3.18B: DIMENSIONS - FUTURE [RANKED] - S&CS: TRAFFIC CONTROL & LICENSING

Count	Questions	Mean	Ranking					Not applicable	Not important at all	Not really important	Important	Very important
			1	2	3	4	5					
4.6	RESOURCE MANAGEMENT	4.44					▼	0.0%	0.0%	0.0%	56.0%	44.0%
5.0	RESPONSIBILITY, AUTHORITY & COMM	4.07					▼	6.7%	0.0%	13.3%	40.0%	40.0%
4.5	CONTINUOUS SERVICE IMPROVEMENT	4.05					▼	5.8%	3.8%	3.3%	53.3%	33.8%
4.6	INFRASTRUCTURE/WORK ENVIRONMENT	4.02					▼	10.0%	0.0%	12.0%	34.0%	44.0%
4.6	NEEDS/EXPECT: INTERESTED PARTIES	3.87					▼	8.5%	0.0%	25.5%	28.5%	37.5%
3.8	PLANNING	3.83					▼	20.0%	0.0%	5.0%	26.7%	48.3%
4.0	MEASUREMENT AND MONITORING	3.75					▼	15.0%	0.0%	5.0%	55.0%	25.0%
5.0	QUALITY POLICY	3.60					▼	20.0%	0.0%	10.0%	40.0%	30.0%
4.9	MANAGING SYSTEMS AND PROCESSES	3.53					▼	20.5%	1.8%	13.2%	33.2%	31.4%
4.8	MNGT RESPONSIBILITY: PROCESSES	3.53					▼	21.3%	0.0%	5.0%	52.5%	21.3%
4.0	SUPPLIERS AND PARTNERSHIPS	3.08					▼	33.3%	0.0%	16.7%	25.0%	25.0%
4.0	SERVICE REALIZATION	3.00					▼	50.0%	0.0%	0.0%	0.0%	50.0%
4.0	PROCESSES: INTERESTED PARTIES	2.95					▼	40.0%	0.0%	10.0%	25.0%	25.0%
4.0	FINANCIAL RESOURCES	2.88					▼	50.0%	0.0%	0.0%	12.5%	37.5%
4.5	Grand Mean	3.75					▼	16.2%	0.8%	10.1%	37.8%	35.0%

Bar = S&CS: Traffic Control & Licensing
Triangle = Makana Municipality (All data)

TABLE 3.19A: DIMENSIONS - PRESENT [RANKED] - S&CS: PARKS, FORESTRY & RECREATION

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
11.0	CONTINUOUS SERVICE IMPROVEMENT	3.62						7.6%	1.5%	23.5%	56.8%	10.6%
10.8	RESPONSIBILITY, AUTHORITY & COMM	3.42						6.2%	13.3%	20.7%	51.3%	8.5%
10.5	QUALITY POLICY	3.31						11.8%	12.0%	16.8%	52.3%	7.0%
10.8	MNGT RESPONSIBILITY: PROCESSES	3.26						11.6%	6.8%	28.2%	51.1%	2.3%
10.5	MANAGING SYSTEMS AND PROCESSES	3.16						11.5%	15.5%	24.5%	42.3%	6.1%
11.0	RESOURCE MANAGEMENT	3.06						21.8%	3.6%	27.3%	41.8%	5.5%
10.8	INFRASTRUCTURE/WORK ENVIRONMENT	2.91						9.6%	23.6%	32.9%	33.8%	0.0%
10.8	MEASUREMENT AND MONITORING	2.85						36.0%	1.8%	10.9%	44.0%	7.3%
11.0	PROCESSES: INTERESTED PARTIES	2.76						27.3%	10.9%	21.8%	38.2%	1.8%
10.5	NEEDS/EXPECT: INTERESTED PARTIES	2.62						31.3%	10.5%	26.5%	28.9%	2.8%
11.0	PLANNING	2.60						25.5%	16.4%	32.7%	23.6%	1.8%
11.0	SERVICE REALIZATION	2.59						40.9%	0.0%	18.2%	40.9%	0.0%
11.0	FINANCIAL RESOURCES	1.68						72.7%	0.0%	13.6%	13.6%	0.0%
11.0	SUPPLIERS AND PARTNERSHIPS	1.45						81.8%	0.0%	9.1%	9.1%	0.0%
10.8	Grand Mean	2.99						21.4%	9.4%	23.2%	40.9%	5.1%

Bar = S&CS: Parks, Forestry and Recreation

Tirangle = Makana Municipality (All data)

TABLE 3.19B: DIMENSIONS - FUTURE [RANKED] - S&CS: PARKS, FORESTRY & RECREATION

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
11.0	RESOURCE MANAGEMENT	4.55						1.8%	0.0%	0.0%	38.2%	60.0%
11.0	CONTINUOUS SERVICE IMPROVEMENT	4.54						1.5%	0.8%	0.0%	37.9%	59.8%
10.9	RESPONSIBILITY, AUTHORITY & COMM	4.41						4.1%	2.0%	1.1%	33.6%	59.1%
10.8	QUALITY POLICY	4.35						0.0%	4.5%	2.3%	46.6%	46.6%
10.8	INFRASTRUCTURE/WORK ENVIRONMENT	4.33						3.8%	1.8%	0.0%	46.2%	48.2%
11.0	FINANCIAL RESOURCES	4.18						13.6%	0.0%	0.0%	27.3%	59.1%
10.5	MNGT RESPONSIBILITY: PROCESSES	4.17						7.0%	0.0%	0.0%	55.2%	37.7%
11.0	PLANNING	4.16						5.5%	3.6%	5.5%	40.0%	45.5%
11.0	SUPPLIERS AND PARTNERSHIPS	4.15						9.1%	0.0%	0.0%	48.5%	42.4%
10.4	MANAGING SYSTEMS AND PROCESSES	4.11						5.3%	0.8%	3.5%	58.8%	31.6%
10.8	MEASUREMENT AND MONITORING	4.10						9.5%	0.0%	0.0%	51.8%	38.7%
11.0	SERVICE REALIZATION	4.05						18.2%	0.0%	0.0%	22.7%	59.1%
11.0	PROCESSES: INTERESTED PARTIES	4.04						12.7%	0.0%	1.8%	41.8%	43.6%
10.9	NEEDS/EXPECT: INTERESTED PARTIES	3.91						15.6%	1.8%	0.9%	39.6%	42.0%
10.8	Grand Mean	4.24						6.8%	1.2%	1.3%	43.2%	47.5%

Bar = S&CS: Parks, Forestry and Recreation
 Triangle = Makana Municipality (All data)

TABLE 3.20A: DIMENSIONS - PRESENT [RANKED] - FINANCE

Count	Questions	Mean	1	2	3	4	5	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
11.9	RESPONSIBILITY, AUTHORITY & COMM	3.77						0.9%	6.4%	19.3%	61.6%	11.8%
12.1	CONTINUOUS SERVICE IMPROVEMENT	3.76						3.4%	6.4%	14.3%	62.9%	13.0%
11.2	PROCESSES: INTERESTED PARTIES	3.73						2.0%	10.7%	3.7%	79.7%	4.0%
12.8	MNGT RESPONSIBILITY: PROCESSES	3.63						3.8%	9.9%	7.7%	76.6%	1.9%
12.0	PLANNING	3.58						10.0%	0.0%	18.3%	65.0%	6.7%
8.0	SERVICE REALIZATION	3.58						5.6%	12.7%	12.7%	56.3%	12.7%
13.0	NEEDS/EXPECT: INTERESTED PARTIES	3.52						3.1%	13.1%	21.5%	53.1%	9.2%
12.5	QUALITY POLICY	3.52						9.9%	12.0%	3.8%	64.3%	9.9%
12.5	FINANCIAL RESOURCES	3.52						0.0%	11.9%	28.8%	55.1%	4.2%
12.4	RESOURCE MANAGEMENT	3.52						3.2%	8.1%	27.3%	56.7%	4.7%
10.8	MEASUREMENT AND MONITORING	3.47						7.9%	11.1%	15.1%	57.2%	8.6%
12.9	MANAGING SYSTEMS AND PROCESSES	3.38						8.4%	9.8%	26.7%	45.7%	9.3%
10.0	SUPPLIERS AND PARTNERSHIPS	3.33						16.7%	3.3%	16.7%	56.7%	6.7%
11.4	INFRASTRUCTURE/WORK ENVIRONMENT	3.31						3.5%	17.7%	23.1%	55.6%	0.0%
12.0	Grand Mean	3.56						5.1%	9.2%	17.9%	59.4%	8.3%

Bar = Finance

Tirangle = Makana Municipality (All data)

TABLE 3.20B: DIMENSIONS - FUTURE [RANKED] - FINANCE

Count	Questions	Mean	1	2	3	4	5	Not applicable	Not important at all	Not really important	Important	Very important
11.4	INFRASTRUCTURE/WORK ENVIRONMENT	4.45						0.0%	1.5%	0.0%	50.6%	47.9%
8.5	SERVICE REALIZATION	4.41						0.0%	0.0%	0.0%	59.0%	41.0%
12.2	RESPONSIBILITY, AUTHORITY & COMM	4.40						0.9%	0.9%	2.6%	49.2%	46.5%
12.5	FINANCIAL RESOURCES	4.37						0.0%	3.8%	3.8%	44.2%	48.1%
10.8	MEASUREMENT AND MONITORING	4.35						1.7%	0.0%	3.9%	50.2%	44.2%
12.1	CONTINUOUS SERVICE IMPROVEMENT	4.33						2.6%	2.0%	0.6%	49.1%	45.6%
11.6	PROCESSES: INTERESTED PARTIES	4.32						0.0%	1.8%	0.0%	62.0%	36.2%
12.6	RESOURCE MANAGEMENT	4.32						1.5%	3.2%	3.2%	46.2%	45.9%
12.5	NEEDS/EXPECT: INTERESTED PARTIES	4.31						3.8%	3.3%	1.5%	41.2%	50.1%
12.8	MNGT RESPONSIBILITY: PROCESSES	4.27						4.0%	1.9%	0.0%	51.0%	43.1%
12.5	QUALITY POLICY	4.24						4.0%	1.9%	2.1%	50.2%	41.8%
12.0	PLANNING	4.17						8.3%	0.0%	0.0%	50.0%	41.7%
12.8	MANAGING SYSTEMS AND PROCESSES	4.13						10.5%	2.1%	3.6%	31.1%	52.6%
10.0	SUPPLIERS AND PARTNERSHIPS	3.80						13.3%	3.3%	3.3%	50.0%	30.0%
12.0	Grand Mean	4.28						3.9%	1.9%	1.8%	46.9%	45.5%

Bar = Finance

Triangle = Makana Municipality (All data)

APPENDIX 06

COMPARATIVE RESULTS OF LEVELS, DIRECTORATES AND JOB CATEGORIES

See annexure 3 for results of dimensions (present and future).

STATEMENTS PER DIMENSION

EXPLANATORY NOTES

EXPLANATORY NOTES OF TABLES TO FOLLOW:

1. ARRANGEMENT OF STATEMENTS IN TABLES

- Dimensions are arranged in ALPHABETICAL order.
- Statements are arranged in question number order within each dimension.

(This is a default setting in the software program and unfortunately cannot be changed)

2. STANDARD DEVIATION

The Standard Deviation provides an indication of how close or spread out the responses are distributed. A Standard Deviation close to '0' indicates that responses are close to one another on the 5-point scale (agreement/disagreement). A Standard Deviation close to '1' indicates that the responses are spread out and indicates a wide difference in opinion.

3. GAP (GRAPH)

Gap (Graph) = The difference between the means of MAKANA MUNICIPALITY (ALL DATA) AND THE CATEGORY as a percentage of possible score.

4. * ANOVA

(* next to the first mean in the mean column)

The ANOVA test is used to determine if there is a significant difference between ALL the groups. The overall significant difference is represented by a single asterisk (*) next to the first mean in the list. Only the MEANS are calculated for this test, percentages are ignored.

5. SCALE

SCALE 1: PRESENT (CURRENT LEVEL OF QUALITY)

Wkn% = 1 - Not Applicable, 2 - Strongly disagree

Dis% = 3 - Disagree,

Str% = 4 - Agree, 5 - Strongly agree

LEVELS

4.
TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
CONTINUOUS SERVICE IMPROVEMENT												
74. The Municipality analyses data to assess its performance and identify areas for improvement.	1	ALL DATA	91	1.205	3.24		-	15.4%	8.8%	19.8%	48.4%	7.7%
		Senior Management	7	0.900	3.14		-2.5	0.0%	28.8%	28.8%	42.9%	0.0%
		Middle Management	10	0.994	3.10		-3.5	10.0%	10.0%	40.0%	40.0%	0.0%
		Junior Management	24	1.452	3.25		0.3	25.0%	4.2%	4.2%	54.2%	12.5%
		Administrative and Clerical	23	1.121	3.57		8.3	8.7%	8.7%	13.0%	56.5%	13.0%
		Technicians and Artisans	11	0.788	3.27		0.8	0.0%	9.1%	63.6%	18.2%	9.1%
		General Workers	13	1.446	2.62		-15.5	38.5%	7.7%	7.7%	46.2%	0.0%
75. Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements.	1	ALL DATA	92	1.103	3.57		-	9.8%	4.3%	19.8%	52.2%	14.1%
		Senior Management	8	1.195	3.50		-1.8	12.5%	0.0%	25.0%	50.0%	12.5%
		Middle Management	10	0.675	3.70		3.3	0.0%	0.0%	40.0%	50.0%	10.0%
		Junior Management	24	1.414	3.21		-9.0	25.0%	0.0%	16.7%	45.8%	12.5%
		Administrative and Clerical	22	0.817	4.00		10.8	0.0%	9.1%	4.5%	63.6%	22.7%
		Technicians and Artisans	11	0.647	3.27		-7.5	0.0%	9.1%	54.5%	36.4%	0.0%
		General Workers	13	1.330	3.46		-2.8	15.4%	7.7%	7.7%	53.8%	15.4%
76. In Makana Municipality we are expected to speak up when we have an idea to improve customer service.	1	ALL DATA	94	0.805	3.78		-	1.1%	4.3%	26.8%	52.1%	16.0%
		Senior Management	8	0.835	3.88		2.5	0.0%	12.5%	0.0%	75.0%	12.5%
		Middle Management	10	0.823	3.70		-2.0	0.0%	10.0%	20.0%	60.0%	10.0%
		Junior Management	24	0.917	3.67		-2.8	4.2%	0.0%	37.5%	41.7%	16.7%
		Administrative and Clerical	24	0.690	3.96		4.5	0.0%	0.0%	25.0%	54.2%	20.8%
		Technicians and Artisans	11	0.905	3.27		-12.8	0.0%	18.2%	45.5%	27.3%	9.1%
		General Workers	13	0.641	3.92		3.5	0.0%	0.0%	23.1%	61.5%	15.4%
77. In Makana Municipality we get the support needed to implement the improvements we suggest.	1	ALL DATA	92	0.788	3.42		-	1.1%	7.6%	46.7%	37.0%	7.6%
		Senior Management	8	0.707	3.25		-4.3	0.0%	12.5%	50.0%	37.5%	0.0%
		Middle Management	10	0.675	3.70		7.0	0.0%	0.0%	40.0%	50.0%	10.0%
		Junior Management	24	0.847	3.25		-4.3	4.2%	8.3%	50.0%	33.3%	4.2%
		Administrative and Clerical	22	0.780	3.68		6.5	0.0%	0.0%	50.0%	31.8%	18.2%
		Technicians and Artisans	11	0.694	3.00		-10.5	0.0%	27.3%	54.5%	9.1%	9.1%
		General Workers	13	0.660	3.54		3.0	0.0%	7.7%	30.8%	61.5%	0.0%

4.
TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
78. In Makana Municipality we get credit and recognition when we do something to make improvements.	1	ALL DATA	91	1.017	3.14		-	7.7%	13.2%	45.1%	25.3%	8.8%
		Senior Management	8	0.641	2.88		-8.5	0.0%	25.0%	62.5%	12.5%	0.0%
		Middle Management	9	0.972	3.22		2.0	0.0%	22.2%	44.4%	22.2%	11.1%
		Junior Management	23	1.140	2.87		-6.8	17.4%	13.0%	39.1%	26.1%	4.3%
		Administrative and Clerical	23	1.112	3.35		5.3	8.7%	4.3%	47.8%	21.7%	17.4%
		Technicians and Artisans	11	0.982	3.18		1.0	0.0%	27.3%	36.4%	27.3%	9.1%
79. Skilled and motivated employees can make a difference to our customer service.	1	ALL DATA	94	0.754	4.28		-	1.1%	3.2%	2.1%	54.3%	39.4%
		Senior Management	8	0.518	4.63		8.8	0.0%	0.0%	0.0%	37.5%	62.5%
		Middle Management	10	0.516	4.60		8.0	0.0%	0.0%	0.0%	40.0%	60.0%
		Junior Management	24	0.761	4.33		1.3	0.0%	4.2%	4.2%	45.8%	45.8%
		Administrative and Clerical	25	0.879	4.24		-1.0	4.0%	0.0%	4.0%	52.0%	40.0%
		Technicians and Artisans	10	0.817	4.00		-7.0	0.0%	10.0%	0.0%	70.0%	20.0%
80. Individual employee efforts are the greatest influence in providing good customer service.	1	ALL DATA	93	0.818	3.94		-	2.2%	4.3%	10.8%	63.4%	19.4%
		Senior Management	7	0.468	4.29		8.8	0.0%	0.0%	0.0%	71.4%	28.6%
		Middle Management	10	0.878	4.10		4.0	0.0%	10.0%	0.0%	60.0%	30.0%
		Junior Management	24	0.717	4.08		3.5	0.0%	4.2%	8.3%	62.5%	25.0%
		Administrative and Clerical	25	1.091	3.76		-4.5	8.0%	4.0%	12.0%	56.0%	20.0%
		Technicians and Artisans	10	0.833	3.80		-3.5	0.0%	0.0%	30.0%	60.0%	10.0%
81. The total effectiveness of our work is strongly influenced by what we know and do.	1	ALL DATA	93	0.835	4.20		-	1.1%	1.1%	2.2%	67.7%	28.0%
		Senior Management	8	0.518	4.38		4.5	0.0%	0.0%	0.0%	62.5%	37.5%
		Middle Management	10	0.527	4.50		7.5	0.0%	0.0%	0.0%	50.0%	50.0%
		Junior Management	23	0.471	4.30		2.5	0.0%	0.0%	0.0%	69.6%	30.4%
		Administrative and Clerical	24	0.884	4.21		0.3	4.2%	0.0%	4.2%	54.2%	37.5%
		Technicians and Artisans	11	0.447	4.00		-5.0	0.0%	0.0%	9.1%	81.8%	9.1%
82. In our Department we work as a team to promote good customer service.	1	ALL DATA	94	0.783	4.01		-	0.0%	4.3%	17.0%	52.1%	26.6%
		Senior Management	8	0.518	4.38		9.3	0.0%	0.0%	0.0%	62.5%	37.5%
		Middle Management	10	0.817	4.00		-0.3	0.0%	0.0%	30.0%	40.0%	30.0%
		Junior Management	24	0.834	4.00		-0.3	0.0%	4.2%	20.8%	45.8%	29.2%
		Administrative and Clerical	24	0.658	4.21		5.0	0.0%	0.0%	12.5%	54.2%	33.3%
		Technicians and Artisans	11	0.820	3.55		-11.5	0.0%	9.1%	36.4%	45.5%	9.1%
General Workers	13	0.927	3.77		-8.0	0.0%	15.4%	7.7%	61.5%	15.4%		

4.
TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
83. Management uses corrective action for evaluating and eliminating recorded problems affecting its performance.	1	ALL DATA	94	0.889	3.65		-	4.3%	2.1%	30.9%	50.0%	12.8%
		Senior Management	8	0.707	3.75		2.5	0.0%	0.0%	37.5%	50.0%	12.5%
		Middle Management	10	0.919	3.80		3.8	0.0%	0.0%	50.0%	20.0%	30.0%
		Junior Management	24	0.654	3.92		6.8	0.0%	4.2%	12.5%	70.8%	12.5%
		Administrative and Clerical	24	1.014	3.63		-0.5	8.3%	0.0%	25.0%	54.2%	12.5%
		Technicians and Artisans	11	0.786	3.27		-9.5	0.0%	9.1%	63.6%	18.2%	9.1%
		General Workers	13	0.967	3.54		-2.8	7.7%	0.0%	30.8%	53.8%	7.7%
84. Management uses preventive action for error/mistake prevention.	1	ALL DATA	91	0.839	3.69		-	2.2%	6.6%	22.0%	58.2%	11.0%
		Senior Management	8	1.188	3.63		-1.5	12.5%	0.0%	12.5%	62.5%	12.5%
		Middle Management	10	0.876	3.90		5.3	0.0%	0.0%	40.0%	30.0%	30.0%
		Junior Management	23	0.600	3.78		2.3	0.0%	4.3%	17.4%	73.9%	4.3%
		Administrative and Clerical	22	0.972	3.91		5.5	4.5%	4.5%	9.1%	59.1%	22.7%
		Technicians and Artisans	11	0.701	3.09		-15.0	0.0%	18.2%	54.5%	27.3%	0.0%
		General Workers	13	0.776	3.54		-3.8	0.0%	15.4%	15.4%	69.2%	0.0%
85. Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance.	1	ALL DATA	89	0.815	3.71		-	1.1%	6.7%	24.7%	55.1%	12.4%
		Senior Management	8	0.707	3.75		1.0	0.0%	0.0%	37.5%	50.0%	12.5%
		Middle Management	10	0.823	3.70		-0.3	0.0%	0.0%	50.0%	30.0%	20.0%
		Junior Management	23	0.851	3.78		1.8	4.3%	4.3%	8.7%	73.9%	8.7%
		Administrative and Clerical	20	0.795	4.00		7.3	0.0%	5.0%	15.0%	55.0%	25.0%
		Technicians and Artisans	11	0.874	3.18		-13.3	0.0%	18.2%	54.5%	18.2%	9.1%
		General Workers	13	0.776	3.54		-4.3	0.0%	15.4%	15.4%	69.2%	0.0%
FINANCIAL RESOURCES												
80. Management plan, provide, control and monitor the financial resources necessary to maintain an effective and efficient quality management system and to ensure the achievement of the objectives of the Municipality.	1	ALL DATA	92	1.263	3.17		-	17.4%	12.0%	14.1%	48.9%	7.6%
		Senior Management	8	0.000	4.00		20.8	0.0%	0.0%	0.0%	100.0%	0.0%
		Middle Management	10	0.943	3.00		-4.3	0.0%	40.0%	20.0%	40.0%	0.0%
		Junior Management	24	1.513	3.13		-1.0	25.0%	12.5%	4.2%	41.7%	16.7%
		Administrative and Clerical	23	1.123	3.48		7.8	8.7%	13.0%	8.7%	60.9%	8.7%
		Technicians and Artisans	11	0.603	3.18		0.3	0.0%	9.1%	63.6%	27.3%	0.0%
		General Workers	12	1.603	2.25		-23.0	58.3%	0.0%	8.3%	25.0%	8.3%

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
61. Management ensures awareness of people in the Municipality about the link between service quality and costs.	1	ALL DATA	92	1.170	3.16		-	15.2%	8.7%	27.2%	42.4%	6.5%
		Senior Management	8	0.518	3.63		11.8	0.0%	0.0%	37.5%	62.5%	0.0%
		Middle Management	10	0.876	3.10		-1.5	0.0%	30.0%	30.0%	40.0%	0.0%
		Junior Management	25	1.193	3.44		7.0	12.0%	8.0%	18.0%	52.0%	12.0%
		Administrative and Clerical	23	1.222	3.30		3.5	13.0%	8.7%	26.1%	39.1%	13.0%
		Technicians and Artisans	11	0.803	3.18		0.5	0.0%	9.1%	63.6%	27.3%	0.0%
		General Workers	11	1.414	2.00		-29.0	63.6%	0.0%	9.1%	27.3%	0.0%
INFRASTRUCTURE/WORK ENVIRONMENT												
51. Management ensures that the infrastructure is appropriate for the achievement of the objectives of the Municipality.	1	ALL DATA	94	0.963	3.18		-	6.4%	16.0%	36.2%	36.2%	5.3%
		Senior Management	8	0.354	2.86		-7.5	0.0%	12.5%	87.5%	0.0%	0.0%
		Middle Management	10	0.789	3.20		0.5	0.0%	20.0%	40.0%	40.0%	0.0%
		Junior Management	25	1.114	3.36		4.5	0.0%	32.0%	16.0%	36.0%	16.0%
		Administrative and Clerical	23	1.043	3.22		1.0	13.0%	4.3%	30.4%	52.2%	0.0%
		Technicians and Artisans	11	0.786	3.27		2.3	0.0%	9.1%	63.6%	18.2%	9.1%
		General Workers	13	0.987	3.15		-0.8	7.7%	15.4%	30.8%	46.2%	0.0%
52. Management considers environmental issues associated with the infrastructure.	1	ALL DATA	63	1.143	3.24		-	14.5%	6.0%	26.5%	47.0%	6.0%
		Senior Management	7	1.345	3.14		-2.5	14.3%	14.3%	28.6%	28.6%	14.3%
		Middle Management	9	0.727	3.44		5.0	0.0%	11.1%	33.3%	55.6%	0.0%
		Junior Management	23	1.392	3.13		-2.8	21.7%	8.7%	17.4%	39.1%	13.0%
		Administrative and Clerical	19	1.100	3.11		-3.3	15.8%	5.3%	31.6%	47.4%	0.0%
		Technicians and Artisans	10	0.707	3.50		6.5	0.0%	0.0%	60.0%	30.0%	10.0%
		General Workers	12	1.165	3.42		4.5	16.7%	0.0%	6.3%	75.0%	0.0%
53. Management ensures that the work environment promotes the motivation of people in the Municipality.	1	ALL DATA	91	0.817	3.33		-	0.0%	16.5%	39.6%	36.5%	5.5%
		Senior Management	8	0.835	3.13		-5.0	0.0%	25.0%	37.5%	37.5%	0.0%
		Middle Management	10	0.516	3.40		1.8	0.0%	0.0%	60.0%	40.0%	0.0%
		Junior Management	23	0.982	3.35		0.6	0.0%	21.7%	34.8%	30.4%	13.0%
		Administrative and Clerical	22	0.727	3.64		7.8	0.0%	9.1%	22.7%	63.6%	4.5%
		Technicians and Artisans	11	0.944	2.91		-10.5	0.0%	36.4%	45.5%	9.1%	9.1%
		General Workers	13	0.725	3.23		-2.5	0.0%	15.4%	46.2%	38.5%	0.0%

4
TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
54. Management ensures that the work environment promotes the satisfaction of people in the Municipality.	1	ALL DATA	92	0.855	3.34		-	1.1%	15.2%	39.1%	38.0%	6.5%
		Senior Management	8	0.886	3.25		-2.3	0.0%	25.0%	25.0%	50.0%	0.0%
		Middle Management	10	0.518	3.40		1.5	0.0%	0.0%	60.0%	40.0%	0.0%
		Junior Management	22	1.002	3.38		0.5	0.0%	22.7%	31.8%	31.8%	13.6%
		Administrative and Clerical	24	0.932	3.54		5.0	4.2%	8.3%	25.0%	54.2%	8.3%
		Technicians and Artisans	11	0.894	3.00		-8.5	0.0%	27.3%	54.5%	9.1%	9.1%
		General Workers	13	0.725	3.23		-2.8	0.0%	15.4%	46.2%	38.5%	0.0%
55. Management ensures that the work environment promotes the performance of people in the Municipality.	1	ALL DATA	93	0.857	3.30		-	1.1%	15.1%	44.1%	32.3%	7.5%
		Senior Management	8	0.835	3.13		-4.3	0.0%	25.0%	37.5%	37.5%	0.0%
		Middle Management	10	0.518	3.40		2.5	0.0%	0.0%	60.0%	40.0%	0.0%
		Junior Management	24	0.989	3.25		-1.3	0.0%	25.0%	37.5%	25.0%	12.5%
		Administrative and Clerical	23	0.898	3.52		5.5	4.3%	4.3%	34.8%	47.8%	8.7%
		Technicians and Artisans	11	0.894	3.00		-7.5	0.0%	27.3%	54.5%	9.1%	9.1%
		General Workers	13	0.788	3.38		2.0	0.0%	7.7%	53.8%	30.8%	7.7%
MANAGING SYSTEMS AND PROCESSES												
4. We have easy access to the information we need to do our jobs well.	1	ALL DATA	96	0.835	3.64		-	2.1%	6.3%	28.1%	53.1%	10.4%
		Senior Management	8	0.841	3.88		6.0	0.0%	0.0%	25.0%	62.5%	12.5%
		Middle Management	10	0.675	3.70		1.5	0.0%	0.0%	40.0%	50.0%	10.0%
		Junior Management	25	0.888	3.60		-1.0	4.0%	0.0%	40.0%	44.0%	12.0%
		Administrative and Clerical	25	0.843	3.72		2.0	4.0%	4.0%	18.0%	68.0%	8.0%
		Technicians and Artisans	11	1.009	3.27		-8.3	0.0%	27.3%	27.3%	36.4%	9.1%
		General Workers	13	0.961	3.82		-0.5	0.0%	15.4%	23.1%	46.2%	15.4%
5. We are able to change systems and procedures when they are ineffective.	1	ALL DATA	93	1.172	3.13		-	12.9%	17.2%	20.4%	43.0%	6.5%
		Senior Management	8	0.354	3.88		18.8	0.0%	0.0%	12.5%	87.5%	0.0%
		Middle Management	9	0.668	3.87		13.5	0.0%	11.1%	22.2%	55.8%	11.1%
		Junior Management	25	1.389	2.98		-4.3	20.0%	20.0%	16.0%	32.0%	12.0%
		Administrative and Clerical	23	1.043	3.22		2.3	8.7%	13.0%	30.4%	43.5%	4.3%
		Technicians and Artisans	11	1.168	2.82		-7.8	9.1%	36.4%	27.3%	18.2%	9.1%
		General Workers	13	1.321	3.08		-1.3	23.1%	7.7%	7.7%	61.5%	0.0%

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
6. Makana Municipality systems and procedures are usually very well thought out and effective.	1	ALL DATA	94	0.808	3.27		-	2.1%	11.7%	47.9%	34.0%	4.3%
		Senior Management	6	0.354	3.13		-3.5	0.0%	0.0%	87.5%	12.5%	0.0%
		Middle Management	10	0.789	3.20		-1.8	0.0%	20.0%	40.0%	40.0%	0.0%
		Junior Management	23	0.964	3.26		-0.3	4.3%	13.0%	43.5%	30.4%	8.7%
		Administrative and Clerical	25	0.653	3.48		5.3	0.0%	4.0%	48.0%	44.0%	4.0%
		Technicians and Artisans	11	0.701	2.91		-8.0	0.0%	27.3%	54.5%	18.2%	0.0%
7. I have a checklist of processes for serving customers.	1	ALL DATA	88	1.327	3.15		-	19.3%	9.1%	22.7%	35.2%	13.6%
		Senior Management	7	0.951	3.29		3.5	0.0%	14.3%	57.1%	14.3%	14.3%
		Middle Management	9	0.867	3.78		15.8	0.0%	0.0%	33.3%	55.6%	11.1%
		Junior Management	24	1.580	3.21		1.5	29.2%	0.0%	12.5%	37.5%	20.8%
		Administrative and Clerical	22	1.403	3.41		6.5	18.2%	4.5%	18.2%	38.4%	22.7%
		Technicians and Artisans	11	0.982	2.82		-8.3	9.1%	27.3%	36.4%	27.3%	0.0%
8. I know how to handle difficult customers.	1	ALL DATA	88	1.259	3.48		-	15.9%	4.5%	9.1%	56.8%	13.6%
		Senior Management	8	0.463	4.25		19.3	0.0%	0.0%	0.0%	75.0%	25.0%
		Middle Management	9	0.441	4.22		18.5	0.0%	0.0%	0.0%	77.8%	22.2%
		Junior Management	24	1.465	3.33		-3.8	25.0%	0.0%	8.3%	50.0%	18.7%
		Administrative and Clerical	22	1.336	3.45		-0.8	18.2%	4.5%	4.5%	59.1%	13.6%
		Technicians and Artisans	10	0.968	3.40		-2.0	10.0%	0.0%	30.0%	60.0%	0.0%
9. The physical set-up at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc).	1	ALL DATA	94	0.995	3.31		-	4.3%	19.1%	24.5%	45.7%	6.4%
		Senior Management	8	0.744	3.38		1.8	0.0%	12.5%	37.5%	50.0%	0.0%
		Middle Management	10	1.059	3.30		-0.3	0.0%	30.0%	20.0%	40.0%	10.0%
		Junior Management	25	0.917	3.56		6.3	0.0%	20.0%	12.0%	60.0%	8.0%
		Administrative and Clerical	24	0.899	3.29		-0.5	4.2%	16.7%	33.3%	37.5%	8.3%
		Technicians and Artisans	10	0.994	2.90		-10.3	10.0%	20.0%	40.0%	30.0%	0.0%
10. The implementation of new policies and procedures are streamlining the way we work.	1	ALL DATA	93	1.076	3.41		-	6.5%	9.7%	36.6%	31.2%	16.1%
		Senior Management	8	0.707	3.75		8.5	0.0%	0.0%	37.5%	50.0%	12.5%
		Middle Management	8	0.928	3.50		2.3	0.0%	12.5%	37.5%	37.5%	12.5%
		Junior Management	25	1.418	3.48		1.8	16.0%	4.0%	28.0%	20.0%	32.0%
		Administrative and Clerical	25	0.872	3.48		1.8	0.0%	8.0%	52.0%	24.0%	16.0%
		Technicians and Artisans	10	0.876	3.10		-7.8	0.0%	30.0%	30.0%	40.0%	0.0%
General Workers	13	1.092	3.23		-4.5	7.7%	15.4%	30.8%	38.5%	7.7%		

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
11. New policies and procedures are communicated timeously.	1	ALL DATA	92	1.013	3.37		-	6.5%	10.9%	30.4%	43.5%	8.7%
		Senior Management	8	0.463	3.75		9.5	0.0%	0.0%	25.0%	75.0%	0.0%
		Middle Management	10	1.174	3.40		0.8	0.0%	30.0%	20.0%	30.0%	20.0%
		Junior Management	23	1.311	3.09		-7.0	17.4%	13.0%	26.1%	30.4%	13.0%
		Administrative and Clerical	24	0.751	3.71		8.5	0.0%	4.2%	33.3%	50.0%	12.5%
		Technicians and Artisans	11	0.874	3.18		-4.8	0.0%	27.3%	27.3%	45.5%	0.0%
		General Workers	13	1.038	3.08		-7.3	15.4%	0.0%	46.2%	38.5%	0.0%
12. Policies and procedures are applied consistently in our department.	1	ALL DATA	92	0.949	3.61		-	2.2%	10.9%	26.1%	45.7%	15.2%
		Senior Management	8	0.354	4.13		13.0	0.0%	0.0%	0.0%	87.5%	12.5%
		Middle Management	9	1.014	3.56		-1.3	0.0%	11.1%	44.4%	22.2%	22.2%
		Junior Management	24	0.908	3.96		8.8	0.0%	12.5%	4.2%	58.3%	25.0%
		Administrative and Clerical	23	0.834	3.83		5.5	0.0%	4.3%	30.4%	43.5%	21.7%
		Technicians and Artisans	11	0.751	2.82		-19.8	0.0%	36.4%	45.5%	18.2%	0.0%
		General Workers	13	0.832	3.23		-9.5	7.7%	0.0%	53.8%	38.5%	0.0%
13. The Makana Municipality applies the process approach to achieve the effective and efficient control of processes, resulting in performance improvement.	1	ALL DATA	93	1.111	3.37		-	10.8%	7.5%	25.8%	46.2%	9.7%
		Senior Management	8	0.535	3.50		3.3	0.0%	0.0%	50.0%	50.0%	0.0%
		Middle Management	9	0.707	3.67		7.5	0.0%	0.0%	44.4%	44.4%	11.1%
		Junior Management	25	1.384	3.20		-4.3	20.0%	12.0%	8.0%	48.0%	12.0%
		Administrative and Clerical	23	0.984	3.83		11.5	4.3%	4.3%	17.4%	52.2%	21.7%
		Technicians and Artisans	11	0.701	3.09		-7.0	0.0%	18.2%	54.5%	27.3%	0.0%
		General Workers	13	1.115	3.08		-7.3	15.4%	7.7%	30.8%	46.2%	0.0%
14. Documents and records used to support effective and efficient operation of the processes of the Municipality are kept.	1	ALL DATA	95	1.086	3.67		-	9.5%	3.2%	13.7%	57.9%	15.8%
		Senior Management	8	0.641	3.88		5.3	0.0%	0.0%	25.0%	62.5%	12.5%
		Middle Management	10	0.675	3.70		0.8	0.0%	0.0%	40.0%	50.0%	10.0%
		Junior Management	25	1.388	3.48		-4.8	20.0%	4.0%	0.0%	60.0%	16.0%
		Administrative and Clerical	25	1.225	3.80		3.3	12.0%	0.0%	12.0%	48.0%	28.0%
		Technicians and Artisans	11	0.539	3.91		6.0	0.0%	0.0%	18.2%	72.7%	9.1%
		General Workers	13	1.127	3.46		-5.3	7.7%	15.4%	7.7%	61.5%	7.7%
MEASUREMENT AND MONITORING												
69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements.	1	ALL DATA	93	1.128	3.55		-	10.8%	5.4%	15.1%	55.9%	12.9%
		Senior Management	8	0.518	3.83		2.0	0.0%	0.0%	37.5%	62.5%	0.0%
		Middle Management	10	1.075	3.40		-3.8	10.0%	0.0%	40.0%	40.0%	10.0%
		Junior Management	24	1.445	3.50		-1.3	20.8%	4.2%	0.0%	54.2%	20.8%

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements. (Cont'd)	1	Administrative and Clerical	23	0.920	3.87		8.0	4.3%	4.3%	8.7%	65.2%	17.4%
		Technicians and Artisans	11	0.751	3.16		-9.3	0.0%	18.2%	45.5%	36.4%	0.0%
		General Workers	13	1.330	3.54		-0.3	15.4%	7.7%	0.0%	61.5%	15.4%
70. Management ensures the collection of data from other interested parties for analyses and possible improvements.	1	ALL DATA	91	1.188	3.29		-	15.4%	5.5%	22.0%	49.5%	7.7%
		Senior Management	8	0.535	3.50		5.3	0.0%	0.0%	50.0%	50.0%	0.0%
		Middle Management	10	1.135	3.20		-2.3	10.0%	10.0%	40.0%	30.0%	10.0%
		Junior Management	24	1.367	3.29		0.0	20.8%	4.2%	12.5%	50.0%	12.5%
		Administrative and Clerical	21	1.203	3.62		8.3	14.3%	0.0%	9.5%	61.9%	14.3%
		Technicians and Artisans	11	0.751	3.18		-2.8	0.0%	18.2%	45.5%	36.4%	0.0%
71. The Municipality uses self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation.	1	ALL DATA	69	1.160	3.36		-	13.5%	6.7%	16.0%	53.9%	7.9%
		Senior Management	8	0.641	3.13		-5.8	0.0%	12.5%	62.5%	25.0%	0.0%
		Middle Management	9	0.727	3.44		2.0	0.0%	11.1%	33.3%	55.6%	0.0%
		Junior Management	24	1.523	3.33		-0.8	25.0%	4.2%	4.2%	45.8%	20.8%
		Administrative and Clerical	21	0.498	3.95		14.8	0.0%	0.0%	14.3%	76.2%	9.5%
72. The Municipality controls process and service non-conformity.	1	ALL DATA	77	1.163	3.17		-	16.2%	2.6%	26.0%	50.6%	2.6%
		Senior Management	7	0.535	3.57		10.0	0.0%	0.0%	42.9%	57.1%	0.0%
		Middle Management	9	1.167	2.89		-7.0	22.2%	0.0%	44.4%	33.3%	0.0%
		Junior Management	22	1.327	2.95		-5.5	27.3%	4.5%	13.6%	54.5%	0.0%
		Administrative and Clerical	15	1.128	3.53		9.0	13.3%	0.0%	13.3%	66.7%	6.7%
73. The Municipality analyses non-conformity for lessons learned, process and service improvement.	1	ALL DATA	78	1.222	2.96		-	23.1%	3.8%	29.5%	41.0%	2.6%
		Senior Management	7	0.756	3.29		6.3	0.0%	14.3%	42.9%	42.9%	0.0%
		Middle Management	9	1.167	2.89		-1.8	22.2%	-0.0%	44.4%	33.3%	0.0%
		Junior Management	22	1.343	2.77		-4.8	31.8%	4.5%	16.2%	45.5%	0.0%
		Administrative and Clerical	16	1.155	3.50		13.5	12.5%	0.0%	25.0%	50.0%	12.5%
		Technicians and Artisans	11	0.831	2.91		-1.3	9.1%	9.1%	63.6%	18.2%	0.0%
General Workers	12	1.505	2.42		-13.5	50.0%	0.0%	8.3%	41.7%	0.0%		

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
MNGT RESPONSIBILITY: PROCESSES												
15. Management demonstrates its leadership in improving processes in the Municipality.	1	ALL DATA	94	0.836	3.57		-	2.1%	7.4%	29.8%	52.1%	8.5%
		Senior Management	8	0.354	3.88		7.8	0.0%	0.0%	12.5%	87.5%	0.0%
		Middle Management	9	0.727	3.44		-3.3	0.0%	11.1%	33.3%	55.6%	0.0%
		Junior Management	25	0.748	3.88		2.8	0.0%	4.0%	38.0%	48.0%	12.0%
		Administrative and Clerical	24	1.021	3.79		5.5	4.2%	8.3%	12.5%	54.2%	20.8%
		Technicians and Artisans	11	0.751	3.18		-9.8	0.0%	18.2%	45.5%	38.4%	0.0%
General Workers	13	0.927	3.23		-8.5	7.7%	7.7%	38.5%	48.2%	0.0%		
16. Management demonstrates its commitment in improving processes in the Municipality.	1	ALL DATA	93	0.849	3.60		-	2.2%	7.5%	28.0%	52.7%	9.7%
		Senior Management	8	0.841	3.86		7.0	0.0%	0.0%	25.0%	62.5%	12.5%
		Middle Management	9	0.727	3.56		-1.0	0.0%	11.1%	22.2%	66.7%	0.0%
		Junior Management	24	0.908	3.71		2.6	0.0%	6.3%	33.3%	37.5%	20.8%
		Administrative and Clerical	24	0.817	3.83		5.8	4.2%	0.0%	16.7%	66.7%	12.5%
		Technicians and Artisans	11	0.894	3.00		-15.0	0.0%	36.4%	27.3%	38.4%	0.0%
General Workers	13	0.855	3.31		-7.3	7.7%	0.0%	46.2%	46.2%	0.0%		
17. Management demonstrates its involvement in improving processes in the Municipality.	1	ALL DATA	95	0.823	3.52		-	2.1%	6.4%	31.8%	51.8%	6.3%
		Senior Management	6	0.516	3.63		2.8	0.0%	0.0%	37.5%	62.5%	0.0%
		Middle Management	9	0.727	3.44		-2.0	0.0%	11.1%	33.3%	55.6%	0.0%
		Junior Management	25	0.880	3.64		3.0	0.0%	8.0%	36.0%	40.0%	16.0%
		Administrative and Clerical	25	0.907	3.64		3.0	4.0%	8.0%	16.0%	64.0%	8.0%
		Technicians and Artisans	11	0.775	3.00		-13.0	0.0%	27.3%	45.5%	27.3%	0.0%
General Workers	13	0.877	3.46		-1.5	7.7%	0.0%	30.8%	61.5%	0.0%		
45. Management ensures the management review activity evaluates information to improve the effectiveness and efficiency of the processes of the Municipality.	1	ALL DATA	90	1.097	3.38		-	10.0%	8.9%	23.3%	48.9%	8.9%
		Senior Management	7	0.756	3.29		-2.3	0.0%	14.3%	42.9%	42.9%	0.0%
		Middle Management	9	0.707	3.33		-1.3	0.0%	11.1%	44.4%	44.4%	0.0%
		Junior Management	25	1.282	3.32		-1.5	16.0%	8.0%	16.0%	48.0%	12.0%
		Administrative and Clerical	22	0.973	3.77		9.8	4.5%	9.1%	4.5%	68.2%	13.6%
		Technicians and Artisans	10	0.899	3.40		0.5	0.0%	0.0%	70.0%	20.0%	10.0%
General Workers	13	1.301	3.23		-3.8	15.4%	15.4%	7.7%	53.8%	7.7%		

4.
TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
NEEDS/EXPECT: INTERESTED PARTIES												
18. The Municipality identifies residents/ratepayers' needs on a continual basis.	1	ALL DATA	95	0.987	3.35		-	7.4%	7.4%	35.8%	42.1%	7.4%
		Senior Management	8	0.707	3.75		10.0	0.0%	12.5%	0.0%	87.5%	0.0%
		Middle Management	10	0.483	3.30		-1.3	0.0%	0.0%	70.0%	30.0%	0.0%
		Junior Management	25	1.222	3.08		-6.8	16.0%	12.0%	28.0%	36.0%	6.0%
		Administrative and Clerical	24	0.868	3.67		8.0	0.0%	8.3%	33.3%	41.7%	16.7%
		Technicians and Artisans	11	0.505	3.64		7.3	0.0%	0.0%	36.4%	63.8%	0.0%
		General Workers	13	1.144	3.15		-5.0	15.4%	0.0%	48.2%	30.8%	7.7%
19. The Municipality identifies residents/ratepayers' expectations on a continual basis.	1	ALL DATA	95	0.942	3.28		-	7.4%	8.4%	35.8%	45.3%	3.2%
		Senior Management	8	0.707	3.75		11.8	0.0%	12.5%	0.0%	87.5%	0.0%
		Middle Management	10	0.527	3.50		5.5	0.0%	0.0%	50.0%	50.0%	0.0%
		Junior Management	25	1.172	2.98		-8.0	16.0%	18.0%	28.0%	38.0%	4.0%
		Administrative and Clerical	24	0.721	3.54		6.5	0.0%	4.2%	45.8%	41.7%	8.3%
		Technicians and Artisans	11	0.522	3.55		8.8	0.0%	0.0%	45.5%	54.5%	0.0%
		General Workers	13	1.080	3.00		-7.0	15.4%	7.7%	38.5%	38.5%	0.0%
20. The Municipality identifies employees' need for recognition.	1	ALL DATA	88	1.042	3.17		-	5.7%	20.5%	34.1%	30.7%	9.1%
		Senior Management	7	0.890	3.14		-0.8	0.0%	14.3%	57.1%	28.6%	0.0%
		Middle Management	9	1.093	3.22		1.3	0.0%	33.3%	22.2%	33.3%	11.1%
		Junior Management	23	1.010	3.26		2.3	0.0%	28.1%	34.8%	28.1%	13.0%
		Administrative and Clerical	23	1.107	2.96		-5.3	17.4%	4.3%	47.8%	28.1%	4.3%
		Technicians and Artisans	10	1.033	3.80		15.8	0.0%	10.0%	30.0%	30.0%	30.0%
		General Workers	13	1.092	2.77		-10.0	7.7%	46.2%	7.7%	38.5%	0.0%
21. The Municipality identifies employees' need for work satisfaction.	1	ALL DATA	94	0.797	3.34		-	1.1%	13.8%	38.3%	43.8%	3.2%
		Senior Management	8	0.756	3.00		-8.5	0.0%	25.0%	50.0%	25.0%	0.0%
		Middle Management	10	0.876	3.10		-8.0	0.0%	30.0%	30.0%	40.0%	0.0%
		Junior Management	24	0.721	3.54		5.0	0.0%	8.3%	33.3%	54.2%	4.2%
		Administrative and Clerical	24	0.884	3.54		5.0	4.2%	4.2%	33.3%	50.0%	8.3%
		Technicians and Artisans	11	0.539	3.09		-6.3	0.0%	9.1%	72.7%	18.2%	0.0%
		General Workers	13	0.832	3.23		-2.8	0.0%	23.1%	30.8%	46.2%	0.0%

4.
TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
22. The Municipality identifies employees' need for competence.	1	ALL DATA	93	0.842	3.52		-	1.1%	10.8%	32.3%	47.3%	8.6%
		Senior Management	7	0.787	3.57		1.3	0.0%	0.0%	57.1%	28.8%	14.3%
		Middle Management	10	0.966	3.40		-3.0	0.0%	20.0%	30.0%	40.0%	10.0%
		Junior Management	24	0.929	3.58		1.5	0.0%	20.8%	8.3%	62.5%	8.3%
		Administrative and Clerical Technicians and Artisans	24	0.897	3.75		5.8	4.2%	0.0%	29.2%	50.0%	18.7%
		General Workers	11	0.405	3.18		-8.5	0.0%	0.0%	81.8%	18.2%	0.0%
23. The Municipality identifies employees' need for personal development.	1	ALL DATA	93	0.877	3.43		-	2.2%	9.7%	40.9%	37.8%	9.7%
		Senior Management	8	0.535	3.50		1.8	0.0%	0.0%	50.0%	50.0%	0.0%
		Middle Management	10	0.949	3.30		-3.3	0.0%	20.0%	40.0%	30.0%	10.0%
		Junior Management	24	0.924	3.38		-1.3	0.0%	16.7%	41.7%	29.2%	12.5%
		Administrative and Clerical Technicians and Artisans	23	0.889	3.87		11.0	4.3%	0.0%	17.4%	60.9%	17.4%
		General Workers	11	0.751	3.18		-8.3	0.0%	9.1%	72.7%	9.1%	9.1%
24. The Municipality considers the potential benefits of establishing partnerships with its suppliers.	1	ALL DATA	93	1.311	3.00		-	24.7%	5.4%	20.4%	44.1%	5.4%
		Senior Management	8	0.744	3.38		9.5	0.0%	12.5%	37.5%	50.0%	0.0%
		Middle Management	10	1.418	3.30		7.5	20.0%	10.0%	0.0%	60.0%	10.0%
		Junior Management	25	1.503	2.48		-13.0	44.0%	8.0%	12.0%	28.0%	8.0%
		Administrative and Clerical Technicians and Artisans	22	1.136	3.36		9.0	13.6%	0.0%	31.8%	45.5%	9.1%
		General Workers	13	1.450	2.46		-13.5	46.2%	0.0%	15.4%	38.5%	0.0%
25. The Municipality identifies other interested parties' needs that can result in setting objectives.	1	ALL DATA	89	1.251	3.19		-	19.1%	6.7%	15.7%	52.8%	5.8%
		Senior Management	8	0.744	3.38		4.8	0.0%	12.5%	37.5%	50.0%	0.0%
		Middle Management	10	1.398	3.20		0.3	20.0%	10.0%	10.0%	50.0%	10.0%
		Junior Management	24	1.361	2.88		-7.8	29.2%	8.3%	8.3%	54.2%	0.0%
		Administrative and Clerical Technicians and Artisans	21	1.121	3.57		9.5	9.5%	9.5%	4.8%	68.7%	9.5%
		General Workers	10	0.675	3.70		12.8	0.0%	0.0%	40.0%	50.0%	10.0%
26. The Municipality identifies other interested parties' expectations that can result in setting objectives.	1	ALL DATA	88	1.204	3.35		-	15.9%	5.7%	12.5%	59.1%	8.8%
		Senior Management	8	0.707	3.75		10.0	0.0%	0.0%	37.5%	50.0%	12.5%
		Middle Management	9	1.453	3.11		-6.0	22.2%	11.1%	11.1%	44.4%	11.1%
		Junior Management	23	1.364	3.04		-7.8	26.1%	8.7%	0.0%	65.2%	0.0%
		Administrative and Clerical Technicians and Artisans	22	1.077	3.73		9.5	9.1%	4.5%	4.5%	68.2%	13.8%
		General Workers	11	0.603	3.82		11.8	0.0%	0.0%	27.3%	63.8%	9.1%
		General Workers	12	1.311	2.58		-19.3	33.3%	8.3%	25.0%	33.3%	0.0%

4.
TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
27. The Municipality ensures that statutory and regulatory requirements have been considered.	1	ALL DATA	93	1.261	3.40		-	16.1%	4.3%	17.2%	48.4%	14.0%
		Senior Management	8	0.535	4.00		15.0	0.0%	0.0%	12.5%	75.0%	12.5%
		Middle Management	10	1.075	3.40		0.0	10.0%	0.0%	40.0%	40.0%	10.0%
		Junior Management	24	1.422	3.25		-3.8	20.8%	8.3%	12.5%	41.7%	16.7%
		Administrative and Clerical	24	1.113	3.75		8.8	8.3%	4.2%	12.5%	54.2%	20.8%
		Technicians and Artisans	11	0.505	3.84		6.0	0.0%	0.0%	36.4%	63.8%	0.0%
General Workers	13	1.561	2.48		-23.5	46.2%	7.7%	7.7%	30.8%	7.7%		
PLANNING												
32. The Municipality's objectives (IDP) translate the quality policy into measurable goals.	1	ALL DATA	90	1.180	3.58		-	14.4%	0.0%	12.2%	60.0%	13.3%
		Senior Management	8	0.535	4.00		10.5	0.0%	0.0%	12.5%	75.0%	12.5%
		Middle Management	9	1.014	3.56		-0.5	11.1%	0.0%	11.1%	77.8%	0.0%
		Junior Management	24	1.560	3.54		-1.0	25.0%	0.0%	0.0%	45.8%	29.2%
		Administrative and Clerical	21	0.831	3.90		8.0	4.8%	0.0%	9.5%	71.4%	14.3%
		Technicians and Artisans	11	0.847	3.73		3.8	0.0%	0.0%	36.4%	54.5%	9.1%
General Workers	13	1.345	2.85		-18.3	30.8%	0.0%	23.1%	46.2%	0.0%		
33. The Municipality's objectives (IDP) deployed to each management level assure individual contribution to achievement.	1	ALL DATA	87	1.219	3.51		-	14.9%	2.3%	13.8%	55.2%	13.8%
		Senior Management	8	0.753	3.83		8.0	0.0%	0.0%	33.3%	60.0%	16.7%
		Middle Management	9	1.014	3.56		1.3	11.1%	0.0%	11.1%	77.8%	0.0%
		Junior Management	24	1.558	3.42		-2.3	25.0%	4.2%	0.0%	45.8%	25.0%
		Administrative and Clerical	21	0.855	3.86		8.8	0.0%	4.8%	14.3%	71.4%	9.5%
		Technicians and Artisans	11	0.751	3.82		7.8	0.0%	0.0%	36.4%	45.5%	18.2%
General Workers	13	1.538	2.77		-18.5	38.5%	0.0%	15.4%	38.5%	7.7%		
34. The Municipality ensures the availability of physical resources (equipment, office layout, reception areas, etc) to meet the IDP objectives.	1	ALL DATA	92	1.070	3.23		-	8.7%	13.0%	33.7%	35.9%	8.7%
		Senior Management	8	0.835	2.88		-8.8	0.0%	37.5%	37.5%	25.0%	0.0%
		Middle Management	10	0.867	3.00		-5.8	0.0%	20.0%	60.0%	20.0%	0.0%
		Junior Management	24	1.404	3.17		-1.5	20.8%	8.3%	20.8%	33.3%	16.7%
		Administrative and Clerical	22	0.908	3.59		9.0	4.5%	4.5%	27.3%	54.5%	9.1%
		Technicians and Artisans	11	0.874	3.18		-1.3	0.0%	18.2%	54.5%	18.2%	9.1%
General Workers	13	1.214	3.15		-2.0	15.4%	7.7%	30.8%	38.5%	7.7%		

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
35. The Municipality ensures the availability of human resources to meet the IDP objectives.	1	ALL DATA	91	1.191	3.22		-	11.0%	17.6%	20.9%	39.6%	11.0%
		Senior Management	8	0.744	2.63		-14.8	0.0%	50.0%	37.5%	12.5%	0.0%
		Middle Management	10	0.667	3.00		-5.5	0.0%	20.0%	80.0%	20.0%	0.0%
		Junior Management	23	1.505	3.09		-3.3	26.1%	13.0%	0.0%	47.8%	13.0%
		Administrative and Clerical	22	0.811	3.91		17.3	0.0%	4.5%	22.7%	50.0%	22.7%
		Technicians and Artisans	11	0.934	3.45		5.8	0.0%	18.2%	27.3%	45.5%	9.1%
		General Workers	13	1.446	2.82		-15.0	30.8%	23.1%	7.7%	30.8%	7.7%
36. The Municipality ensures the availability of financial resources to meet the IDP objectives.	1	ALL DATA	88	1.198	3.11 *		-	13.8%	13.6%	31.8%	29.5%	11.4%
		Senior Management	8	0.835	2.13		-24.5	25.0%	37.5%	37.5%	0.0%	0.0%
		Middle Management	10	0.667	3.00		-2.8	0.0%	20.0%	60.0%	20.0%	0.0%
		Junior Management	23	1.461	3.04		-1.8	26.1%	8.7%	13.0%	39.1%	13.0%
		Administrative and Clerical	20	0.933	3.85		18.5	0.0%	5.0%	35.0%	30.0%	30.0%
		Technicians and Artisans	11	0.924	3.38		8.3	0.0%	16.2%	36.4%	36.4%	9.1%
		General Workers	13	1.198	2.46		-16.3	30.8%	15.4%	30.8%	23.1%	0.0%
PROCESSES: INTERESTED PARTIES												
64. Management has defined customer-related processes to ensure consideration of residents' needs.	1	ALL DATA	87	1.188	3.28		-	14.9%	5.7%	25.3%	44.8%	9.2%
		Senior Management	7	0.756	3.71		10.8	0.0%	0.0%	42.9%	42.9%	14.3%
		Middle Management	9	1.093	3.22		-1.5	11.1%	0.0%	55.6%	22.2%	11.1%
		Junior Management	23	1.522	2.96		-8.0	30.4%	8.7%	8.7%	39.1%	13.0%
		Administrative and Clerical	21	0.669	3.95		18.8	0.0%	4.8%	9.5%	71.4%	14.3%
		Technicians and Artisans	11	0.603	3.18		-2.5	0.0%	9.1%	63.6%	27.3%	0.0%
		General Workers	12	1.311	2.58		-17.5	33.3%	8.3%	25.0%	33.3%	0.0%
65. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations.	1	ALL DATA	82	1.175	3.32		-	14.8%	4.9%	23.2%	48.8%	8.5%
		Senior Management	7	0.488	3.71		9.8	0.0%	0.0%	28.6%	71.4%	0.0%
		Middle Management	9	1.093	3.22		-2.5	11.1%	0.0%	55.6%	22.2%	11.1%
		Junior Management	19	1.349	3.47		3.8	15.8%	10.5%	0.0%	57.9%	15.8%
		Administrative and Clerical	21	0.913	3.87		8.8	4.8%	4.8%	19.0%	61.9%	9.5%
		Technicians and Artisans	11	0.505	3.36		1.0	0.0%	0.0%	63.6%	36.4%	0.0%
		General Workers	11	1.537	2.18		-26.5	54.5%	9.1%	9.1%	18.2%	9.1%

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
66. Management promotes the importance of measurement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	89	0.836	3.60		-	5.6%	1.1%	25.8%	62.9%	4.5%
		Senior Management	8	0.518	3.63		0.8	0.0%	0.0%	37.5%	62.5%	0.0%
		Middle Management	9	0.527	3.56		-1.0	0.0%	0.0%	44.4%	55.6%	0.0%
		Junior Management	23	0.871	3.78		4.5	0.0%	4.3%	21.7%	65.2%	8.7%
		Administrative and Clerical	22	0.946	3.68		2.0	9.1%	0.0%	9.1%	77.3%	4.5%
		Technicians and Artisans	11	0.688	3.55		-1.3	0.0%	0.0%	54.5%	38.4%	9.1%
		General Workers	12	1.138	3.25		-6.8	16.7%	0.0%	25.0%	58.3%	0.0%
67. Management promotes the importance of analysis activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	90	0.827	3.63		-	4.4%	1.1%	28.9%	57.8%	7.8%
		Senior Management	8	0.535	3.50		-3.3	0.0%	0.0%	50.0%	50.0%	0.0%
		Middle Management	9	0.527	3.44		-4.8	0.0%	0.0%	55.6%	44.4%	0.0%
		Junior Management	24	0.776	3.92		7.3	0.0%	4.2%	20.8%	54.2%	20.8%
		Administrative and Clerical	22	0.767	3.73		2.5	4.5%	0.0%	18.2%	72.7%	4.5%
		Technicians and Artisans	11	0.688	3.45		-4.5	0.0%	0.0%	63.6%	27.3%	9.1%
		General Workers	12	1.165	3.42		-5.3	16.7%	0.0%	8.3%	75.0%	0.0%
68. Management promotes the importance of improvement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	89	0.927	3.58		-	5.6%	4.5%	24.7%	56.2%	9.0%
		Senior Management	8	0.354	3.88		7.5	0.0%	0.0%	12.5%	87.5%	0.0%
		Middle Management	9	0.527	3.44		-3.5	0.0%	0.0%	55.8%	44.4%	0.0%
		Junior Management	23	1.033	3.61		0.8	4.3%	8.7%	26.1%	43.5%	17.4%
		Administrative and Clerical	22	1.041	3.68		2.5	9.1%	4.5%	4.5%	72.7%	9.1%
		Technicians and Artisans	11	0.688	3.45		-3.3	0.0%	0.0%	63.6%	27.3%	9.1%
		General Workers	12	1.087	3.50		-2.0	8.3%	8.3%	16.7%	58.3%	8.3%
QUALITY POLICY												
28. The quality policy ensures that the needs of customers and other interested parties are understood.	1	ALL DATA	96	1.185	3.58		-	11.5%	5.2%	14.6%	51.0%	17.7%
		Senior Management	8	0.354	3.88		7.5	0.0%	0.0%	12.5%	87.5%	0.0%
		Middle Management	10	0.667	4.00		10.5	0.0%	0.0%	20.0%	60.0%	20.0%
		Junior Management	25	1.500	3.80		0.5	20.0%	4.0%	4.0%	40.0%	32.0%
		Administrative and Clerical	25	1.291	3.80		0.5	12.0%	8.0%	12.0%	44.0%	24.0%
		Technicians and Artisans	11	0.522	3.45		-3.3	0.0%	0.0%	54.5%	45.5%	0.0%
		General Workers	13	1.127	3.46		-3.0	7.7%	15.4%	7.7%	61.5%	7.7%

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
29. The quality policy ensures that the expectations of customers and other interested parties are understood.	1	ALL DATA	91	1.176	3.56		-	12.1%	4.4%	14.3%	53.8%	15.4%
		Senior Management	7	0.378	3.86		7.5	0.0%	0.0%	14.3%	85.7%	0.0%
		Middle Management	10	0.789	3.80		8.0	0.0%	0.0%	40.0%	40.0%	20.0%
		Junior Management	24	1.474	3.54		-0.5	20.8%	4.2%	0.0%	50.0%	25.0%
		Administrative and Clerical	24	1.180	3.71		3.8	12.5%	0.0%	8.3%	62.5%	18.7%
		Technicians and Artisans	11	0.674	3.36		-5.0	0.0%	9.1%	45.5%	45.5%	0.0%
		General Workers	12	1.337	3.17		-9.8	16.7%	16.7%	8.3%	50.0%	8.3%
30. The quality policy leads to visible and expected improvements.	1	ALL DATA	92	1.057	3.82		-	8.7%	4.3%	18.3%	57.8%	13.0%
		Senior Management	7	0.378	3.86		6.0	0.0%	0.0%	14.3%	85.7%	0.0%
		Middle Management	10	0.876	3.90		7.0	0.0%	10.0%	10.0%	60.0%	20.0%
		Junior Management	24	1.351	3.54		-2.0	16.7%	4.2%	8.3%	50.0%	20.8%
		Administrative and Clerical	24	1.014	3.63		0.3	8.3%	4.2%	12.5%	66.7%	8.3%
		Technicians and Artisans	11	0.647	3.73		2.8	0.0%	0.0%	36.4%	54.5%	9.1%
		General Workers	13	1.044	3.38		-6.0	7.7%	7.7%	30.8%	46.2%	7.7%
31. The quality policy considers the Municipality's vision for the future.	1	ALL DATA	91	1.140	3.70		-	9.9%	4.4%	11.0%	54.9%	19.8%
		Senior Management	7	0.000	4.00		7.5	0.0%	0.0%	0.0%	100.0%	0.0%
		Middle Management	10	0.667	4.00		7.5	0.0%	0.0%	20.0%	60.0%	20.0%
		Junior Management	25	1.502	3.58		-3.5	20.0%	4.0%	8.0%	36.0%	32.0%
		Administrative and Clerical	22	1.121	3.73		0.8	9.1%	4.5%	9.1%	59.1%	18.2%
		Technicians and Artisans	11	0.467	3.73		0.8	0.0%	0.0%	27.3%	72.7%	0.0%
		General Workers	13	1.261	3.62		-2.0	7.7%	15.4%	7.7%	46.2%	23.1%
RESOURCE MANAGEMENT												
46. Management plans for physical resources (equipment, office layout, reception areas, etc) to be available in a timely manner.	1	ALL DATA	93	0.880	3.49		-	1.1%	14.0%	28.0%	48.4%	8.6%
		Senior Management	8	0.835	3.13		-9.0	0.0%	25.0%	37.5%	37.5%	0.0%
		Middle Management	10	0.699	3.40		-2.3	0.0%	10.0%	40.0%	50.0%	0.0%
		Junior Management	25	0.866	3.40		-2.3	0.0%	20.0%	24.0%	52.0%	4.0%
		Administrative and Clerical	24	0.776	3.92		10.8	0.0%	4.2%	20.8%	54.2%	20.8%
		Technicians and Artisans	10	0.789	3.20		-7.3	0.0%	20.0%	40.0%	40.0%	0.0%
		General Workers	13	0.961	3.62		3.3	0.0%	15.4%	23.1%	46.2%	15.4%

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
47. Management plans for human resources to be available in a timely manner.	1	ALL DATA	98	1.034	3.43		-	7.3%	9.4%	26.0%	47.9%	9.4%
		Senior Management	8	0.835	3.13		-7.5	0.0%	25.0%	37.5%	37.5%	0.0%
		Middle Management	10	0.843	3.40		-0.8	0.0%	20.0%	20.0%	60.0%	0.0%
		Junior Management	25	1.123	3.48		1.3	8.0%	12.0%	16.0%	52.0%	12.0%
		Administrative and Clerical	25	1.021	3.72		7.3	8.0%	0.0%	20.0%	56.0%	16.0%
		Technicians and Artisans	11	0.905	3.27		-4.0	0.0%	18.2%	45.5%	27.3%	9.1%
General Workers	13	1.186	3.23		-5.0	15.4%	0.0%	38.5%	38.5%	7.7%		
48. Management plans for financial resources to be available in a timely manner.	1	ALL DATA	93	1.174	3.24		-	14.0%	10.8%	19.4%	49.5%	8.5%
		Senior Management	8	0.707	3.25		0.3	0.0%	12.5%	50.0%	37.5%	0.0%
		Middle Management	10	0.789	3.20		-1.0	0.0%	20.0%	40.0%	40.0%	0.0%
		Junior Management	24	1.474	3.00		-6.0	25.0%	16.7%	4.2%	41.7%	12.5%
		Administrative and Clerical	24	0.944	3.75		12.8	8.3%	0.0%	8.3%	75.0%	8.3%
		Technicians and Artisans	11	0.831	3.09		-3.8	0.0%	27.3%	36.4%	36.4%	0.0%
General Workers	12	1.505	2.92		-8.0	33.3%	0.0%	16.7%	41.7%	8.3%		
49. Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality.	1	ALL DATA	95	0.713	3.71		-	0.0%	4.2%	31.6%	53.7%	10.5%
		Senior Management	8	0.758	3.50		-5.3	0.0%	12.5%	25.0%	62.5%	0.0%
		Middle Management	10	0.675	3.70		-0.3	0.0%	0.0%	40.0%	50.0%	10.0%
		Junior Management	25	0.800	3.84		3.3	0.0%	4.0%	28.0%	48.0%	20.0%
		Administrative and Clerical	24	0.612	3.88		4.3	0.0%	0.0%	25.0%	62.5%	12.5%
		Technicians and Artisans	11	0.701	3.09		-15.5	0.0%	18.2%	54.5%	27.3%	0.0%
General Workers	13	0.599	3.77		1.5	0.0%	0.0%	30.8%	61.5%	7.7%		
50. Management ensures that the competence of people in the Municipality is adequate for current and future needs.	1	ALL DATA	94	0.935	3.48		-	3.2%	10.6%	34.0%	41.5%	10.6%
		Senior Management	8	0.518	3.38		-2.0	0.0%	0.0%	62.5%	37.5%	0.0%
		Middle Management	10	1.135	3.20		-6.5	0.0%	40.0%	10.0%	40.0%	10.0%
		Junior Management	25	1.121	3.44		-0.5	4.0%	16.0%	32.0%	28.0%	20.0%
		Administrative and Clerical	23	0.822	3.70		6.0	4.3%	0.0%	26.1%	60.9%	8.7%
		Technicians and Artisans	11	0.751	3.18		-7.0	0.0%	9.1%	72.7%	9.1%	9.1%
General Workers	13	1.050	3.48		0.0	7.7%	7.7%	23.1%	53.8%	7.7%		
RESPONSIBILITY, AUTHORITY & COMM												
37. My immediate manager tells me how to perform good customer service.	1	ALL DATA	91	0.783	3.82		-	0.0%	6.6%	20.9%	56.0%	16.5%
		Senior Management	8	0.916	3.83		-4.8	0.0%	12.5%	25.0%	50.0%	12.5%
		Middle Management	10	0.875	3.70		-3.0	0.0%	0.0%	40.0%	50.0%	10.0%
		Junior Management	24	0.859	4.00		4.5	0.0%	4.2%	8.3%	70.8%	16.7%

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TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
37. My immediate manager tells me how to perform good customer service. (Cont'd)	1	Administrative and Clerical	21	0.750	4.19		9.3	0.0%	0.0%	19.0%	42.9%	38.1%
		Technicians and Artisans	11	0.674	3.64		-4.5	0.0%	0.0%	45.5%	45.5%	9.1%
		General Workers	13	0.877	3.46		-9.0	0.0%	23.1%	7.7%	69.2%	0.0%
38. My immediate manager monitors my performance regularly.	1	ALL DATA	95	0.808	3.83		-	3.2%	2.1%	16.8%	64.2%	13.7%
		Senior Management	8	0.463	3.75		-2.0	0.0%	0.0%	25.0%	75.0%	0.0%
		Middle Management	10	0.633	3.80		-0.8	0.0%	0.0%	30.0%	60.0%	10.0%
		Junior Management	25	0.817	4.00		4.3	4.0%	0.0%	8.0%	88.0%	20.0%
		Administrative and Clerical	24	0.859	3.96		3.3	4.2%	0.0%	12.5%	82.5%	20.8%
		Technicians and Artisans	11	0.674	3.84		-4.8	0.0%	0.0%	45.5%	45.5%	9.1%
39. My immediate manager tells me when I provide good customer service.	1	ALL DATA	94	0.877	3.48		-	3.2%	6.4%	39.4%	41.5%	9.6%
		Senior Management	8	1.126	3.13		-8.8	12.5%	12.5%	25.0%	50.0%	0.0%
		Middle Management	10	0.707	3.50		0.5	0.0%	0.0%	60.0%	30.0%	10.0%
		Junior Management	25	0.880	3.84		4.0	0.0%	8.0%	38.0%	40.0%	16.0%
		Administrative and Clerical	23	1.033	3.39		-2.3	8.7%	0.0%	47.8%	30.4%	13.0%
		Technicians and Artisans	11	0.888	3.55		1.8	0.0%	0.0%	54.5%	38.4%	9.1%
40. My immediate manager tells me when I provide bad customer service.	1	ALL DATA	83	0.767	3.82		-	2.4%	1.2%	21.7%	61.4%	13.3%
		Senior Management	7	0.488	3.71		-2.8	0.0%	0.0%	28.6%	71.4%	0.0%
		Middle Management	9	0.782	3.89		1.8	0.0%	0.0%	33.3%	44.4%	22.2%
		Junior Management	22	0.576	4.05		5.8	0.0%	0.0%	13.6%	68.2%	18.2%
		Administrative and Clerical	20	0.923	3.70		-3.0	5.0%	0.0%	30.0%	50.0%	15.0%
		Technicians and Artisans	10	0.316	3.90		2.0	0.0%	0.0%	10.0%	90.0%	0.0%
41. Management ensures that responsibilities are established and communicated to people in the Municipality.	1	ALL DATA	94	0.804	3.89		-	2.1%	3.2%	29.8%	53.2%	11.7%
		Senior Management	8	0.463	3.75		1.5	0.0%	0.0%	25.0%	75.0%	0.0%
		Middle Management	10	0.875	3.70		0.3	0.0%	0.0%	40.0%	50.0%	10.0%
		Junior Management	25	0.790	3.96		6.8	0.0%	4.0%	20.0%	52.0%	24.0%
		Administrative and Clerical	23	0.889	3.74		1.3	0.0%	4.3%	26.1%	60.9%	8.7%
		Technicians and Artisans	11	0.809	3.38		-8.3	0.0%	9.1%	54.5%	27.3%	9.1%
General Workers	13	0.599	3.77		2.0	0.0%	0.0%	30.8%	61.5%	7.7%		

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TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
42. Management communicates quality service requirements, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	94	0.922	3.56		-	5.3%	5.3%	25.5%	55.3%	8.5%
		Senior Management	8	0.354	3.88		8.0	0.0%	0.0%	12.5%	87.5%	0.0%
		Middle Management	10	0.699	3.80		1.0	0.0%	0.0%	50.0%	40.0%	10.0%
		Junior Management	25	1.295	3.52		-1.0	16.0%	4.0%	8.0%	58.0%	16.0%
		Administrative and Clerical	23	0.736	3.78		5.5	0.0%	8.7%	13.0%	69.8%	8.7%
		Technicians and Artisans	11	0.786	3.27		-7.3	0.0%	9.1%	63.6%	18.2%	9.1%
		General Workers	13	0.870	3.38		-4.5	7.7%	0.0%	38.5%	53.8%	0.0%
43. Management communicates quality service objectives, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	96	0.969	3.59		-	6.3%	3.1%	28.1%	50.0%	12.5%
		Senior Management	8	0.535	3.50		-2.3	0.0%	0.0%	50.0%	50.0%	0.0%
		Middle Management	10	0.699	3.80		0.3	0.0%	0.0%	50.0%	40.0%	10.0%
		Junior Management	25	1.323	3.60		0.3	16.0%	4.0%	4.0%	58.0%	20.0%
		Administrative and Clerical	25	0.898	3.84		6.3	4.0%	0.0%	24.0%	52.0%	20.0%
		Technicians and Artisans	11	0.847	3.27		-8.0	0.0%	9.1%	54.5%	38.4%	0.0%
		General Workers	13	0.967	3.54		-1.3	7.7%	0.0%	30.8%	53.8%	7.7%
44. Management communicates quality service accomplishments, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	95	1.037	3.42		-	7.4%	8.4%	29.5%	44.2%	10.5%
		Senior Management	8	0.535	3.50		2.0	0.0%	0.0%	50.0%	50.0%	0.0%
		Middle Management	10	0.707	3.50		2.0	0.0%	0.0%	80.0%	30.0%	10.0%
		Junior Management	25	1.357	3.44		0.5	16.0%	8.0%	12.0%	44.0%	20.0%
		Administrative and Clerical	24	0.970	3.63		5.3	4.2%	8.3%	20.8%	54.2%	12.5%
		Technicians and Artisans	11	0.809	3.38		-1.5	0.0%	9.1%	54.5%	27.3%	9.1%
		General Workers	13	1.038	3.08		-8.5	7.7%	23.1%	23.1%	48.2%	0.0%
56. Management ensures that appropriate information is easily available for fact-based decision-making.	1	ALL DATA	94	1.054	3.29		-	9.6%	8.5%	33.0%	41.5%	7.4%
		Senior Management	8	0.518	3.83		8.5	0.0%	0.0%	37.5%	62.5%	0.0%
		Middle Management	10	0.949	3.30		0.3	0.0%	20.0%	40.0%	30.0%	10.0%
		Junior Management	25	1.320	3.08		-5.3	20.0%	8.0%	28.0%	32.0%	12.0%
		Administrative and Clerical	25	0.623	3.52		5.8	4.0%	4.0%	32.0%	58.0%	4.0%
		Technicians and Artisans	11	0.924	3.38		1.8	0.0%	18.2%	38.4%	38.4%	9.1%
		General Workers	11	1.300	3.09		-5.0	18.2%	9.1%	27.3%	38.4%	9.1%
SERVICE REALIZATION												
62. Management applies the process approach to ensure the effective and efficient operation of support processes.	1	ALL DATA	66	1.217	3.36		-	18.3%	1.2%	24.4%	48.5%	11.8%
		Senior Management	8	0.753	3.83		11.8	0.0%	0.0%	33.3%	50.0%	16.7%
		Middle Management	10	1.075	3.40		1.0	10.0%	0.0%	40.0%	40.0%	10.0%
		Junior Management	23	1.161	3.57		5.3	13.0%	4.3%	4.3%	89.8%	8.7%
		Administrative and Clerical	21	1.363	3.43		1.8	19.0%	0.0%	19.0%	42.9%	19.0%

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
62. Management applies the process approach to ensure the effective and efficient operation of support processes. (Cont'd)	1	Technicians and Artisans	11	0.647	3.27		-2.3	0.0%	0.0%	81.8%	9.1%	9.1%
		General Workers	11	1.629	2.64		-18.0	45.5%	0.0%	9.1%	36.4%	9.1%
83. Management applies the process approach to ensure the effective and efficient operation of the associated process network.	1	ALL DATA	84	1.224	3.26		-	17.9%	1.2%	27.4%	44.0%	9.5%
		Senior Management	8	0.817	3.67		10.3	0.0%	0.0%	50.0%	33.3%	16.7%
		Middle Management	10	1.075	3.40		3.5	10.0%	0.0%	40.0%	40.0%	10.0%
		Junior Management	23	1.363	3.30		1.0	21.7%	4.3%	4.3%	60.9%	8.7%
		Administrative and Clerical	19	1.261	3.42		4.0	15.8%	0.0%	26.3%	42.1%	15.8%
		Technicians and Artisans	11	0.647	3.27		0.3	0.0%	0.0%	81.8%	9.1%	9.1%
General Workers	11	1.508	2.55		-17.8	45.5%	0.0%	9.1%	45.5%	0.0%		
SUPPLIERS AND PARTNERSHIPS												
57. Management involves suppliers in the identification of purchasing needs.	1	ALL DATA	84	1.444	2.81		-	34.5%	4.8%	11.9%	42.9%	6.0%
		Senior Management	8	1.165	3.25		11.0	12.5%	0.0%	50.0%	25.0%	12.5%
		Middle Management	8	1.553	2.88		1.8	25.0%	25.0%	0.0%	37.5%	12.5%
		Junior Management	21	1.565	2.38		-10.8	52.4%	4.8%	0.0%	38.1%	4.8%
		Administrative and Clerical	21	1.389	3.14		8.3	23.8%	4.8%	14.3%	47.6%	9.5%
		Technicians and Artisans	11	1.206	3.36		13.6	18.2%	0.0%	9.1%	72.7%	0.0%
General Workers	11	1.489	2.27		-13.5	54.5%	0.0%	9.1%	36.4%	0.0%		
58. Management involves suppliers in the identification of joint strategy development.	1	ALL DATA	84	1.476	2.73		-	36.9%	4.8%	16.7%	32.1%	9.5%
		Senior Management	8	1.195	3.00		6.8	12.5%	12.5%	50.0%	12.5%	12.5%
		Middle Management	8	1.408	2.63		-2.5	25.0%	25.0%	25.0%	12.5%	12.5%
		Junior Management	21	1.568	2.57		-4.0	47.6%	0.0%	4.8%	42.9%	4.8%
		Administrative and Clerical	21	1.546	3.10		9.3	28.6%	4.8%	14.3%	33.3%	19.0%
		Technicians and Artisans	11	1.266	3.36		15.8	18.2%	0.0%	18.2%	54.5%	9.1%
General Workers	11	1.272	1.73		-25.0	72.7%	0.0%	9.1%	18.2%	0.0%		

TABLE 4.1: STATEMENTS PER DIMENSION - LEVELS COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
59. Management promotes partnership arrangements with suppliers.	1	ALL DATA	84	1.496	2.75		-	38.1%	3.6%	11.9%	38.1%	8.3%
		Senior Management	8	1.248	3.13		9.5	12.5%	12.5%	37.5%	25.0%	12.5%
		Middle Management	8	1.512	3.00		8.3	25.0%	12.5%	12.5%	37.5%	12.5%
		Junior Management	21	1.632	2.48		-8.8	52.4%	0.0%	4.8%	33.3%	9.5%
		Administrative and Clerical	21	1.480	3.10		8.8	28.6%	0.0%	19.0%	38.1%	14.3%
		Technicians and Artisans	11	1.251	3.18		10.8	18.2%	9.1%	9.1%	63.6%	0.0%
		General Workers	11	1.401	1.82		-23.3	72.7%	0.0%	0.0%	27.3%	0.0%
Overall Averages	1	ALL DATA	91.1	1.026	3.43		-	9.2%	7.4%	25.1%	47.8%	10.8%
		Senior Management	7.7	0.855	3.56		3.1	1.4%	7.2%	32.2%	53.0%	6.2%
		Middle Management	9.6	0.852	3.47		1.0	3.5%	8.7%	35.0%	43.0%	9.8%
		Junior Management	23.9	1.160	3.41		-0.7	13.9%	8.2%	16.4%	46.7%	14.9%
		Administrative and Clerical	22.7	0.965	3.66		5.7	6.7%	3.8%	20.8%	53.9%	14.7%
		Technicians and Artisans	10.9	0.764	3.33		-2.7	1.5%	11.4%	45.7%	36.1%	5.4%
		General Workers	12.6	1.118	3.12		-7.9	18.3%	8.4%	21.3%	47.2%	4.8%

DIRECTORATES

4
TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
CONTINUOUS SERVICE IMPROVEMENT												
74. The Municipality analyses data to assess its performance and identify areas for improvement.	1	ALL DATA	91	1.205	3.24		-	15.4%	8.8%	19.8%	48.4%	7.7%
		Corporate Services	7	0.976	2.43		-20.3	14.3%	42.9%	28.8%	14.3%	0.0%
		Finance	12	0.937	3.83		14.8	0.0%	16.7%	0.0%	68.7%	16.7%
		T & I Services	20	0.887	3.45		5.3	0.0%	10.0%	50.0%	25.0%	15.0%
		Social & Community Services	49	1.358	3.10		-3.5	28.5%	2.0%	10.2%	57.1%	4.1%
75. Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements.	1	ALL DATA	92	1.103	3.57		-	9.8%	4.3%	19.6%	52.2%	14.1%
		Corporate Services	7	1.272	2.43		-28.5	28.6%	28.6%	14.3%	28.6%	0.0%
		Finance	13	0.641	3.92		8.8	0.0%	7.7%	0.0%	84.6%	7.7%
		T & I Services	20	0.781	3.50		-1.8	0.0%	5.0%	50.0%	35.0%	10.0%
		Social & Community Services	48	1.231	3.63		1.5	14.6%	0.0%	12.5%	54.2%	18.8%
76. In Makana Municipality we are expected to speak up when we have an idea to improve customer service.	1	ALL DATA	94	0.805	3.78		-	1.1%	4.3%	26.6%	52.1%	16.0%
		Corporate Services	7	1.089	2.86		-23.0	14.3%	14.3%	42.9%	28.6%	0.0%
		Finance	13	0.630	3.69		-2.3	0.0%	0.0%	38.5%	53.8%	7.7%
		T & I Services	20	0.979	3.70		-2.0	0.0%	15.0%	20.0%	45.0%	20.0%
		Social & Community Services	50	0.652	3.94		4.0	0.0%	0.0%	24.0%	58.0%	18.0%
77. In Makana Municipality we get the support needed to implement the improvements we suggest.	1	ALL DATA	92	0.788	3.42		-	1.1%	7.8%	46.7%	37.0%	7.6%
		Corporate Services	7	1.089	2.86		-14.0	14.3%	14.3%	42.9%	28.6%	0.0%
		Finance	12	0.798	3.50		2.0	0.0%	8.3%	41.7%	41.7%	8.3%
		T & I Services	19	1.003	3.32		-2.5	0.0%	21.1%	42.1%	21.1%	15.8%
		Social & Community Services	50	0.647	3.50		2.0	0.0%	2.0%	52.0%	40.0%	8.0%
78. In Makana Municipality we get credit and recognition when we do something to make improvements.	1	ALL DATA	91	1.017	3.14		-	7.7%	13.2%	45.1%	25.3%	8.8%
		Corporate Services	7	1.089	3.14		0.0	0.0%	28.6%	42.9%	14.3%	14.3%
		Finance	12	1.030	3.17		0.8	8.3%	8.3%	50.0%	25.0%	8.3%
		T & I Services	19	0.958	3.16		0.5	0.0%	26.3%	42.1%	21.1%	10.5%
		Social & Community Services	49	1.038	3.08		-1.5	12.2%	6.1%	49.0%	28.5%	6.1%
79. Skilled and motivated employees can make a difference to our customer service.	1	ALL DATA	94	0.754	4.28		-	1.1%	3.2%	2.1%	54.3%	39.4%
		Corporate Services	7	1.155	4.00		-7.0	0.0%	14.3%	14.3%	28.8%	42.9%
		Finance	13	1.068	4.15		-3.3	7.7%	0.0%	0.0%	53.8%	38.5%
		T & I Services	19	0.749	4.32		1.0	0.0%	5.3%	0.0%	52.6%	42.1%
		Social & Community Services	51	0.622	4.33		1.3	0.0%	2.0%	2.0%	56.9%	39.2%
80. Individual employee efforts are the greatest influence in providing good customer service.	1	ALL DATA	93	0.818	3.94		-	2.2%	4.3%	10.8%	63.4%	19.4%
		Corporate Services	7	0.976	3.57		-9.3	0.0%	14.3%	28.6%	42.9%	14.3%
		Finance	13	1.032	3.89		-6.3	7.7%	7.7%	0.0%	76.9%	7.7%
		T & I Services	20	0.696	4.20		6.5	0.0%	0.0%	15.0%	50.0%	35.0%
		Social & Community Services	49	0.786	3.92		-0.5	2.0%	4.1%	10.2%	67.3%	16.3%

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TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score					Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0	20	40	60	80						
81. The total effectiveness of our work is strongly influenced by what we know and do.	1	ALL DATA	93	0.635	4.20						-	1.1%	1.1%	2.2%	87.7%	28.0%
		Corporate Services	7	1.155	4.00						-5.0	0.0%	14.3%	14.3%	28.6%	42.9%
		Finance	12	1.084	4.08						-3.0	8.3%	0.0%	0.0%	58.3%	33.3%
		T & I Services	20	0.587	4.35						3.8	0.0%	0.0%	5.0%	55.0%	40.0%
		Social & Community Services	50	0.404	4.20						0.0	0.0%	0.0%	0.0%	80.0%	20.0%
82. In our Department we work as a team to promote good customer service.	1	ALL DATA	94	0.783	4.01						-	0.0%	4.3%	17.0%	52.1%	28.6%
		Corporate Services	7	1.113	3.71						-7.5	0.0%	14.3%	28.6%	28.6%	28.6%
		Finance	13	0.408	4.00						-0.3	0.0%	0.0%	7.7%	84.6%	7.7%
		T & I Services	19	0.806	3.74						-8.8	0.0%	5.3%	31.6%	47.4%	15.8%
		Social & Community Services	51	0.784	4.16						3.8	0.0%	3.9%	11.8%	49.0%	35.3%
83. Management uses corrective action for evaluating and eliminating recorded problems affecting its performance.	1	ALL DATA	94	0.889	3.65						-	4.3%	2.1%	30.9%	50.0%	12.8%
		Corporate Services	7	0.756	3.71						1.5	0.0%	0.0%	42.9%	42.9%	14.3%
		Finance	12	0.965	3.25						-10.0	8.3%	8.3%	33.3%	50.0%	0.0%
		T & I Services	20	0.827	3.50						-3.8	0.0%	5.0%	55.0%	25.0%	15.0%
		Social & Community Services	51	0.634	3.84						4.8	3.9%	0.0%	19.6%	60.8%	15.7%
84. Management uses preventive action for error/mistake prevention.	1	ALL DATA	91	0.839	3.69						-	2.2%	6.6%	22.0%	58.2%	11.0%
		Corporate Services	7	1.134	3.43						-6.5	0.0%	28.6%	14.3%	42.9%	14.3%
		Finance	11	0.701	3.91						5.5	0.0%	9.1%	0.0%	81.8%	9.1%
		T & I Services	20	0.940	3.40						-7.3	5.0%	5.0%	45.0%	35.0%	10.0%
		Social & Community Services	49	0.634	3.88						4.8	0.0%	2.0%	20.4%	65.3%	12.2%
85. Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance.	1	ALL DATA	89	0.815	3.71						-	1.1%	6.7%	24.7%	55.1%	12.4%
		Corporate Services	7	1.113	2.71						-25.0	14.3%	28.6%	28.6%	28.6%	0.0%
		Finance	9	0.782	3.89						4.5	0.0%	11.1%	0.0%	77.8%	11.1%
		T & I Services	20	0.889	3.50						-5.3	0.0%	10.0%	45.0%	30.0%	15.0%
		Social & Community Services	49	0.634	3.88						4.3	0.0%	2.0%	20.4%	65.3%	12.2%
FINANCIAL RESOURCES																
60. Management plan, provide, control and monitor the financial resources necessary to maintain an effective and efficient quality management system and to ensure the achievement of the objectives of the Municipality.	1	ALL DATA	92	1.263	3.17						-	17.4%	12.0%	14.1%	48.9%	7.6%
		Corporate Services	6	1.169	3.83						18.5	0.0%	16.7%	16.7%	33.3%	33.3%
		Finance	13	0.768	3.62						11.3	0.0%	15.4%	7.7%	76.9%	0.0%
		T & I Services	19	1.012	3.37						5.0	0.0%	21.1%	38.8%	26.3%	15.8%
		Social & Community Services	50	1.419	2.84						-8.3	32.0%	8.0%	8.0%	48.0%	4.0%
61. Management ensures awareness of people in the Municipality about the link between service quality and costs.	1	ALL DATA	92	1.170	3.16						-	15.2%	8.7%	27.2%	42.4%	6.5%
		Corporate Services	5	1.140	3.40						6.0	0.0%	20.0%	40.0%	20.0%	20.0%
		Finance	12	0.793	3.42						6.5	0.0%	8.3%	50.0%	33.3%	8.3%
		T & I Services	20	0.826	3.55						9.8	0.0%	10.0%	35.0%	45.0%	10.0%
		Social & Community Services	51	1.339	2.92						-6.0	27.5%	5.9%	17.6%	45.1%	3.9%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
INFRASTRUCTURE/WORK ENVIRONMENT												
51. Management ensures that the infrastructure is appropriate for the achievement of the objectives of the Municipality.	1	ALL DATA	84	0.983	3.18		-	6.4%	16.0%	36.2%	36.2%	5.3%
		Corporate Services	7	0.978	3.43		6.3	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance	13	1.032	3.31		3.3	7.7%	15.4%	15.4%	61.5%	0.0%
		T & I Services	19	0.895	3.37		4.8	0.0%	15.8%	42.1%	31.6%	10.5%
		Social & Community Services	51	1.010	2.98		-5.0	9.8%	17.6%	41.2%	27.5%	3.9%
52. Management considers environmental issues associated with the infrastructure.	1	ALL DATA	83	1.143	3.24		-	14.5%	6.0%	26.5%	47.0%	6.0%
		Corporate Services	7	0.978	3.43		4.8	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance	10	1.101	3.10		-3.5	10.0%	20.0%	20.0%	50.0%	0.0%
		T & I Services	18	0.895	3.28		1.0	5.6%	5.6%	50.0%	33.3%	5.6%
		Social & Community Services	44	1.311	3.16		-2.0	22.7%	2.3%	18.2%	50.0%	6.8%
53. Management ensures that the work environment promotes the motivation of people in the Municipality.	1	ALL DATA	91	0.817	3.33		-	0.0%	18.5%	39.6%	38.5%	5.5%
		Corporate Services	6	0.817	3.33		0.0	0.0%	16.7%	33.3%	50.0%	0.0%
		Finance	11	0.820	3.45		3.0	0.0%	18.2%	18.2%	63.6%	0.0%
		T & I Services	19	0.885	3.32		-0.3	0.0%	15.8%	47.4%	26.3%	10.5%
		Social & Community Services	51	0.787	3.31		-0.5	0.0%	15.7%	41.2%	39.2%	3.9%
54. Management ensures that the work environment promotes the satisfaction of people in the Municipality.	1	ALL DATA	92	0.855	3.34		-	1.1%	15.2%	39.1%	38.0%	6.5%
		Corporate Services	6	0.817	3.33		-0.3	0.0%	16.7%	33.3%	50.0%	0.0%
		Finance	12	0.798	3.50		4.0	0.0%	16.7%	16.7%	66.7%	0.0%
		T & I Services	20	1.040	3.35		0.3	5.0%	10.0%	45.0%	25.0%	15.0%
		Social & Community Services	50	0.789	3.30		-1.0	0.0%	18.0%	42.0%	38.0%	4.0%
55. Management ensures that the work environment promotes the performance of people in the Municipality.	1	ALL DATA	93	0.857	3.30		-	1.1%	15.1%	44.1%	32.3%	7.5%
		Corporate Services	7	0.978	3.57		6.8	0.0%	14.3%	28.6%	42.9%	14.3%
		Finance	11	0.751	3.18		-3.0	0.0%	18.2%	45.5%	36.4%	0.0%
		T & I Services	20	1.040	3.35		1.3	5.0%	10.0%	45.0%	25.0%	15.0%
		Social & Community Services	51	0.777	3.27		-0.8	0.0%	15.7%	45.1%	35.3%	3.9%
MANAGING SYSTEMS AND PROCESSES												
4. We have easy access to the information we need to do our jobs well.	1	ALL DATA	96	0.835	3.64		-	2.1%	8.3%	28.1%	53.1%	10.4%
		Corporate Services	7	0.756	3.71		1.8	0.0%	14.3%	0.0%	85.7%	0.0%
		Finance	13	0.680	3.46		-4.5	0.0%	7.7%	38.5%	53.8%	0.0%
		T & I Services	20	0.889	3.50		-3.5	0.0%	15.0%	30.0%	45.0%	10.0%
		Social & Community Services	52	0.679	3.67		0.8	3.8%	1.9%	30.8%	50.0%	13.5%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
5. We are able to change systems and procedures when they are ineffective.	1	ALL DATA	93	1.172	3.13		-	12.9%	17.2%	20.4%	43.0%	6.5%
		Corporate Services	7	1.254	3.29		4.0	14.3%	0.0%	42.9%	28.6%	14.3%
		Finance	13	1.301	2.77		-9.0	23.1%	23.1%	7.7%	46.2%	0.0%
		T & I Services	18	0.924	3.17		1.0	0.0%	27.8%	33.3%	33.3%	5.6%
		Social & Community Services	51	1.178	3.24		2.8	13.7%	11.8%	17.6%	51.0%	5.9%
6. Makana Municipality systems and procedures are usually very well thought out and effective.	1	ALL DATA	94	0.806	3.27		-	2.1%	11.7%	47.9%	34.0%	4.3%
		Corporate Services	7	0.690	3.14		-3.3	0.0%	14.3%	57.1%	28.6%	0.0%
		Finance	13	0.830	3.31		1.0	0.0%	7.7%	53.8%	38.5%	0.0%
		T & I Services	20	0.688	2.95		-8.0	0.0%	25.0%	55.0%	20.0%	0.0%
		Social & Community Services	50	0.872	3.34		1.8	4.0%	6.0%	44.0%	38.0%	6.0%
7. I have a checklist of processes for serving customers.	1	ALL DATA	86	1.327	3.15		-	19.3%	9.1%	22.7%	35.2%	13.6%
		Corporate Services	7	1.345	2.88		-7.3	14.3%	28.6%	28.6%	14.3%	14.3%
		Finance	13	1.405	2.85		-7.5	30.6%	0.0%	30.8%	30.8%	7.7%
		T & I Services	18	0.826	3.28		3.3	0.0%	18.7%	44.4%	33.3%	5.6%
		Social & Community Services	46	1.455	3.20		1.3	23.9%	6.5%	13.0%	39.1%	17.4%
8. I know how to handle difficult customers.	1	ALL DATA	88	1.259	3.48		-	15.9%	4.5%	9.1%	56.8%	13.6%
		Corporate Services	6	1.633	3.33		-3.6	16.7%	16.7%	16.7%	16.7%	33.3%
		Finance	13	1.261	3.31		-4.3	15.4%	7.7%	15.4%	53.8%	7.7%
		T & I Services	18	0.767	3.67		4.8	5.6%	0.0%	16.7%	77.8%	0.0%
		Social & Community Services	47	1.365	3.47		-0.3	19.1%	4.3%	4.3%	55.3%	17.0%
9. The physical set-up at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc).	1	ALL DATA	94	0.995	3.31		-	4.3%	19.1%	24.5%	45.7%	6.4%
		Corporate Services	7	0.978	3.43		3.0	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance	13	0.832	3.23		-2.0	0.0%	23.1%	30.8%	46.2%	0.0%
		T & I Services	18	0.958	3.28		-0.8	5.6%	16.7%	22.2%	55.6%	0.0%
		Social & Community Services	52	1.020	3.31		0.0	3.6%	21.2%	23.1%	44.2%	7.7%
10. The implementation of new policies and procedures are streamlining the way we work.	1	ALL DATA	93	1.076	3.41		-	6.5%	9.7%	36.6%	31.2%	16.1%
		Corporate Services	7	0.951	3.29		-3.0	0.0%	14.3%	57.1%	14.3%	14.3%
		Finance	13	0.855	3.89		7.0	0.0%	0.0%	53.8%	23.1%	23.1%
		T & I Services	18	0.725	3.06		-8.6	0.0%	22.2%	50.0%	27.8%	0.0%
		Social & Community Services	51	1.238	3.41		0.0	11.8%	7.8%	27.5%	33.3%	19.6%
11. New policies and procedures are communicated timeously.	1	ALL DATA	92	1.013	3.37		-	6.5%	10.9%	30.4%	43.5%	8.7%
		Corporate Services	7	0.690	3.14		-5.8	0.0%	14.3%	57.1%	28.6%	0.0%
		Finance	13	0.751	3.69		6.0	0.0%	7.7%	23.1%	61.5%	7.7%
		T & I Services	18	0.924	3.17		-5.0	0.0%	27.8%	33.3%	33.3%	5.6%
		Social & Community Services	50	1.133	3.32		-1.3	12.0%	6.0%	30.0%	42.0%	10.0%
12. Policies and procedures are applied consistently in our department.	1	ALL DATA	92	0.949	3.61		-	2.2%	10.9%	26.1%	45.7%	15.2%
		Corporate Services	7	0.690	3.14		-11.8	0.0%	14.3%	57.1%	28.6%	0.0%
		Finance	12	0.937	3.83		5.5	0.0%	6.3%	25.0%	41.7%	25.0%
		T & I Services	18	0.809	3.22		-9.8	0.0%	22.2%	33.3%	44.4%	0.0%
		Social & Community Services	51	1.008	3.71		2.5	3.9%	7.8%	21.6%	47.1%	19.6%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
13. The Makana Municipality applies the process approach to achieve the effective and efficient control of processes, resulting in performance improvement.	1	ALL DATA	93	1.111	3.37		-	10.8%	7.5%	25.8%	46.2%	9.7%
		Corporate Services	7	0.787	3.57		5.0	0.0%	0.0%	57.1%	28.6%	14.3%
		Finance	13	1.198	3.54		4.3	7.7%	15.4%	7.7%	53.8%	15.4%
		T & I Services	18	0.732	3.22		-3.8	0.0%	11.1%	61.1%	22.2%	5.6%
		Social & Community Services	51	1.250	3.27		-2.5	17.6%	5.9%	15.7%	52.9%	7.8%
14. Documents and records used to support effective and efficient operation of the processes of the Municipality are kept.	1	ALL DATA	95	1.088	3.67		-	9.5%	3.2%	13.7%	57.9%	15.8%
		Corporate Services	7	1.089	3.88		4.8	0.0%	14.3%	14.3%	42.9%	28.6%
		Finance	13	1.330	3.48		-5.3	15.4%	7.7%	7.7%	53.8%	15.4%
		T & I Services	20	0.911	3.75		2.0	5.0%	0.0%	25.0%	55.0%	15.0%
		Social & Community Services	51	1.131	3.63		-1.0	11.8%	2.0%	11.8%	60.8%	13.7%
MEASUREMENT AND MONITORING												
69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements.	1	ALL DATA	93	1.128	3.55		-	10.8%	5.4%	15.1%	55.9%	12.9%
		Corporate Services	7	1.069	2.88		-17.3	14.3%	14.3%	42.9%	28.6%	0.0%
		Finance	13	1.198	3.54		-0.3	7.7%	15.4%	7.7%	53.8%	15.4%
		T & I Services	20	0.759	3.45		-2.5	0.0%	10.0%	40.0%	45.0%	5.0%
		Social & Community Services	49	1.267	3.85		2.5	16.3%	0.0%	4.1%	61.2%	18.4%
70. Management ensures the collection of data from other interested parties for analyses and possible improvements.	1	ALL DATA	91	1.188	3.29		-	15.4%	5.5%	22.0%	49.5%	7.7%
		Corporate Services	7	1.069	2.88		-10.8	14.3%	14.3%	42.9%	28.6%	0.0%
		Finance	12	1.155	3.67		9.5	8.3%	8.3%	8.3%	58.3%	16.7%
		T & I Services	20	0.754	3.40		2.8	0.0%	10.0%	45.0%	40.0%	5.0%
		Social & Community Services	48	1.336	3.21		-2.0	22.9%	2.1%	14.6%	52.1%	8.3%
71. The Municipality uses self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation.	1	ALL DATA	89	1.160	3.38		-	13.5%	8.7%	18.0%	53.9%	7.9%
		Corporate Services	8	1.211	2.67		-17.3	16.7%	33.3%	16.7%	33.3%	0.0%
		Finance	12	0.689	3.58		5.5	0.0%	8.3%	25.0%	68.7%	0.0%
		T & I Services	19	1.048	3.26		-2.5	5.3%	15.8%	36.8%	31.6%	10.5%
		Social & Community Services	48	1.298	3.35		-0.3	20.8%	0.0%	10.4%	60.4%	8.3%
72. The Municipality controls process and service non-conformity.	1	ALL DATA	77	1.163	3.17		-	18.2%	2.6%	26.0%	50.6%	2.6%
		Corporate Services	6	1.602	2.83		-8.5	33.3%	0.0%	33.3%	16.7%	16.7%
		Finance	8	1.165	3.25		2.0	12.5%	12.5%	12.5%	62.5%	0.0%
		T & I Services	18	0.878	3.22		1.3	5.6%	5.6%	55.8%	27.8%	5.6%
		Social & Community Services	42	1.253	3.12		-1.3	23.8%	0.0%	16.7%	59.5%	0.0%
73. The Municipality analyses non-conformity for lessons learned, process and service improvement.	1	ALL DATA	78	1.222	2.96		-	23.1%	3.8%	29.5%	41.0%	2.8%
		Corporate Services	7	1.134	2.43		-13.3	28.6%	14.3%	42.9%	14.3%	0.0%
		Finance	9	1.225	3.33		9.3	11.1%	11.1%	22.2%	44.4%	11.1%
		T & I Services	18	0.858	3.17		5.3	5.6%	5.6%	61.1%	22.2%	5.6%
		Social & Community Services	41	1.377	2.83		-3.3	34.1%	0.0%	14.6%	51.2%	0.0%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score					Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0	20	40	60	80						
MNGT RESPONSIBILITY: PROCESSES																
15. Management demonstrates its leadership in improving processes in the Municipality.	1	ALL DATA	94	0.836	3.57						-	2.1%	7.4%	29.8%	52.1%	8.5%
		Corporate Services	7	0.976	3.57						0.0	0.0%	14.3%	28.6%	42.9%	14.3%
		Finance	13	0.725	3.77						5.0	0.0%	7.7%	15.4%	69.2%	7.7%
		T & I Services	19	0.831	3.37						-5.0	0.0%	15.8%	36.8%	42.1%	5.3%
		Social & Community Services	51	0.856	3.55						-0.5	3.9%	3.9%	33.3%	51.0%	7.8%
16. Management demonstrates its commitment in improving processes in the Municipality.	1	ALL DATA	93	0.849	3.60						-	2.2%	7.5%	28.0%	52.7%	9.7%
		Corporate Services	7	0.690	3.14						-11.5	0.0%	14.3%	57.1%	28.6%	0.0%
		Finance	13	0.967	3.54						-1.5	7.7%	7.7%	7.7%	78.9%	0.0%
		T & I Services	18	0.964	3.44						-4.0	0.0%	22.2%	22.2%	44.4%	11.1%
		Social & Community Services	51	0.787	3.69						2.3	2.0%	2.0%	33.3%	51.0%	11.8%
17. Management demonstrates its involvement in improving processes in the Municipality.	1	ALL DATA	95	0.823	3.52						-	2.1%	8.4%	31.6%	51.8%	8.3%
		Corporate Services	7	0.690	2.86						-16.5	0.0%	28.6%	57.1%	14.3%	0.0%
		Finance	13	0.967	3.54						0.5	7.7%	7.7%	7.7%	78.9%	0.0%
		T & I Services	19	0.872	3.26						-6.5	0.0%	21.1%	36.8%	36.8%	5.3%
		Social & Community Services	52	0.742	3.63						2.8	1.9%	1.9%	34.8%	53.8%	7.7%
45. Management ensures the management review activity evaluates information to improve the effectiveness and efficiency of the processes of the Municipality.	1	ALL DATA	90	1.097	3.38						-	10.0%	8.9%	23.3%	48.9%	8.9%
		Corporate Services	7	1.272	3.57						4.8	0.0%	28.6%	14.3%	28.6%	28.6%
		Finance	12	0.779	3.67						7.3	0.0%	16.7%	0.0%	83.3%	0.0%
		T & I Services	18	0.840	3.33						-1.3	0.0%	11.1%	55.8%	22.2%	11.1%
		Social & Community Services	49	1.229	3.22						-4.0	18.4%	4.1%	20.4%	51.0%	8.1%
NEEDS/EXPECT: INTERESTED PARTIES																
18. The Municipality identifies residents/ratepayers' needs on a continual basis.	1	ALL DATA	95	0.987	3.35						-	7.4%	7.4%	35.8%	42.1%	7.4%
		Corporate Services	7	0.976	3.43						2.0	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance	13	0.961	3.62						6.8	0.0%	15.4%	23.1%	46.2%	15.4%
		T & I Services	19	0.697	3.47						3.0	0.0%	5.3%	47.4%	42.1%	5.3%
		Social & Community Services	52	1.085	3.19						-4.0	13.5%	5.8%	32.7%	44.2%	3.8%
19. The Municipality identifies residents/ratepayers' expectations on a continual basis.	1	ALL DATA	95	0.942	3.28						-	7.4%	8.4%	35.8%	45.3%	3.2%
		Corporate Services	7	0.756	3.71						10.8	0.0%	0.0%	42.9%	42.9%	14.3%
		Finance	13	0.947	3.69						10.3	0.0%	15.4%	15.4%	53.8%	15.4%
		T & I Services	19	0.653	3.26						-0.5	0.0%	10.5%	52.6%	36.8%	0.0%
		Social & Community Services	52	1.026	3.08						-5.0	13.5%	7.7%	36.5%	42.3%	0.0%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
20. The Municipality identifies employees' need for recognition.	1	ALL DATA	88	1.042	3.17		-	5.7%	20.5%	34.1%	30.7%	9.1%
		Corporate Services	6	1.049	3.50		8.3	0.0%	16.7%	33.3%	33.3%	16.7%
		Finance	13	1.121	2.62		-13.8	23.1%	15.4%	38.5%	23.1%	0.0%
		T & I Services	17	1.004	3.59		10.5	0.0%	17.6%	23.5%	41.2%	17.6%
		Social & Community Services	48	0.977	3.06		-2.8	4.2%	25.0%	37.5%	27.1%	6.3%
21. The Municipality identifies employees' need for work satisfaction.	1	ALL DATA	84	0.797	3.34		-	1.1%	13.8%	38.3%	43.6%	3.2%
		Corporate Services	7	0.951	3.29		-1.3	0.0%	28.6%	14.3%	57.1%	0.0%
		Finance	13	0.788	3.38		1.0	0.0%	15.4%	30.8%	53.8%	0.0%
		T & I Services	19	0.809	3.11		-5.8	0.0%	21.1%	52.8%	21.1%	5.3%
		Social & Community Services	51	0.730	3.45		2.8	2.0%	5.9%	39.2%	51.0%	2.0%
22. The Municipality identifies employees' need for competence.	1	ALL DATA	93	0.842	3.52		-	1.1%	10.8%	32.3%	47.3%	8.6%
		Corporate Services	7	0.535	3.57		1.3	0.0%	0.0%	42.9%	57.1%	0.0%
		Finance	13	0.967	3.46		-1.5	0.0%	15.4%	38.5%	30.8%	15.4%
		T & I Services	19	0.905	3.47		-1.3	0.0%	10.5%	47.4%	26.3%	15.8%
		Social & Community Services	50	0.839	3.50		-0.5	2.0%	12.0%	24.0%	58.0%	4.0%
23. The Municipality identifies employees' need for personal development.	1	ALL DATA	93	0.877	3.43		-	2.2%	9.7%	40.9%	37.6%	9.7%
		Corporate Services	7	0.756	3.29		-3.5	0.0%	14.3%	42.9%	42.9%	0.0%
		Finance	13	0.801	3.85		10.5	0.0%	7.7%	15.4%	81.5%	15.4%
		T & I Services	18	0.809	3.22		-5.3	0.0%	16.7%	50.0%	27.8%	5.6%
		Social & Community Services	51	0.920	3.41		-0.5	3.9%	7.8%	41.2%	37.3%	9.8%
24. The Municipality considers the potential benefits of establishing partnerships with its suppliers.	1	ALL DATA	93	1.311	3.00		-	24.7%	5.4%	20.4%	44.1%	5.4%
		Corporate Services	7	0.978	3.43		10.8	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance	13	1.044	3.38		9.5	7.7%	7.7%	30.8%	46.2%	7.7%
		T & I Services	19	0.734	3.74		18.5	0.0%	5.3%	26.3%	57.9%	10.5%
		Social & Community Services	50	1.432	2.50		-12.5	44.0%	4.0%	12.0%	38.0%	2.0%
25. The Municipality identifies other interested parties' needs that can result in setting objectives.	1	ALL DATA	89	1.251	3.19		-	19.1%	8.7%	15.7%	52.8%	5.6%
		Corporate Services	7	0.787	3.43		6.0	0.0%	14.3%	28.6%	57.1%	0.0%
		Finance	13	0.788	3.82		10.8	0.0%	15.4%	7.7%	76.9%	0.0%
		T & I Services	18	0.786	3.50		7.8	0.0%	11.1%	33.3%	50.0%	5.6%
		Social & Community Services	48	1.473	2.85		-8.5	35.4%	2.1%	10.4%	45.8%	6.3%
26. The Municipality identifies other interested parties' expectations that can result in setting objectives.	1	ALL DATA	88	1.204	3.35		-	15.9%	5.7%	12.5%	59.1%	6.8%
		Corporate Services	7	1.113	2.71		-16.0	14.3%	28.6%	28.6%	28.6%	0.0%
		Finance	13	0.855	3.89		8.5	0.0%	15.4%	7.7%	69.2%	7.7%
		T & I Services	18	0.732	3.78		10.8	0.0%	5.6%	22.2%	61.1%	11.1%
		Social & Community Services	47	1.377	3.13		-5.5	27.7%	0.0%	8.5%	59.8%	4.3%
27. The Municipality ensures that statutory and regulatory requirements have been considered.	1	ALL DATA	93	1.281	3.40		-	18.1%	4.3%	17.2%	48.4%	14.0%
		Corporate Services	7	0.951	3.71		7.8	0.0%	14.3%	14.3%	57.1%	14.3%
		Finance	13	0.780	3.92		13.0	0.0%	7.7%	7.7%	69.2%	15.4%
		T & I Services	20	0.681	3.80		5.0	0.0%	5.0%	35.0%	55.0%	5.0%
		Social & Community Services	49	1.519	3.06		-8.5	30.6%	2.0%	14.3%	36.7%	16.3%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
PLANNING												
32. The Municipality's objectives (IDP) translate the quality policy into measurable goals.	1	ALL DATA	90	1.180	3.58		-	14.4%	0.0%	12.2%	80.0%	13.3%
		Corporate Services	7	1.272	3.43		-3.8	14.3%	0.0%	28.6%	42.9%	14.3%
		Finance	12	1.168	3.50		-2.0	16.7%	0.0%	0.0%	83.3%	0.0%
		T & I Services	18	0.895	3.72		3.5	5.8%	0.0%	22.2%	61.1%	11.1%
		Social & Community Services	49	1.309	3.51		-1.8	18.4%	0.0%	10.2%	55.1%	18.3%
33. The Municipality's objectives (IDP) deployed to each management level assure individual contribution to achievement.	1	ALL DATA	87	1.219	3.51		-	14.9%	2.3%	13.8%	55.2%	13.8%
		Corporate Services	7	1.345	3.14		-9.3	14.3%	14.3%	28.6%	28.6%	14.3%
		Finance	12	0.888	3.67		4.0	8.3%	0.0%	8.3%	83.3%	0.0%
		T & I Services	17	0.970	3.78		6.3	5.9%	0.0%	23.5%	52.9%	17.6%
		Social & Community Services	47	1.392	3.38		-3.3	21.3%	2.1%	10.6%	48.9%	17.0%
34. The Municipality ensures the availability of physical resources (equipment, office layout, reception areas, etc) to meet the IDP objectives.	1	ALL DATA	92	1.070	3.23		-	8.7%	13.0%	33.7%	35.9%	8.7%
		Corporate Services	7	1.345	3.14		-2.3	14.3%	14.3%	28.8%	28.6%	14.3%
		Finance	12	0.905	3.50		6.8	8.3%	0.0%	25.0%	66.7%	0.0%
		T & I Services	19	1.012	3.37		3.5	0.0%	21.1%	36.8%	26.3%	15.8%
		Social & Community Services	50	1.087	3.04		-4.8	12.0%	14.0%	38.0%	30.0%	6.0%
35. The Municipality ensures the availability of human resources to meet the IDP objectives.	1	ALL DATA	91	1.191	3.22		-	11.0%	17.6%	20.9%	39.6%	11.0%
		Corporate Services	7	1.380	3.29		1.8	14.3%	14.3%	14.3%	42.9%	14.3%
		Finance	12	1.055	3.75		13.3	8.3%	0.0%	16.7%	58.3%	18.7%
		T & I Services	19	1.012	3.37		3.8	0.0%	26.3%	21.1%	42.1%	10.5%
		Social & Community Services	49	1.232	2.94		-7.0	16.3%	20.4%	24.5%	30.6%	8.2%
36. The Municipality ensures the availability of financial resources to meet the IDP objectives.	1	ALL DATA	88	1.198	3.11		-	13.6%	13.6%	31.8%	29.5%	11.4%
		Corporate Services	6	1.414	3.00		-2.8	16.7%	16.7%	33.3%	16.7%	16.7%
		Finance	12	1.087	3.50		9.8	6.3%	0.0%	41.7%	33.3%	16.7%
		T & I Services	19	1.085	3.37		6.5	0.0%	26.3%	26.3%	31.6%	15.8%
		Social & Community Services	47	1.222	2.83		-7.0	21.3%	12.8%	34.0%	25.5%	6.4%
PROCESSES: INTERESTED PARTIES												
64. Management has defined customer-related processes to ensure consideration of residents' needs.	1	ALL DATA	87	1.188	3.28		-	14.9%	5.7%	25.3%	44.8%	9.2%
		Corporate Services	6	1.189	3.17		-2.6	16.7%	0.0%	33.3%	50.0%	0.0%
		Finance	10	0.738	3.90		15.5	0.0%	10.0%	0.0%	80.0%	10.0%
		T & I Services	20	0.781	3.50		5.5	0.0%	5.0%	50.0%	35.0%	10.0%
		Social & Community Services	47	1.391	3.02		-6.5	25.5%	6.4%	19.1%	38.3%	10.6%
65. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations.	1	ALL DATA	82	1.175	3.32		-	14.6%	4.9%	23.2%	48.8%	8.5%
		Corporate Services	8	1.673	3.00		-8.0	33.3%	0.0%	16.7%	33.3%	16.7%
		Finance	10	1.179	3.50		4.5	10.0%	10.0%	10.0%	60.0%	10.0%
		T & I Services	20	0.607	3.50		4.5	0.0%	0.0%	55.0%	40.0%	5.0%
		Social & Community Services	42	1.348	3.19		-3.3	21.4%	7.1%	11.9%	50.0%	9.5%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
66. Management promotes the importance of measurement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	89	0.838	3.60		-	5.6%	1.1%	25.8%	62.9%	4.5%
		Corporate Services	8	0.633	4.00		10.0	0.0%	0.0%	18.7%	66.7%	16.7%
		Finance	12	0.577	3.83		5.8	0.0%	8.3%	0.0%	91.7%	0.0%
		T & I Services	20	0.857	3.70		2.5	0.0%	0.0%	40.0%	50.0%	10.0%
		Social & Community Services	47	0.905	3.47		-3.3	8.5%	0.0%	29.8%	59.6%	2.1%
67. Management promotes the importance of analysis activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	90	0.827	3.63		-	4.4%	1.1%	28.9%	57.8%	7.8%
		Corporate Services	8	0.753	3.83		5.0	0.0%	0.0%	33.3%	50.0%	18.7%
		Finance	12	0.822	3.75		3.0	0.0%	8.3%	8.3%	83.3%	0.0%
		T & I Services	20	0.759	3.55		-2.0	0.0%	0.0%	60.0%	25.0%	15.0%
		Social & Community Services	48	0.942	3.58		-1.3	8.3%	0.0%	22.9%	62.5%	6.3%
68. Management promotes the importance of improvement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	89	0.927	3.58		-	5.6%	4.5%	24.7%	56.2%	9.0%
		Corporate Services	8	0.833	4.00		10.5	0.0%	0.0%	16.7%	66.7%	18.7%
		Finance	12	0.779	3.87		2.3	0.0%	16.7%	0.0%	83.3%	0.0%
		T & I Services	19	0.693	3.58		0.0	0.0%	0.0%	52.8%	36.8%	10.5%
		Social & Community Services	48	1.031	3.54		-1.0	8.3%	4.2%	22.9%	54.2%	10.4%
QUALITY POLICY												
28. The quality policy ensures that the needs of customers and other interested parties are understood.	1	ALL DATA	96	1.185	3.58		-	11.5%	5.2%	14.8%	51.0%	17.7%
		Corporate Services	7	0.976	3.57		-0.3	0.0%	14.3%	28.6%	42.9%	14.3%
		Finance	13	1.251	3.69		2.8	7.7%	15.4%	0.0%	53.8%	23.1%
		T & I Services	20	0.827	3.50		-2.0	5.0%	0.0%	40.0%	50.0%	5.0%
		Social & Community Services	52	1.350	3.54		-1.0	17.3%	3.8%	7.7%	50.0%	21.2%
29. The quality policy ensures that the expectations of customers and other interested parties are understood.	1	ALL DATA	91	1.178	3.56		-	12.1%	4.4%	14.3%	53.8%	15.4%
		Corporate Services	7	0.900	3.86		7.5	0.0%	14.3%	0.0%	71.4%	14.3%
		Finance	12	1.138	3.75		4.8	8.3%	8.3%	0.0%	66.7%	16.7%
		T & I Services	19	0.902	3.42		-3.5	5.3%	5.3%	36.8%	47.4%	5.3%
		Social & Community Services	50	1.344	3.50		-1.5	18.0%	2.0%	12.0%	48.0%	20.0%
30. The quality policy leads to visible and expected improvements.	1	ALL DATA	92	1.057	3.62		-	8.7%	4.3%	16.3%	57.6%	13.0%
		Corporate Services	7	0.951	3.71		2.3	0.0%	14.3%	14.3%	57.1%	14.3%
		Finance	13	1.166	3.23		-9.8	15.4%	7.7%	15.4%	61.5%	0.0%
		T & I Services	19	0.631	3.79		4.3	0.0%	0.0%	31.8%	57.9%	10.5%
		Social & Community Services	50	1.193	3.62		0.0	12.0%	4.0%	12.0%	54.0%	18.0%
31. The quality policy considers the Municipality's vision for the future.	1	ALL DATA	91	1.140	3.70		-	9.9%	4.4%	11.0%	54.9%	19.8%
		Corporate Services	7	1.155	4.00		7.5	0.0%	14.3%	14.3%	28.6%	42.9%
		Finance	12	1.084	3.42		-7.0	8.3%	16.7%	0.0%	75.0%	0.0%
		T & I Services	18	0.647	3.78		2.0	0.0%	0.0%	33.3%	55.6%	11.1%
		Social & Community Services	51	1.319	3.69		-0.3	15.7%	2.0%	5.9%	51.0%	25.5%

TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
RESOURCE MANAGEMENT												
46. Management plans for physical resources (equipment, office layout, reception areas, etc) to be available in a timely manner.	1	ALL DATA	93	0.880	3.49		-	1.1%	14.0%	28.0%	48.4%	8.6%
		Corporate Services	7	0.951	3.29		-5.0	0.0%	14.3%	57.1%	14.3%	14.3%
		Finance	12	0.754	3.75		6.5	0.0%	8.3%	16.7%	66.7%	8.3%
		T & I Services	20	0.933	3.35		-3.5	0.0%	20.0%	35.0%	35.0%	10.0%
		Social & Community Services	50	0.886	3.46		-0.8	2.0%	14.0%	28.0%	52.0%	6.0%
47. Management plans for human resources to be available in a timely manner.	1	ALL DATA	96	1.034	3.43		-	7.3%	9.4%	26.0%	47.9%	9.4%
		Corporate Services	7	0.766	3.71		7.0	0.0%	0.0%	42.9%	42.9%	14.3%
		Finance	13	1.032	3.31		-3.0	7.7%	38.5%	38.5%	7.7%	7.7%
		T & I Services	20	1.184	3.25		-4.5	5.0%	25.0%	25.0%	30.0%	15.0%
		Social & Community Services	52	1.038	3.42		-0.3	9.6%	5.8%	23.1%	55.8%	5.8%
48. Management plans for financial resources to be available in a timely manner.	1	ALL DATA	93	1.174	3.24		-	14.0%	10.8%	19.4%	49.5%	6.5%
		Corporate Services	7	0.690	3.88		15.5	0.0%	0.0%	28.6%	57.1%	14.3%
		Finance	12	0.996	3.42		4.5	8.3%	16.7%	68.7%	0.0%	0.0%
		T & I Services	20	1.040	3.15		-2.3	5.0%	25.0%	25.0%	40.0%	5.0%
		Social & Community Services	50	1.300	3.06		-4.5	22.0%	8.0%	18.0%	46.0%	6.0%
49. Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality.	1	ALL DATA	95	0.713	3.71		-	0.0%	4.2%	31.6%	53.7%	10.5%
		Corporate Services	7	0.976	3.57		-3.5	0.0%	14.3%	28.6%	42.9%	14.3%
		Finance	13	0.751	3.69		-0.5	0.0%	7.7%	23.1%	61.5%	7.7%
		T & I Services	19	0.769	3.42		-7.3	0.0%	10.5%	42.1%	42.1%	5.3%
		Social & Community Services	52	0.637	3.79		2.0	0.0%	0.0%	32.7%	55.8%	11.5%
50. Management ensures that the competence of people in the Municipality is adequate for current and future needs.	1	ALL DATA	94	0.935	3.46		-	3.2%	10.6%	34.0%	41.5%	10.6%
		Corporate Services	6	1.211	3.87		5.3	0.0%	16.7%	33.3%	16.7%	33.3%
		Finance	12	0.669	3.42		-1.0	0.0%	8.3%	41.7%	50.0%	0.0%
		T & I Services	20	0.988	3.35		-2.8	0.0%	20.0%	40.0%	25.0%	15.0%
		Social & Community Services	52	0.958	3.44		-0.5	5.8%	7.7%	30.8%	48.1%	7.7%
RESPONSIBILITY, AUTHORITY & COMM												
37. My immediate manager tells me how to perform good customer service.	1	ALL DATA	91	0.783	3.82		-	0.0%	6.6%	20.9%	56.0%	16.5%
		Corporate Services	6	1.211	3.33		-12.3	0.0%	33.3%	16.7%	33.3%	16.7%
		Finance	11	0.603	4.18		9.0	0.0%	0.0%	9.1%	63.6%	27.3%
		T & I Services	19	0.631	3.79		-0.8	0.0%	0.0%	31.6%	57.9%	10.5%
		Social & Community Services	51	0.801	3.80		-0.5	0.0%	7.8%	19.6%	56.8%	15.7%
38. My immediate manager monitors my performance regularly.	1	ALL DATA	95	0.808	3.83		-	3.2%	2.1%	16.8%	64.2%	13.7%
		Corporate Services	7	0.690	3.88		0.8	0.0%	0.0%	28.6%	57.1%	14.3%
		Finance	12	0.515	4.08		6.3	0.0%	0.0%	8.3%	75.0%	16.7%
		T & I Services	20	0.923	3.70		-3.3	5.0%	0.0%	30.0%	50.0%	15.0%
		Social & Community Services	52	0.641	3.81		-0.5	3.8%	3.8%	11.5%	69.2%	11.5%

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TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
39. My immediate manager tells me when I provide good customer service.	1	ALL DATA	94	0.877	3.48		-	3.2%	6.4%	39.4%	41.5%	9.6%
		Corporate Services	7	0.690	3.14		-8.5	0.0%	14.3%	57.1%	28.6%	0.0%
		Finance	11	0.924	3.64		4.0	0.0%	9.1%	36.4%	36.4%	18.2%
		T & I Services	20	1.031	3.30		-4.5	10.0%	0.0%	50.0%	30.0%	10.0%
		Social & Community Services	52	0.828	3.52		1.0	1.9%	7.7%	34.6%	48.1%	7.7%
40. My immediate manager tells me when I provide bad customer service.	1	ALL DATA	83	0.787	3.82		-	2.4%	1.2%	21.7%	61.4%	13.3%
		Corporate Services	6	1.033	3.67		-3.8	0.0%	18.7%	16.7%	50.0%	16.7%
		Finance	10	0.789	3.80		-0.5	0.0%	0.0%	40.0%	40.0%	20.0%
		T & I Services	18	0.840	3.67		-3.8	5.6%	0.0%	22.2%	68.7%	5.6%
		Social & Community Services	45	0.728	3.87		1.3	2.2%	0.0%	20.0%	64.4%	13.3%
41. Management ensures that responsibilities are established and communicated to people in the Municipality.	1	ALL DATA	94	0.804	3.69		-	2.1%	3.2%	29.8%	53.2%	11.7%
		Corporate Services	7	0.900	3.88		4.3	0.0%	0.0%	42.9%	28.6%	28.6%
		Finance	13	0.830	3.89		0.0	0.0%	7.7%	15.4%	78.9%	0.0%
		T & I Services	19	0.761	3.37		-8.0	0.0%	5.3%	63.2%	21.1%	10.5%
		Social & Community Services	51	0.845	3.75		1.5	3.9%	2.0%	21.6%	60.8%	11.8%
42. Management communicates quality service requirements, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	94	0.922	3.58		-	5.3%	5.3%	25.5%	55.3%	8.5%
		Corporate Services	7	0.756	3.71		3.8	0.0%	0.0%	42.9%	42.9%	14.3%
		Finance	12	0.793	3.58		0.5	0.0%	16.7%	8.3%	75.0%	0.0%
		T & I Services	19	0.884	3.37		-4.8	0.0%	5.3%	57.9%	31.6%	5.3%
		Social & Community Services	52	1.054	3.58		0.5	9.6%	3.8%	15.4%	61.5%	9.6%
43. Management communicates quality service objectives, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	96	0.989	3.59		-	6.3%	3.1%	28.1%	50.0%	12.5%
		Corporate Services	7	0.951	3.71		3.0	0.0%	0.0%	57.1%	14.3%	28.6%
		Finance	13	0.725	3.77		4.5	0.0%	7.7%	15.4%	69.2%	7.7%
		T & I Services	20	0.781	3.50		-2.3	0.0%	5.0%	50.0%	35.0%	10.0%
		Social & Community Services	52	1.111	3.52		-1.8	11.5%	1.9%	21.2%	53.8%	11.5%
44. Management communicates quality service accomplishments, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	95	1.037	3.42		-	7.4%	8.4%	29.5%	44.2%	10.5%
		Corporate Services	7	0.756	3.71		7.3	0.0%	0.0%	42.9%	42.9%	14.3%
		Finance	12	1.168	3.50		2.0	8.3%	8.3%	25.0%	41.7%	16.7%
		T & I Services	20	0.813	3.35		-1.8	0.0%	10.0%	55.0%	25.0%	10.0%
		Social & Community Services	52	1.153	3.35		-1.8	11.5%	9.6%	21.2%	48.1%	9.6%
56. Management ensures that appropriate information is easily available for fact-based decision-making.	1	ALL DATA	94	1.054	3.29		-	9.6%	8.5%	33.0%	41.5%	7.4%
		Corporate Services	6	0.963	3.83		13.5	0.0%	0.0%	50.0%	16.7%	33.3%
		Finance	13	0.830	3.69		10.0	0.0%	7.7%	15.4%	76.9%	0.0%
		T & I Services	20	1.105	3.20		-2.3	5.0%	20.0%	40.0%	20.0%	15.0%
		Social & Community Services	51	1.138	3.16		-3.3	15.7%	8.9%	29.4%	45.1%	3.9%
SERVICE REALIZATION												
82. Management applies the process approach to ensure the effective and efficient operation of support processes.	1	ALL DATA	88	1.217	3.38		-	16.3%	1.2%	24.4%	46.5%	11.6%
		Corporate Services	6	0.894	4.00		16.0	0.0%	0.0%	33.3%	33.3%	33.3%
		Finance	9	1.238	3.44		2.0	11.1%	11.1%	11.1%	55.6%	11.1%
		T & I Services	20	0.895	3.60		6.0	5.0%	0.0%	45.0%	30.0%	20.0%

4
TABLE 4.2: STATEMENTS PER DIMENSION - DIRECTORATES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
62. Management applies the process approach to ensure the effective and efficient operation of support processes. (Cont'd)	1	Social & Community Services	47	1.351	3.15		-5.3	25.5%	0.0%	14.9%	53.2%	6.4%
63. Management applies the process approach to ensure the effective and efficient operation of the associated process network.	1	ALL DATA	84	1.224	3.28		-	17.9%	1.2%	27.4%	44.0%	9.5%
		Corporate Services	8	0.817	3.67		10.3	0.0%	0.0%	50.0%	33.3%	16.7%
		Finance	7	0.951	3.71		11.3	0.0%	14.3%	14.3%	57.1%	14.3%
		T & I Services	20	0.948	3.50		6.0	5.0%	0.0%	50.0%	30.0%	15.0%
		Social & Community Services	47	1.408	3.02		-6.0	29.8%	0.0%	14.9%	48.9%	6.4%
SUPPLIERS AND PARTNERSHIPS												
57. Management involves suppliers in the identification of purchasing needs.	1	ALL DATA	84	1.444	2.81		-	34.5%	4.8%	11.0%	42.9%	6.0%
		Corporate Services	8	0.817	3.33		13.0	0.0%	16.7%	33.3%	50.0%	0.0%
		Finance	10	0.972	3.50		17.3	10.0%	0.0%	20.0%	70.0%	0.0%
		T & I Services	20	1.234	3.45		16.0	10.0%	15.0%	10.0%	50.0%	15.0%
		Social & Community Services	44	1.483	2.18		-15.8	59.1%	0.0%	9.1%	27.3%	4.5%
58. Management involves suppliers in the identification of joint strategy development.	1	ALL DATA	84	1.478	2.73		-	38.9%	4.6%	16.7%	32.1%	9.5%
		Corporate Services	6	1.211	2.33		-10.0	33.3%	16.7%	33.3%	16.7%	0.0%
		Finance	10	1.494	3.30		14.3	20.0%	10.0%	10.0%	40.0%	20.0%
		T & I Services	20	1.188	3.40		16.8	10.0%	10.0%	25.0%	40.0%	15.0%
		Social & Community Services	44	1.631	2.27		-11.5	56.8%	0.0%	9.1%	27.3%	6.8%
59. Management promotes partnership arrangements with suppliers.	1	ALL DATA	84	1.496	2.75		-	38.1%	3.6%	11.9%	38.1%	8.3%
		Corporate Services	6	1.169	2.83		2.0	18.7%	16.7%	33.3%	33.3%	0.0%
		Finance	10	1.228	3.20		11.3	20.0%	0.0%	20.0%	60.0%	0.0%
		T & I Services	20	1.148	3.45		17.5	10.0%	10.0%	15.0%	55.0%	10.0%
		Social & Community Services	44	1.559	2.18		-14.3	61.4%	0.0%	6.8%	22.7%	9.1%
Overall Averages	1	ALL DATA	81.1	1.028	3.43		-	9.2%	7.4%	25.1%	47.8%	10.6%
		Corporate Services	6.7	1.002	3.38		-1.4	5.2%	13.2%	33.1%	35.4%	13.0%
		Finance	12.0	0.922	3.58		3.3	5.1%	9.2%	17.9%	59.4%	8.3%
		T & I Services	19.2	0.864	3.46		0.7	1.8%	10.6%	38.1%	38.5%	10.9%
		Social & Community Services	49.3	1.083	3.36		-1.8	14.1%	5.3%	21.5%	48.9%	10.2%

JOB CATEGORIES

4
TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
CONTINUOUS SERVICE IMPROVEMENT												
74. The Municipality analyses data to assess its performance and identify areas for improvement.	1	ALL DATA	91	1.205	3.24		-	15.4%	8.8%	19.8%	48.4%	7.7%
		CS: Administration	7	1.134	2.57		-16.6	14.3%	42.9%	14.3%	28.6%	0.0%
		Finance: Revenue	10	0.817	4.00		19.0	0.0%	10.0%	0.0%	70.0%	20.0%
		T&IS: Electricity	9	0.667	3.22		-0.5	0.0%	11.1%	55.6%	33.3%	0.0%
		T&IS: Water and Sewerage	4	1.000	3.50		6.5	0.0%	0.0%	75.0%	0.0%	25.0%
		S&CS: Primary Health Care	9	0.333	4.11		21.8	0.0%	0.0%	0.0%	88.9%	11.1%
		S&CS: Environmental Health & Cl.	9	1.323	2.00		-31.0	55.6%	11.1%	11.1%	22.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.093	3.78		13.5	11.1%	0.0%	0.0%	77.8%	11.1%
		S&CS: Library Services	4	1.414	3.00		-6.0	25.0%	0.0%	25.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.000	4.00		19.0	0.0%	0.0%	0.0%	100.0%	0.0%
S&CS: Parks/Forestry/Recreation	11	1.300	2.09		-28.8	54.5%	0.0%	27.3%	18.2%	0.0%		
75. Makana Municipality has established written service procedures (if specified in the contract) to ensure our service meets the specified requirements.	1	ALL DATA	92	1.103	3.57		-	9.8%	4.3%	19.8%	52.2%	14.1%
		CS: Administration	7	1.512	2.57		-25.0	28.6%	28.6%	14.3%	14.3%	14.3%
		Finance: Revenue	11	0.302	4.09		13.0	0.0%	0.0%	0.0%	90.9%	9.1%
		T&IS: Electricity	9	0.667	3.22		-8.8	0.0%	11.1%	55.6%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-8.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.527	4.44		21.8	0.0%	0.0%	0.0%	55.6%	44.4%
		S&CS: Environmental Health & Cl.	10	1.418	2.30		-31.8	50.0%	0.0%	20.0%	30.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.801	3.89		8.0	0.0%	0.0%	22.2%	66.7%	11.1%
		S&CS: Library Services	2	1.414	4.00		10.8	0.0%	0.0%	50.0%	0.0%	50.0%
		S&CS: Traffic Control & Licensing	5	1.643	3.80		5.8	20.0%	0.0%	0.0%	40.0%	40.0%
S&CS: Parks/Forestry/Recreation	11	0.924	3.64		1.6	9.1%	0.0%	9.1%	81.8%	0.0%		
76. In Makana Municipality we are expected to speak up when we have an idea to improve customer service.	1	ALL DATA	94	0.805	3.78		-	1.1%	4.3%	26.6%	52.1%	16.0%
		CS: Administration	7	1.291	3.00		-19.5	14.3%	14.3%	42.9%	14.3%	14.3%
		Finance: Revenue	11	0.674	3.84		-3.5	0.0%	0.0%	45.5%	45.5%	9.1%
		T&IS: Electricity	9	0.928	3.11		-16.8	0.0%	33.3%	22.2%	44.4%	0.0%
		T&IS: Water and Sewerage	4	1.000	3.50		-7.0	0.0%	0.0%	75.0%	0.0%	25.0%
		S&CS: Primary Health Care	9	0.500	4.87		22.3	0.0%	0.0%	0.0%	33.3%	66.7%
		S&CS: Environmental Health & Cl.	10	0.518	3.40		-9.5	0.0%	0.0%	60.0%	40.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.687	3.78		0.0	0.0%	0.0%	33.3%	55.6%	11.1%
		S&CS: Library Services	4	0.000	4.00		5.5	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.548	4.40		15.5	0.0%	0.0%	0.0%	60.0%	40.0%
S&CS: Parks/Forestry/Recreation	11	0.467	3.73		-1.3	0.0%	0.0%	27.3%	72.7%	0.0%		

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						score 0 20 40 60 80 100						
77. In Makana Municipality we get the support needed to implement the improvements we suggest.	1	ALL DATA	92	0.788	3.42		-	1.1%	7.6%	46.7%	37.0%	7.6%
		CS: Administration	7	1.069	2.86		-14.0	14.3%	14.3%	42.9%	28.6%	0.0%
		Finance: Revenue	11	0.820	3.45		0.8	0.0%	9.1%	45.5%	36.4%	9.1%
		T&IS: Electricity	9	0.667	2.78		-18.0	0.0%	33.3%	55.6%	11.1%	0.0%
		T&IS: Water and Sewerage	4	1.000	3.50		2.0	0.0%	0.0%	75.0%	0.0%	25.0%
		S&CS: Primary Health Care	9	0.687	4.22		20.0	0.0%	0.0%	11.1%	55.6%	33.3%
		S&CS: Environmental Health & Cl.	10	0.000	3.00		-10.5	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.333	3.11		-7.8	0.0%	0.0%	86.9%	11.1%	0.0%
		S&CS: Library Services	4	0.577	3.50		2.0	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.894	3.40		-0.5	0.0%	20.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.505	3.64		5.5	0.0%	0.0%	36.4%	63.6%	0.0%
78. In Makana Municipality we get credit and recognition when we do something to make improvements.	1	ALL DATA	91	1.017	3.14		-	7.7%	13.2%	45.1%	25.3%	6.8%
		CS: Administration	7	1.272	3.43		7.3	0.0%	28.6%	28.6%	14.3%	28.6%
		Finance: Revenue	11	0.809	3.36		5.5	0.0%	9.1%	54.5%	27.3%	9.1%
		T&IS: Electricity	9	0.667	2.78		-9.0	0.0%	33.3%	55.6%	11.1%	0.0%
		T&IS: Water and Sewerage	4	1.291	3.50		9.0	0.0%	25.0%	25.0%	25.0%	25.0%
		S&CS: Primary Health Care	8	0.641	4.13		24.6	0.0%	0.0%	12.5%	62.5%	25.0%
		S&CS: Environmental Health & Cl.	10	1.054	2.00		-28.5	50.0%	0.0%	50.0%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.682	3.44		7.5	0.0%	11.1%	44.4%	33.3%	11.1%
		S&CS: Library Services	4	0.500	3.25		2.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.894	3.00		-3.5	0.0%	33.3%	33.3%	33.3%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.775	3.00		-3.5	9.1%	0.0%	72.7%	18.2%	0.0%
79. Skilled and motivated employees can make a difference to our customer service.	1	ALL DATA	94	0.754	4.28		-	1.1%	3.2%	2.1%	54.3%	39.4%
		CS: Administration	7	1.215	4.14		-3.5	0.0%	14.3%	14.3%	14.3%	57.1%
		Finance: Revenue	11	1.188	4.18		-2.5	9.1%	0.0%	0.0%	45.5%	45.5%
		T&IS: Electricity	9	0.868	4.00		-7.0	0.0%	11.1%	0.0%	66.7%	22.2%
		T&IS: Water and Sewerage	3	0.000	4.00		-7.0	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Primary Health Care	9	0.441	4.78		12.5	0.0%	0.0%	0.0%	22.2%	77.8%
		S&CS: Environmental Health & Cl.	10	0.000	4.00		-7.0	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.093	4.22		-1.5	0.0%	11.1%	11.1%	22.2%	55.6%
		S&CS: Library Services	4	0.577	4.50		5.5	0.0%	0.0%	0.0%	50.0%	50.0%
		S&CS: Traffic Control & Licensing	6	0.408	4.17		-2.8	0.0%	0.0%	0.0%	83.3%	16.7%
		S&CS: Parks/Forestry/Recreation	11	0.467	4.27		-0.3	0.0%	0.0%	0.0%	72.7%	27.3%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
80. Individual employee efforts are the greatest influence in providing good customer service.	1	ALL DATA	93	0.818	3.94		-	2.2%	4.3%	10.8%	63.4%	19.4%
		CS: Administration	7	1.113	3.71		-5.8	0.0%	14.3%	28.6%	28.6%	28.6%
		Finance: Revenue	11	0.982	3.82		-3.0	9.1%	0.0%	0.0%	81.8%	9.1%
		T&IS: Electricity	9	0.801	4.11		4.3	0.0%	0.0%	11.1%	66.7%	22.2%
		T&IS: Water and Sewerage	4	0.577	3.50		-11.0	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.33		9.6	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Environmental Health & Cl.	9	0.333	3.89		-1.3	0.0%	0.0%	11.1%	88.9%	0.0%
		S&CS: Fire Fighting & CS Service	8	1.089	3.50		-11.0	0.0%	25.0%	12.5%	50.0%	12.5%
		S&CS: Library Services	4	0.500	4.25		7.8	0.0%	0.0%	0.0%	75.0%	25.0%
		S&CS:Traffic Control & Licensing	6	0.753	3.83		-2.8	0.0%	0.0%	33.3%	50.0%	18.7%
		S&CS: Parks/Forestry/Recreation	11	1.079	3.82		-3.0	9.1%	0.0%	9.1%	63.6%	18.2%
		81. The total effectiveness of our work is strongly influenced by what we know and do.	1	ALL DATA	93	0.635	4.20		-	1.1%	1.1%	2.2%
CS: Administration	7			1.215	4.14		-1.5	0.0%	14.3%	14.3%	14.3%	57.1%
Finance: Revenue	10			1.197	4.10		-2.5	10.0%	0.0%	0.0%	50.0%	40.0%
T&IS: Electricity	9			0.441	4.22		0.5	0.0%	0.0%	0.0%	77.8%	22.2%
T&IS: Water and Sewerage	4			0.500	3.75		-11.3	0.0%	0.0%	25.0%	75.0%	0.0%
S&CS: Primary Health Care	9			0.527	4.44		8.0	0.0%	0.0%	0.0%	55.8%	44.4%
S&CS: Environmental Health & Cl.	9			0.000	4.00		-5.0	0.0%	0.0%	0.0%	100.0%	0.0%
S&CS: Fire Fighting & CS Service	9			0.441	4.22		0.5	0.0%	0.0%	0.0%	77.8%	22.2%
S&CS: Library Services	4			0.500	4.25		1.3	0.0%	0.0%	0.0%	75.0%	25.0%
S&CS:Traffic Control & Licensing	6			0.408	4.17		-0.8	0.0%	0.0%	0.0%	83.3%	16.7%
S&CS: Parks/Forestry/Recreation	11			0.405	4.18		-0.5	0.0%	0.0%	0.0%	81.8%	18.2%
82. In our Department we work as a team to promote good customer service.	1			ALL DATA	94	0.783	4.01		-	0.0%	4.3%	17.0%
		CS: Administration	7	1.113	3.71		-7.5	0.0%	14.3%	28.6%	28.6%	28.6%
		Finance: Revenue	11	0.447	4.00		-0.3	0.0%	0.0%	9.1%	81.8%	9.1%
		T&IS: Electricity	9	0.727	3.58		-11.3	0.0%	0.0%	11.1%	22.2%	66.7%
		T&IS: Water and Sewerage	4	1.000	3.50		-12.8	0.0%	0.0%	75.0%	0.0%	25.0%
		S&CS: Primary Health Care	9	0.727	4.56		13.8	0.0%	0.0%	11.1%	22.2%	66.7%
		S&CS: Environmental Health & Cl.	10	0.000	4.00		-0.3	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.118	4.00		-0.3	0.0%	11.1%	22.2%	22.2%	44.4%
		S&CS: Library Services	4	0.500	4.25		6.0	0.0%	0.0%	0.0%	75.0%	25.0%
		S&CS:Traffic Control & Licensing	6	1.033	3.87		-8.5	0.0%	16.7%	18.7%	50.0%	16.7%
		S&CS: Parks/Forestry/Recreation	11	0.751	4.18		4.3	0.0%	0.0%	18.2%	45.5%	36.4%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
83. Management uses corrective action for evaluating and eliminating recorded problems affecting its performance.	1	ALL DATA	94	0.889	3.65		-	4.3%	2.1%	30.9%	50.0%	12.8%
		CS: Administration	7	1.254	3.29		-9.0	14.3%	0.0%	42.9%	28.6%	14.3%
		Finance: Revenue	10	0.699	3.40		-6.3	0.0%	10.0%	40.0%	50.0%	0.0%
		T&IS: Electricity	9	0.667	3.22		-10.8	0.0%	11.1%	55.6%	33.3%	0.0%
		T&IS: Water and Sewerage	4	1.000	3.50		-3.8	0.0%	0.0%	75.0%	0.0%	25.0%
		S&CS: Primary Health Care	9	0.667	4.22		14.3	0.0%	0.0%	11.1%	55.6%	33.3%
		S&CS: Environmental Health & Cl.	10	0.422	3.80		3.8	0.0%	0.0%	20.0%	80.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.601	4.11		11.5	0.0%	0.0%	11.1%	66.7%	22.2%
		S&CS: Library Services	4	0.577	3.50		-3.8	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.225	3.50		-3.8	16.7%	0.0%	0.0%	83.3%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.128	3.55		-2.5	9.1%	0.0%	36.4%	36.4%	18.2%
84. Management uses preventive action for error/mistake prevention.	1	ALL DATA	91	0.839	3.69		-	2.2%	6.6%	22.0%	58.2%	11.0%
		CS: Administration	7	1.414	3.00		-17.3	14.3%	28.6%	14.3%	28.6%	14.3%
		Finance: Revenue	9	0.782	3.89		5.0	0.0%	11.1%	0.0%	77.8%	11.1%
		T&IS: Electricity	9	0.727	3.44		-6.3	0.0%	11.1%	33.3%	55.6%	0.0%
		T&IS: Water and Sewerage	4	0.500	2.75		-23.5	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	8	0.835	3.88		4.8	0.0%	0.0%	37.5%	37.5%	25.0%
		S&CS: Environmental Health & Cl.	10	0.422	3.80		2.8	0.0%	0.0%	20.0%	80.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.601	4.11		10.5	0.0%	0.0%	11.1%	66.7%	22.2%
		S&CS: Library Services	4	0.957	3.75		1.5	0.0%	0.0%	50.0%	25.0%	25.0%
		S&CS: Traffic Control & Licensing	5	0.000	4.00		7.8	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.874	3.64		-1.3	0.0%	9.1%	18.2%	72.7%	0.0%
85. Management ensures the use of systematic improvement methods and tools to improve the Municipality's performance.	1	ALL DATA	89	0.815	3.71		-	1.1%	6.7%	24.7%	55.1%	12.4%
		CS: Administration	7	1.345	2.86		-21.3	14.3%	28.6%	28.6%	14.3%	14.3%
		Finance: Revenue	8	0.835	3.88		4.3	0.0%	12.5%	0.0%	75.0%	12.5%
		T&IS: Electricity	9	0.707	3.00		-17.8	0.0%	22.2%	55.8%	22.2%	0.0%
		T&IS: Water and Sewerage	4	1.000	3.50		-5.3	0.0%	0.0%	75.0%	0.0%	25.0%
		S&CS: Primary Health Care	8	0.518	4.38		18.8	0.0%	0.0%	0.0%	62.5%	37.5%
		S&CS: Environmental Health & Cl.	10	0.422	3.80		2.3	0.0%	0.0%	20.0%	80.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.333	3.89		4.5	0.0%	0.0%	11.1%	88.9%	0.0%
		S&CS: Library Services	4	1.000	3.50		-5.3	0.0%	0.0%	75.0%	0.0%	25.0%
		S&CS: Traffic Control & Licensing	5	0.447	3.80		2.3	0.0%	0.0%	20.0%	80.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.809	3.84		-1.8	0.0%	9.1%	27.3%	54.5%	9.1%

4
TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

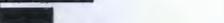
Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score					Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0	20	40	60	80						
FINANCIAL RESOURCES																
60. Management plan, provide, control and monitor the financial resources necessary to maintain an effective and efficient quality management system and to ensure the achievement of the objectives of the Municipality.	1	ALL DATA	92	1.263	3.17						-	17.4%	12.0%	14.1%	48.9%	7.6%
		CS: Administration	8	1.033	3.87						12.5	0.0%	16.7%	16.7%	50.0%	16.7%
		Finance: Revenue	11	0.820	3.55						9.5	0.0%	18.2%	9.1%	72.7%	0.0%
		T&IS: Electricity	9	0.782	3.11						-1.5	0.0%	22.2%	44.4%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25						2.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.354	4.13						24.0	0.0%	0.0%	0.0%	87.5%	12.5%
		S&CS: Environmental Health & Cl.	11	1.191	1.73						-36.0	63.6%	18.2%	0.0%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.707	3.67						12.5	0.0%	11.1%	11.1%	77.8%	0.0%
		S&CS: Library Services	4	1.000	3.50						8.3	0.0%	25.0%	0.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	2.60						-14.3	40.0%	0.0%	20.0%	40.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.300	1.91						-31.5	63.6%	0.0%	18.2%	18.2%	0.0%
61. Management ensures awareness of people in the Municipality about the link between service quality and costs.	1	ALL DATA	92	1.170	3.18						-	15.2%	8.7%	27.2%	42.4%	6.5%
		CS: Administration	5	1.095	3.20						1.0	0.0%	20.0%	60.0%	0.0%	20.0%
		Finance: Revenue	10	0.850	3.50						8.5	0.0%	10.0%	40.0%	40.0%	10.0%
		T&IS: Electricity	9	0.527	3.56						10.0	0.0%	0.0%	44.4%	55.6%	0.0%
		T&IS: Water and Sewerage	4	0.500	2.75						-10.3	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.601	4.11						23.8	0.0%	0.0%	11.1%	66.7%	22.2%
		S&CS: Environmental Health & Cl.	11	1.128	2.45						-17.8	27.3%	18.2%	36.4%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.441	3.78						15.5	0.0%	0.0%	22.2%	77.8%	0.0%
		S&CS: Library Services	4	0.957	3.25						2.3	0.0%	25.0%	25.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.643	2.80						-9.0	40.0%	0.0%	0.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.036	1.45						-42.8	81.8%	0.0%	9.1%	9.1%	0.0%
INFRASTRUCTURE/WORK ENVIRONMENT																
51. Management ensures that the infrastructure is appropriate for the achievement of the objectives of the Municipality.	1	ALL DATA	94	0.983	3.18						-	8.4%	16.0%	36.2%	36.2%	5.3%
		CS: Administration	7	0.976	3.43						6.3	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance: Revenue	11	0.820	3.45						6.8	0.0%	18.2%	18.2%	63.6%	0.0%
		T&IS: Electricity	9	1.000	3.33						3.8	0.0%	22.2%	33.3%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25						1.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.00						20.5	0.0%	0.0%	11.1%	77.8%	11.1%
		S&CS: Environmental Health & Cl.	11	0.688	2.55						-15.8	0.0%	54.5%	36.4%	9.1%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.167	3.11						-1.8	11.1%	11.1%	44.4%	22.2%	11.1%
		S&CS: Library Services	4	1.000	2.50						-17.0	25.0%	0.0%	75.0%	0.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.225	3.00						-4.5	20.0%	0.0%	40.0%	40.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.820	2.45						-18.3	18.2%	18.2%	63.6%	0.0%	0.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
52. Management considers environmental issues associated with the infrastructure.	1	ALL DATA	83	1.143	3.24		-	14.5%	6.0%	26.5%	47.0%	6.0%
		CS: Administration	7	0.976	3.43		4.8	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance: Revenue	8	0.758	3.50		6.5	0.0%	12.5%	25.0%	62.5%	0.0%
		T&IS: Electricity	9	0.882	3.58		8.0	0.0%	11.1%	33.3%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25		0.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.463	3.75		12.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Environmental Health & Cl.	10	1.155	2.00		-31.0	50.0%	10.0%	30.0%	10.0%	0.0%
		S&CS: Fire Fighting & CS Service	8	0.753	4.17		23.3	0.0%	0.0%	16.7%	50.0%	33.3%
		S&CS: Library Services	3	1.528	2.67		-14.3	33.3%	0.0%	33.3%	33.3%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	3.60		9.0	20.0%	0.0%	0.0%	60.0%	20.0%
		S&CS: Parks/Forestry/Recreation	10	1.414	3.00		-8.0	30.0%	0.0%	10.0%	60.0%	0.0%
53. Management ensures that the work environment promotes the motivation of people in the Municipality.	1	ALL DATA	91	0.817	3.33		-	0.0%	16.5%	39.6%	38.5%	5.5%
		CS: Administration	6	1.049	3.50		4.3	0.0%	16.7%	33.3%	33.3%	16.7%
		Finance: Revenue	10	0.843	3.40		1.8	0.0%	20.0%	20.0%	80.0%	0.0%
		T&IS: Electricity	9	1.083	3.22		-2.8	0.0%	33.3%	22.2%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.500	2.75		-14.5	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	8	0.535	4.00		16.8	0.0%	0.0%	12.5%	75.0%	12.5%
		S&CS: Environmental Health & Cl.	11	0.302	2.91		-10.5	0.0%	9.1%	90.9%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.972	3.22		-2.8	0.0%	22.2%	44.4%	22.2%	11.1%
		S&CS: Library Services	4	0.500	3.75		10.5	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.837	3.50		4.3	0.0%	16.7%	16.7%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.894	3.00		-8.3	0.0%	36.4%	27.3%	36.4%	0.0%
54. Management ensures that the work environment promotes the satisfaction of people in the Municipality.	1	ALL DATA	92	0.855	3.34		-	1.1%	15.2%	39.1%	38.0%	6.5%
		CS: Administration	6	1.049	3.50		4.0	0.0%	16.7%	33.3%	33.3%	16.7%
		Finance: Revenue	10	0.843	3.40		1.5	0.0%	20.0%	20.0%	60.0%	0.0%
		T&IS: Electricity	9	1.000	3.33		-0.3	0.0%	22.2%	33.3%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.500	2.75		-14.8	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	6	0.354	4.13		19.8	0.0%	0.0%	0.0%	87.5%	12.5%
		S&CS: Environmental Health & Cl.	10	0.316	2.90		-11.0	0.0%	10.0%	90.0%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.972	3.22		-3.0	0.0%	22.2%	44.4%	22.2%	11.1%
		S&CS: Library Services	4	0.500	3.25		-2.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	8	0.837	3.50		4.0	0.0%	16.7%	16.7%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.894	3.00		-8.5	0.0%	36.4%	27.3%	36.4%	0.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score					Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0	20	40	60	80						
55. Management ensures that the work environment promotes the performance of people in the Municipality.	1	ALL DATA	93	0.857	3.30						-	1.1%	15.1%	44.1%	32.3%	7.5%
		CS: Administration	7	0.978	3.57						8.8	0.0%	14.3%	28.6%	42.9%	14.3%
		Finance: Revenue	10	0.738	3.10						-5.0	0.0%	20.0%	50.0%	30.0%	0.0%
		T&IS: Electricity	9	1.000	3.33						0.8	0.0%	22.2%	33.3%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.500	2.75						-13.8	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	8	0.535	4.00						17.5	0.0%	0.0%	12.5%	75.0%	12.5%
		S&CS: Environmental Health & Cl.	11	0.302	2.91						-9.8	0.0%	9.1%	90.9%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.054	3.11						-4.8	0.0%	33.3%	33.3%	22.2%	11.1%
		S&CS: Library Services	4	0.500	3.25						-1.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.837	3.50						5.0	0.0%	16.7%	16.7%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.831	3.09						-5.3	0.0%	27.3%	36.4%	36.4%	0.0%
MANAGING SYSTEMS AND PROCESSES																
4. We have easy access to the information we need to do our jobs well.	1	ALL DATA	96	0.835	3.64						-	2.1%	6.3%	28.1%	53.1%	10.4%
		CS: Administration	7	0.900	3.86						5.5	0.0%	14.3%	0.0%	71.4%	14.3%
		Finance: Revenue	11	0.874	3.38						-7.0	0.0%	9.1%	45.5%	45.5%	0.0%
		T&IS: Electricity	9	1.118	3.33						-7.8	0.0%	33.3%	11.1%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25						-9.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.441	4.22						14.5	0.0%	0.0%	0.0%	77.8%	22.2%
		S&CS: Environmental Health & Cl.	11	0.405	3.18						-11.5	0.0%	0.0%	81.8%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.782	4.11						11.8	0.0%	0.0%	22.2%	44.4%	33.3%
		S&CS: Library Services	4	0.500	3.75						2.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.837	3.50						-3.5	0.0%	16.7%	16.7%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.389	3.45						-4.8	18.2%	0.0%	18.2%	45.5%	18.2%
5. We are able to change systems and procedures when they are ineffective.	1	ALL DATA	93	1.172	3.13						-	12.9%	17.2%	20.4%	43.0%	8.5%
		CS: Administration	7	1.397	3.43						7.5	14.3%	0.0%	42.9%	14.3%	28.6%
		Finance: Revenue	11	1.348	2.73						-10.0	27.3%	18.2%	9.1%	45.5%	0.0%
		T&IS: Electricity	9	1.187	3.11						-0.5	0.0%	44.4%	11.1%	33.3%	11.1%
		T&IS: Water and Sewerage	4	1.000	2.50						-15.8	25.0%	0.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.00						21.8	0.0%	0.0%	11.1%	77.8%	11.1%
		S&CS: Environmental Health & Cl.	11	1.300	2.09						-26.0	54.5%	0.0%	27.3%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.225	3.33						5.0	0.0%	33.3%	22.2%	22.2%	22.2%
		S&CS: Library Services	3	1.155	3.33						5.0	0.0%	33.3%	0.0%	66.7%	0.0%
		S&CS: Traffic Control & Licensing	6	1.211	3.33						5.0	18.7%	0.0%	16.7%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.820	3.45						6.0	0.0%	18.2%	18.2%	83.8%	0.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
6. Makana Municipality systems and procedures are usually very well thought out and effective.	1	ALL DATA	94	0.806	3.27		-	2.1%	11.7%	47.9%	34.0%	4.3%
		CS: Administration	7	0.976	3.43		4.0	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance: Revenue	11	0.674	3.36		2.3	0.0%	9.1%	45.5%	45.5%	0.0%
		T&IS: Electricity	9	0.667	2.78		-12.3	0.0%	33.3%	55.6%	11.1%	0.0%
		T&IS: Water and Sewerage	4	0.000	3.00		-8.8	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.667	3.78		12.8	0.0%	0.0%	33.3%	55.6%	11.1%
		S&CS: Environmental Health & Cl.	11	0.874	3.18		-2.3	9.1%	0.0%	54.5%	36.4%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.093	3.22		-1.3	0.0%	33.3%	22.2%	33.3%	11.1%
		S&CS: Library Services	4	0.577	3.50		5.8	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	8	0.548	3.50		5.8	0.0%	0.0%	50.0%	50.0%	0.0%
S&CS: Parks/Forestry/Recreation	10	1.054	3.00		-8.8	10.0%	10.0%	60.0%	10.0%	10.0%		
7. I have a checklist of processes for serving customers.	1	ALL DATA	88	1.327	3.15		-	19.3%	9.1%	22.7%	35.2%	13.6%
		CS: Administration	7	1.496	3.29		3.5	14.3%	14.3%	28.6%	14.3%	28.6%
		Finance: Revenue	11	1.375	2.91		-6.0	27.3%	0.0%	36.4%	27.3%	9.1%
		T&IS: Electricity	9	0.866	3.00		-3.8	0.0%	33.3%	33.3%	33.3%	0.0%
		T&IS: Water and Sewerage	4	1.000	2.50		-16.3	25.0%	0.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.707	4.33		29.5	0.0%	0.0%	11.1%	44.4%	44.4%
		S&CS: Environmental Health & Cl.	11	1.489	2.27		-22.0	54.5%	0.0%	9.1%	36.4%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.225	3.67		13.0	11.1%	0.0%	22.2%	44.4%	22.2%
		S&CS: Library Services	1	0.000	2.00		-28.8	0.0%	100.0%	0.0%	0.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	3.60		11.3	20.0%	0.0%	0.0%	60.0%	20.0%
S&CS: Parks/Forestry/Recreation	9	1.424	2.44		-17.8	33.3%	22.2%	22.2%	11.1%	11.1%		
8. I know how to handle difficult customers.	1	ALL DATA	88	1.259	3.48		-	15.9%	4.5%	9.1%	56.8%	13.6%
		CS: Administration	6	1.751	3.67		4.8	16.7%	16.7%	0.0%	16.7%	50.0%
		Finance: Revenue	11	1.027	3.64		4.0	9.1%	0.0%	18.2%	63.6%	9.1%
		T&IS: Electricity	9	0.441	3.78		7.5	0.0%	0.0%	22.2%	77.8%	0.0%
		T&IS: Water and Sewerage	3	1.528	2.67		-20.3	33.3%	0.0%	33.3%	33.3%	0.0%
		S&CS: Primary Health Care	8	0.641	4.13		16.3	0.0%	0.0%	12.5%	62.5%	25.0%
		S&CS: Environmental Health & Cl.	11	1.567	2.36		-28.0	54.5%	0.0%	0.0%	45.5%	0.0%
		S&CS: Fire Fighting & CS Service	8	1.309	4.00		13.0	12.5%	0.0%	0.0%	50.0%	37.5%
		S&CS: Library Services	3	0.577	4.33		21.3	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Traffic Control & Licensing	6	0.408	4.17		17.3	0.0%	0.0%	0.0%	83.3%	16.7%
S&CS: Parks/Forestry/Recreation	11	1.375	3.09		-9.8	18.2%	18.2%	9.1%	45.5%	9.1%		

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
9. The physical set-up at work allows us to do our best (parking, air conditioning, signs, public address system, office space, customer reception areas, etc).	1	ALL DATA	94	0.995	3.31		-	4.3%	19.1%	24.5%	45.7%	6.4%
		CS: Administration	7	1.113	3.71		10.0	0.0%	14.3%	28.6%	28.6%	28.6%
		Finance: Revenue	11	0.809	3.36		1.3	0.0%	18.2%	27.3%	54.5%	0.0%
		T&IS: Electricity	8	0.888	3.25		-1.5	0.0%	25.0%	25.0%	50.0%	0.0%
		T&IS: Water and Sewerage	4	1.414	3.00		-7.8	25.0%	0.0%	25.0%	50.0%	0.0%
		S&CS: Primary Health Care	9	0.667	3.78		11.8	0.0%	0.0%	33.3%	55.6%	11.1%
		S&CS: Environmental Health & Cl.	11	0.688	3.45		3.5	0.0%	9.1%	36.4%	54.5%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.323	3.00		-7.8	11.1%	33.3%	11.1%	33.3%	11.1%
		S&CS: Library Services	4	1.258	3.25		-1.5	0.0%	25.0%	50.0%	0.0%	25.0%
		S&CS: Traffic Control & Licensing	6	1.225	3.50		4.8	0.0%	33.3%	0.0%	50.0%	16.7%
S&CS: Parks/Forestry/Recreation	11	1.095	3.00		-7.8	9.1%	27.3%	18.2%	45.5%	0.0%		
10. The implementation of new policies and procedures are streamlining the way we work.	1	ALL DATA	93	1.076	3.41		-	6.5%	9.7%	36.6%	31.2%	16.1%
		CS: Administration	7	1.134	3.57		4.0	0.0%	14.3%	42.9%	14.3%	28.6%
		Finance: Revenue	11	0.905	3.73		8.0	0.0%	0.0%	54.5%	18.2%	27.3%
		T&IS: Electricity	9	0.667	2.78		-15.8	0.0%	33.3%	55.6%	11.1%	0.0%
		T&IS: Water and Sewerage	3	0.577	3.67		8.5	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Primary Health Care	8	0.744	4.63		30.5	0.0%	0.0%	12.5%	12.5%	75.0%
		S&CS: Environmental Health & Cl.	11	1.362	2.36		-26.3	45.5%	0.0%	27.3%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.236	3.56		3.8	11.1%	0.0%	33.3%	33.3%	22.2%
		S&CS: Library Services	4	0.600	3.25		-4.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.753	3.83		10.5	0.0%	0.0%	33.3%	50.0%	16.7%
S&CS: Parks/Forestry/Recreation	11	0.944	3.09		-8.0	0.0%	36.4%	18.2%	45.5%	0.0%		
11. New policies and procedures are communicated timeously.	1	ALL DATA	92	1.013	3.37		-	6.5%	10.9%	30.4%	43.5%	8.7%
		CS: Administration	7	0.951	3.29		-2.0	0.0%	14.3%	57.1%	14.3%	14.3%
		Finance: Revenue	11	0.786	3.73		9.0	0.0%	9.1%	18.2%	63.6%	9.1%
		T&IS: Electricity	9	0.707	2.67		-17.5	0.0%	44.4%	44.4%	11.1%	0.0%
		T&IS: Water and Sewerage	4	0.600	3.75		9.5	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.762	4.11		18.5	0.0%	0.0%	22.2%	44.4%	33.3%
		S&CS: Environmental Health & Cl.	11	1.251	2.18		-29.8	45.5%	9.1%	27.3%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.707	4.00		16.8	0.0%	0.0%	22.2%	55.6%	22.2%
		S&CS: Library Services	4	0.577	3.50		3.3	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.548	3.40		0.8	0.0%	0.0%	60.0%	40.0%	0.0%
S&CS: Parks/Forestry/Recreation	10	1.101	3.10		-8.8	10.0%	20.0%	20.0%	50.0%	0.0%		

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
12. Policies and procedures are applied consistently in our department.	1	ALL DATA	92	0.949	3.61		-	2.2%	10.9%	26.1%	45.7%	15.2%
		CS: Administration	7	0.976	3.43		-4.5	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance: Revenue	10	0.894	3.90		7.3	0.0%	10.0%	20.0%	40.0%	30.0%
		T&IS: Electricity	9	0.928	2.89		-18.0	0.0%	44.4%	22.2%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-9.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.727	4.44		20.8	0.0%	0.0%	11.1%	33.3%	55.6%
		S&CS: Environmental Health & Cl.	11	0.820	3.45		-4.0	0.0%	18.2%	18.2%	63.6%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.225	3.87		1.5	0.0%	22.2%	22.2%	22.2%	33.3%
		S&CS: Library Services	4	0.500	3.75		3.5	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.378	3.50		-2.8	16.7%	0.0%	18.7%	50.0%	16.7%
		S&CS: Parks/Forestry/Recreation	10	1.075	3.40		-5.3	10.0%	0.0%	40.0%	40.0%	10.0%
13. The Makana Municipality applies the process approach to achieve the effective and efficient control of processes, resulting in performance improvement.	1	ALL DATA	93	1.111	3.37		-	10.8%	7.5%	25.8%	46.2%	9.7%
		CS: Administration	7	0.951	3.71		8.5	0.0%	0.0%	57.1%	14.3%	28.6%
		Finance: Revenue	11	1.009	3.73		9.0	0.0%	18.2%	9.1%	54.5%	18.2%
		T&IS: Electricity	9	0.707	3.00		-9.3	0.0%	22.2%	55.6%	22.2%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-3.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.601	4.11		18.5	0.0%	0.0%	11.1%	66.7%	22.2%
		S&CS: Environmental Health & Cl.	11	1.489	2.27		-27.5	54.5%	0.0%	9.1%	36.4%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.323	3.33		-1.0	11.1%	22.2%	0.0%	55.6%	11.1%
		S&CS: Library Services	4	0.817	4.00		15.8	0.0%	0.0%	25.0%	50.0%	25.0%
		S&CS: Traffic Control & Licensing	5	1.304	3.20		-4.3	20.0%	0.0%	20.0%	80.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.982	3.18		-4.8	9.1%	9.1%	36.4%	45.5%	0.0%
14. Documents and records used to support effective and efficient operation of the processes of the Municipality are kept.	1	ALL DATA	95	1.086	3.87		-	9.5%	3.2%	13.7%	57.9%	15.8%
		CS: Administration	7	1.155	4.00		8.3	0.0%	14.3%	14.3%	28.8%	42.9%
		Finance: Revenue	11	1.208	3.64		-0.8	9.1%	9.1%	9.1%	54.5%	18.2%
		T&IS: Electricity	9	0.601	3.89		5.5	0.0%	0.0%	22.2%	66.7%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.75		2.0	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.33		18.5	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Environmental Health & Cl.	11	1.440	2.45		-30.5	45.5%	0.0%	18.2%	36.4%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.601	4.11		11.0	0.0%	0.0%	11.1%	66.7%	22.2%
		S&CS: Library Services	4	0.817	4.00		8.3	0.0%	0.0%	25.0%	50.0%	25.0%
		S&CS: Traffic Control & Licensing	5	0.447	3.80		3.3	0.0%	0.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.128	3.55		-3.0	9.1%	9.1%	9.1%	63.6%	9.1%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
MEASUREMENT AND MONITORING												
69. Management ensures collection of customer-related data for analysis in order to obtain information for improvements.	1	ALL DATA	93	1.128	3.55		-	10.6%	5.4%	15.1%	55.9%	12.9%
		CS: Administration	7	1.089	2.86		-17.3	14.3%	14.3%	42.9%	28.6%	0.0%
		Finance: Revenue	11	1.009	3.73		4.5	0.0%	18.2%	9.1%	54.5%	18.2%
		T&IS: Electricity	9	0.833	3.22		-8.3	0.0%	22.2%	33.3%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-7.5	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.518	4.38		20.6	0.0%	0.0%	0.0%	82.5%	37.5%
		S&CS: Environmental Health & Cl.	10	1.581	2.50		-28.3	50.0%	0.0%	0.0%	50.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.093	3.78		5.8	11.1%	0.0%	0.0%	77.8%	11.1%
		S&CS: Library Services	4	0.000	4.00		11.3	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.342	3.40		-3.8	20.0%	0.0%	0.0%	80.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.221	3.91		9.0	9.1%	0.0%	18.2%	36.4%	36.4%
70. Management ensures the collection of data from other interested parties for analyses and possible improvements.	1	ALL DATA	91	1.186	3.29		-	15.4%	5.5%	22.0%	49.5%	7.7%
		CS: Administration	7	1.134	2.43		-21.5	28.6%	14.3%	42.9%	14.3%	0.0%
		Finance: Revenue	10	0.876	3.90		16.3	0.0%	10.0%	10.0%	60.0%	20.0%
		T&IS: Electricity	9	0.833	3.22		-1.8	0.0%	22.2%	33.3%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-1.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.641	3.88		14.8	0.0%	0.0%	25.0%	62.5%	12.5%
		S&CS: Environmental Health & Cl.	10	1.506	2.40		-22.3	50.0%	0.0%	10.0%	40.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.118	3.67		9.5	11.1%	0.0%	11.1%	86.7%	11.1%
		S&CS: Library Services	3	1.528	2.67		-15.5	33.3%	0.0%	33.3%	33.3%	0.0%
		S&CS: Traffic Control & Licensing	5	1.304	3.20		-2.3	20.0%	0.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.375	2.91		-9.5	27.3%	9.1%	9.1%	54.5%	0.0%
71. The Municipality uses self-assessment of the quality management system for improving the overall effectiveness and efficiency of the organisation.	1	ALL DATA	89	1.160	3.38		-	13.5%	6.7%	18.0%	53.9%	7.9%
		CS: Administration	7	1.414	3.00		-9.0	14.3%	28.6%	14.3%	28.6%	14.3%
		Finance: Revenue	10	0.699	3.60		6.0	0.0%	10.0%	20.0%	70.0%	0.0%
		T&IS: Electricity	9	0.928	3.11		-6.3	0.0%	33.3%	22.2%	44.4%	0.0%
		T&IS: Water and Sewerage	4	1.258	2.75		-15.3	25.0%	0.0%	50.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.518	4.38		25.5	0.0%	0.0%	0.0%	82.5%	37.5%
		S&CS: Environmental Health & Cl.	10	1.333	2.00		-34.0	60.0%	0.0%	20.0%	20.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.500	4.00		18.0	0.0%	0.0%	11.1%	77.8%	11.1%
		S&CS: Library Services	4	0.500	3.75		9.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.342	3.40		1.0	20.0%	0.0%	0.0%	80.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.375	3.09		-6.8	27.3%	0.0%	9.1%	63.6%	0.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
72. The Municipality controls process and service non-conformity.	1	ALL DATA	77	1.163	3.17		-	18.2%	2.6%	26.0%	50.6%	2.6%
		CS: Administration	6	1.366	2.67		-12.5	33.3%	0.0%	33.3%	33.3%	0.0%
		Finance: Revenue	6	0.837	3.50		8.3	0.0%	16.7%	16.7%	66.7%	0.0%
		T&IS: Electricity	9	1.000	3.00		-4.3	11.1%	11.1%	44.4%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		2.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	6	0.408	3.83		16.5	0.0%	0.0%	16.7%	83.3%	0.0%
		S&CS: Environmental Health & Çl.	9	1.481	2.22		-23.8	55.6%	0.0%	11.1%	33.3%	0.0%
		S&CS: Fire Fighting & CS Service	8	1.069	3.50		8.3	12.5%	0.0%	12.5%	75.0%	0.0%
		S&CS: Library Services	2	0.707	3.50		8.3	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS:Traffic Control & Licensing	5	0.447	3.80		15.8	0.0%	0.0%	20.0%	80.0%	0.0%
S&CS: Parks/Forestry/Recreation	11	1.421	2.73		-11.0	36.4%	0.0%	18.2%	45.5%	0.0%		
73. The Municipality analyses non-conformity for lessons learned, process and service improvement.	1	ALL DATA	78	1.222	2.98		-	23.1%	3.8%	29.5%	41.0%	2.6%
		CS: Administration	7	1.134	2.43		-13.3	28.6%	14.3%	42.9%	14.3%	0.0%
		Finance: Revenue	7	0.976	3.57		15.3	0.0%	14.3%	28.6%	42.9%	14.3%
		T&IS: Electricity	9	1.000	3.00		1.0	11.1%	11.1%	44.4%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.000	3.00		1.0	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	6	0.408	3.83		21.8	0.0%	0.0%	16.7%	83.3%	0.0%
		S&CS: Environmental Health & Çl.	9	1.364	2.11		-21.3	55.6%	0.0%	22.2%	22.2%	0.0%
		S&CS: Fire Fighting & CS Service	8	1.069	3.50		13.5	12.5%	0.0%	12.5%	75.0%	0.0%
		S&CS: Library Services	2	0.707	3.50		13.5	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS:Traffic Control & Licensing	5	0.447	3.80		21.0	0.0%	0.0%	20.0%	80.0%	0.0%
S&CS: Parks/Forestry/Recreation	10	1.265	1.80		-34.0	80.0%	0.0%	0.0%	20.0%	0.0%		
MNGT RESPONSIBILITY: PROCESSES												
15. Management demonstrates its leadership in improving processes in the Municipality.	1	ALL DATA	94	0.836	3.57		-	2.1%	7.4%	29.8%	52.1%	8.5%
		CS: Administration	7	1.113	3.71		3.5	0.0%	14.3%	28.6%	28.6%	28.6%
		Finance: Revenue	11	0.766	3.73		4.0	0.0%	9.1%	18.2%	63.6%	9.1%
		T&IS: Electricity	9	0.833	3.22		-8.8	0.0%	22.2%	33.3%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-8.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.354	4.13		14.0	0.0%	0.0%	0.0%	87.5%	12.5%
		S&CS: Environmental Health & Çl.	11	0.539	3.09		-12.0	0.0%	9.1%	72.7%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.707	3.67		2.5	0.0%	0.0%	44.4%	44.4%	11.1%
		S&CS: Library Services	4	0.500	4.25		17.0	0.0%	0.0%	0.0%	75.0%	25.0%
		S&CS:Traffic Control & Licensing	6	0.516	3.67		2.5	0.0%	0.0%	33.3%	66.7%	0.0%
S&CS: Parks/Forestry/Recreation	11	1.300	3.09		-12.0	18.2%	9.1%	27.3%	36.4%	9.1%		

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
16. Management demonstrates its commitment in improving processes in the Municipality.	1	ALL DATA	93	0.849	3.60		-	2.2%	7.5%	28.0%	52.7%	9.7%
		CS: Administration	7	0.951	3.29		-7.8	0.0%	14.3%	57.1%	14.3%	14.3%
		Finance: Revenue	11	1.038	3.45		-3.8	9.1%	9.1%	9.1%	72.7%	0.0%
		T&IS: Electricity	9	1.054	3.11		-12.3	0.0%	44.4%	0.0%	55.6%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-8.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.633	4.22		15.5	0.0%	0.0%	22.2%	33.3%	44.4%
		S&CS: Environmental Health & Cl.	11	0.603	3.18		-10.5	0.0%	9.1%	63.6%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.782	3.89		7.3	0.0%	0.0%	33.3%	44.4%	22.2%
		S&CS: Library Services	4	0.000	4.00		10.0	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.408	3.83		5.8	0.0%	0.0%	16.7%	83.3%	0.0%
		S&CS: Parks/Forestry/Recreation	10	0.949	3.30		-7.5	10.0%	0.0%	40.0%	50.0%	0.0%
17. Management demonstrates its involvement in improving processes in the Municipality.	1	ALL DATA	95	0.823	3.52		-	2.1%	8.4%	31.6%	51.6%	6.3%
		CS: Administration	7	1.069	3.14		-9.5	0.0%	28.8%	42.9%	14.3%	14.3%
		Finance: Revenue	11	1.038	3.45		-1.8	9.1%	9.1%	9.1%	72.7%	0.0%
		T&IS: Electricity	9	0.866	3.00		-13.0	0.0%	33.3%	33.3%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-8.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.782	4.11		14.8	0.0%	0.0%	22.2%	44.4%	33.3%
		S&CS: Environmental Health & Cl.	11	0.539	3.09		-10.8	0.0%	9.1%	72.7%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.707	3.67		3.8	0.0%	0.0%	44.4%	44.4%	11.1%
		S&CS: Library Services	4	0.500	3.75		5.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.408	3.83		7.8	0.0%	0.0%	16.7%	83.3%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.934	3.55		0.8	9.1%	0.0%	18.2%	72.7%	0.0%
45. Management ensures the management review activity evaluates information to improve the effectiveness and efficiency of the processes of the Municipality.	1	ALL DATA	90	1.097	3.38		-	10.0%	8.9%	23.3%	48.9%	8.9%
		CS: Administration	7	1.272	3.57		4.8	0.0%	28.6%	14.3%	28.6%	28.6%
		Finance: Revenue	11	0.809	3.64		6.5	0.0%	18.2%	0.0%	81.8%	0.0%
		T&IS: Electricity	8	0.756	3.50		3.0	0.0%	0.0%	62.5%	25.0%	12.5%
		T&IS: Water and Sewerage	4	0.500	3.25		-3.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.667	4.22		21.0	0.0%	0.0%	11.1%	55.6%	33.3%
		S&CS: Environmental Health & Cl.	10	1.333	2.00		-34.5	60.0%	0.0%	20.0%	20.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.014	3.44		1.5	11.1%	0.0%	22.2%	66.7%	0.0%
		S&CS: Library Services	3	0.577	3.67		7.3	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Traffic Control & Licensing	5	1.304	3.20		-4.5	20.0%	0.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.045	3.09		-7.3	9.1%	18.2%	27.3%	45.5%	0.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
						0 20 40 60 80 100							
NEEDS/EXPECT: INTERESTED PARTIES													
18. The Municipality identifies residents/ratepayers' needs on a continual basis.	1	ALL DATA	95	0.987	3.35		-	7.4%	7.4%	35.8%	42.1%	7.4%	
		CS: Administration	7	1.113	3.71		9.0	0.0%	14.3%	28.6%	28.6%	28.6%	0.0%
		Finance: Revenue	11	1.036	3.55		5.0	0.0%	18.2%	27.3%	36.4%	18.2%	0.0%
		T&IS: Electricity	9	0.527	3.44		2.3	0.0%	0.0%	55.6%	44.4%	0.0%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.75		10.0	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.707	3.67		8.0	0.0%	0.0%	44.4%	44.4%	11.1%	0.0%
		S&CS: Environmental Health & Cl.	11	1.362	2.36		-24.8	45.5%	0.0%	27.3%	27.3%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.866	3.00		-8.8	0.0%	33.3%	33.3%	33.3%	0.0%	0.0%
		S&CS: Library Services	4	0.500	3.75		10.0	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS:Traffic Control & Licensing	6	1.169	3.17		-4.5	16.7%	0.0%	33.3%	50.0%	0.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.036	3.46		2.5	9.1%	0.0%	36.4%	45.5%	9.1%	0.0%
19. The Municipality identifies residents/ratepayers' expectations on a continual basis.	1	ALL DATA	95	0.942	3.28		-	7.4%	8.4%	35.8%	45.3%	3.2%	
		CS: Administration	7	0.756	3.71		10.8	0.0%	0.0%	42.9%	42.9%	14.3%	0.0%
		Finance: Revenue	11	1.027	3.64		9.0	0.0%	18.2%	18.2%	45.5%	18.2%	0.0%
		T&IS: Electricity	9	0.500	3.33		1.3	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.75		11.8	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.500	3.67		9.8	0.0%	0.0%	33.3%	66.7%	0.0%	0.0%
		S&CS: Environmental Health & Cl.	11	1.362	2.36		-23.0	45.5%	0.0%	27.3%	27.3%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.762	3.11		-4.3	0.0%	22.2%	44.4%	33.3%	0.0%	0.0%
		S&CS: Library Services	4	0.577	3.50		5.5	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%
		S&CS:Traffic Control & Licensing	6	1.211	3.33		1.3	16.7%	0.0%	16.7%	66.7%	0.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.944	2.91		-9.3	9.1%	18.2%	45.5%	27.3%	0.0%	0.0%
20. The Municipality identifies employees' need for recognition.	1	ALL DATA	88	1.042	3.17		-	5.7%	20.5%	34.1%	30.7%	9.1%	
		CS: Administration	6	1.211	3.67		12.5	0.0%	16.7%	33.3%	16.7%	33.3%	0.0%
		Finance: Revenue	11	0.944	2.91		-6.5	9.1%	18.2%	45.5%	27.3%	0.0%	0.0%
		T&IS: Electricity	9	1.014	3.44		8.8	0.0%	22.2%	22.2%	44.4%	11.1%	0.0%
		T&IS: Water and Sewerage	3	1.155	4.33		29.0	0.0%	0.0%	33.3%	0.0%	66.7%	0.0%
		S&CS: Primary Health Care	9	0.782	3.89		18.0	0.0%	0.0%	33.3%	44.4%	22.2%	0.0%
		S&CS: Environmental Health & Cl.	10	0.516	2.40		-19.3	0.0%	60.0%	40.0%	0.0%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	7	0.756	3.29		3.0	0.0%	14.3%	42.9%	42.9%	0.0%	0.0%
		S&CS: Library Services	4	0.500	3.25		2.0	0.0%	0.0%	75.0%	25.0%	0.0%	0.0%
		S&CS:Traffic Control & Licensing	5	1.000	3.00		-4.3	0.0%	40.0%	20.0%	40.0%	0.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.272	2.73		-11.0	16.2%	27.3%	27.3%	18.2%	9.1%	0.0%

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TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
21. The Municipality identifies employees' need for work satisfaction.	1	ALL DATA	94	0.797	3.34		-	1.1%	13.8%	38.3%	43.6%	3.2%
		CS: Administration	7	1.134	3.43		2.3	0.0%	28.6%	14.3%	42.9%	14.3%
		Finance: Revenue	11	0.786	3.27		-1.8	0.0%	18.2%	36.4%	45.5%	0.0%
		T&IS: Electricity	9	0.782	3.11		-5.8	0.0%	22.2%	44.4%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.000	3.00		-8.5	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.441	3.78		11.0	0.0%	0.0%	22.2%	77.8%	0.0%
		S&CS: Environmental Health & Cl.	11	0.505	3.36		0.5	0.0%	0.0%	63.6%	36.4%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.687	3.78		11.0	0.0%	0.0%	33.3%	55.6%	11.1%
		S&CS: Library Services	4	0.500	3.25		-2.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	8	0.837	3.50		4.0	0.0%	16.7%	16.7%	66.7%	0.0%
S&CS: Parks/Forestry/Recreation	10	1.054	3.00		-8.5	10.0%	20.0%	30.0%	40.0%	0.0%		
22. The Municipality identifies employees' need for competence.	1	ALL DATA	93	0.842	3.52		-	1.1%	10.8%	32.3%	47.3%	8.6%
		CS: Administration	7	0.756	3.71		4.8	0.0%	0.0%	42.9%	42.9%	14.3%
		Finance: Revenue	11	1.027	3.36		-4.0	0.0%	18.2%	45.5%	18.2%	18.2%
		T&IS: Electricity	9	0.687	3.22		-7.5	0.0%	11.1%	55.6%	33.3%	0.0%
		T&IS: Water and Sewerage	4	0.000	3.00		-13.0	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.601	4.11		14.8	0.0%	0.0%	11.1%	66.7%	22.2%
		S&CS: Environmental Health & Cl.	11	0.405	3.82		7.5	0.0%	0.0%	18.2%	81.8%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.782	2.89		-15.8	0.0%	33.3%	44.4%	22.2%	0.0%
		S&CS: Library Services	4	0.500	3.75		5.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.548	3.60		2.0	0.0%	0.0%	40.0%	60.0%	0.0%
S&CS: Parks/Forestry/Recreation	10	1.101	2.90		-15.5	10.0%	30.0%	20.0%	40.0%	0.0%		
23. The Municipality identifies employees' need for personal development.	1	ALL DATA	93	0.877	3.43		-	2.2%	9.7%	40.9%	37.6%	9.7%
		CS: Administration	7	0.976	3.43		0.0	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance: Revenue	11	0.874	3.82		9.8	0.0%	9.1%	18.2%	54.5%	18.2%
		T&IS: Electricity	9	0.972	3.22		-5.3	0.0%	22.2%	44.4%	22.2%	11.1%
		T&IS: Water and Sewerage	4	0.000	3.00		-10.8	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.782	4.11		17.0	0.0%	0.0%	22.2%	44.4%	33.3%
		S&CS: Environmental Health & Cl.	11	0.302	3.09		-8.5	0.0%	0.0%	90.9%	9.1%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.118	3.00		-10.8	0.0%	44.4%	22.2%	22.2%	11.1%
		S&CS: Library Services	4	0.500	3.75		8.0	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.516	3.67		8.0	0.0%	0.0%	33.3%	66.7%	0.0%
S&CS: Parks/Forestry/Recreation	10	1.287	3.10		-8.3	20.0%	0.0%	40.0%	30.0%	10.0%		

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
24. The Municipality considers the potential benefits of establishing partnerships with its suppliers.	1	ALL DATA	93	1.311	3.00		-	24.7%	5.4%	20.4%	44.1%	5.4%
		CS: Administration	7	0.976	3.43		10.8	0.0%	14.3%	42.9%	28.6%	14.3%
		Finance: Revenue	11	0.820	3.55		13.8	0.0%	9.1%	36.4%	45.5%	9.1%
		T&IS: Electricity	9	0.500	3.67		16.8	0.0%	0.0%	33.3%	66.7%	0.0%
		T&IS: Water and Sewerage	4	0.577	3.50		12.5	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Primary Health Care	9	1.394	3.22		5.5	22.2%	0.0%	22.2%	44.4%	11.1%
		S&CS: Environmental Health & Cl.	11	1.401	1.82		-29.5	72.7%	0.0%	0.0%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.481	2.78		-5.5	33.3%	11.1%	0.0%	55.6%	0.0%
		S&CS: Library Services	3	1.528	2.67		-8.3	33.3%	0.0%	33.3%	33.3%	0.0%
		S&CS: Traffic Control & Licensing	5	1.342	3.40		10.0	20.0%	0.0%	0.0%	80.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.168	1.82		-29.5	63.6%	0.0%	27.3%	9.1%	0.0%
25. The Municipality identifies other interested parties' needs that can result in setting objectives.	1	ALL DATA	89	1.251	3.19		-	19.1%	6.7%	15.7%	52.8%	5.6%
		CS: Administration	7	0.976	3.57		9.5	0.0%	14.3%	28.6%	42.9%	14.3%
		Finance: Revenue	11	0.820	3.55		9.0	0.0%	18.2%	9.1%	72.7%	0.0%
		T&IS: Electricity	9	0.707	3.67		12.0	0.0%	0.0%	44.4%	44.4%	11.1%
		T&IS: Water and Sewerage	3	0.577	3.67		12.0	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Primary Health Care	8	1.303	3.63		11.0	12.5%	0.0%	25.0%	37.5%	25.0%
		S&CS: Environmental Health & Cl.	11	1.401	1.82		-34.3	72.7%	0.0%	0.0%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	8	0.000	4.00		20.3	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Library Services	3	0.577	3.67		12.0	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Traffic Control & Licensing	5	0.707	4.00		20.3	0.0%	0.0%	20.0%	60.0%	20.0%
		S&CS: Parks/Forestry/Recreation	11	1.038	1.55		-41.0	72.7%	9.1%	9.1%	9.1%	0.0%
26. The Municipality identifies other interested parties' expectations that can result in setting objectives.	1	ALL DATA	88	1.204	3.35		-	15.9%	5.7%	12.5%	59.1%	8.8%
		CS: Administration	7	1.414	3.00		-8.8	14.3%	28.6%	14.3%	28.6%	14.3%
		Finance: Revenue	11	0.924	3.64		7.3	0.0%	18.2%	9.1%	63.6%	9.1%
		T&IS: Electricity	9	0.667	3.78		10.8	0.0%	0.0%	33.3%	55.6%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.75		10.0	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	8	1.262	3.75		10.0	12.5%	0.0%	12.5%	50.0%	25.0%
		S&CS: Environmental Health & Cl.	11	1.401	1.82		-38.3	72.7%	0.0%	0.0%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	8	0.000	4.00		16.3	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Library Services	3	0.577	3.67		8.0	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Traffic Control & Licensing	5	0.447	3.80		11.3	0.0%	0.0%	20.0%	80.0%	0.0%
		S&CS: Parks/Forestry/Recreation	10	1.494	2.70		-16.3	40.0%	0.0%	10.0%	50.0%	0.0%

4.
TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
27. The Municipality ensures that statutory and regulatory requirements have been considered.	1	ALL DATA	93	1.261	3.40		-	16.1%	4.3%	17.2%	48.4%	14.0%
		CS: Administration	7	1.069	3.86		11.5	0.0%	14.3%	14.3%	42.9%	28.6%
		Finance: Revenue	11	0.831	3.91		12.8	0.0%	9.1%	9.1%	63.6%	18.2%
		T&IS: Electricity	9	0.527	3.56		4.0	0.0%	0.0%	44.4%	55.6%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.75		8.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.727	4.44		28.0	0.0%	0.0%	11.1%	33.3%	55.6%
		S&CS: Environmental Health & Cl.	11	1.414	2.00		-35.0	83.6%	0.0%	9.1%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	8	0.816	3.63		5.8	0.0%	12.5%	25.0%	50.0%	12.5%
		S&CS: Library Services	3	1.732	3.00		-10.0	33.3%	0.0%	0.0%	66.7%	0.0%
		S&CS: Traffic Control & Licensing	6	1.378	3.50		2.5	16.7%	0.0%	16.7%	50.0%	16.7%
		S&CS: Parks/Forestry/Recreation	10	1.333	2.00		-35.0	60.0%	0.0%	20.0%	20.0%	0.0%
PLANNING												
32. The Municipality's objectives (IDP) translate the quality policy into measurable goals.	1	ALL DATA	90	1.160	3.58		-	14.4%	0.0%	12.2%	60.0%	13.3%
		CS: Administration	7	1.397	3.57		-0.3	14.3%	0.0%	28.6%	28.6%	28.6%
		Finance: Revenue	10	0.949	3.70		3.0	10.0%	0.0%	0.0%	90.0%	0.0%
		T&IS: Electricity	9	1.130	3.44		-3.5	11.1%	0.0%	33.3%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.75		4.3	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.33		18.8	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Environmental Health & Cl.	10	1.508	2.40		-29.5	50.0%	0.0%	10.0%	40.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.202	3.78		5.0	11.1%	0.0%	11.1%	55.6%	22.2%
		S&CS: Library Services	3	0.577	4.33		18.8	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Traffic Control & Licensing	5	0.447	4.20		15.5	0.0%	0.0%	0.0%	80.0%	20.0%
		S&CS: Parks/Forestry/Recreation	11	1.300	2.91		-16.8	27.3%	0.0%	27.3%	45.5%	0.0%
33. The Municipality's objectives (IDP) deployed to each management level assure individual contribution to achievement.	1	ALL DATA	87	1.219	3.51		-	14.9%	2.3%	13.8%	55.2%	13.8%
		CS: Administration	7	1.345	3.14		-9.3	14.3%	14.3%	28.6%	28.6%	14.3%
		Finance: Revenue	10	0.966	3.60		2.3	10.0%	0.0%	10.0%	80.0%	0.0%
		T&IS: Electricity	9	1.238	3.56		1.3	11.1%	0.0%	33.3%	33.3%	22.2%
		T&IS: Water and Sewerage	4	0.500	3.75		6.0	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.33		20.5	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Environmental Health & Cl.	9	1.481	2.22		-32.3	55.6%	0.0%	11.1%	33.3%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.167	3.69		9.5	11.1%	0.0%	0.0%	66.7%	22.2%
		S&CS: Library Services	3	1.000	4.00		12.3	0.0%	0.0%	33.3%	33.3%	33.3%
		S&CS: Traffic Control & Licensing	4	0.500	4.25		18.5	0.0%	0.0%	0.0%	75.0%	25.0%
		S&CS: Parks/Forestry/Recreation	11	1.293	2.45		-26.5	36.4%	9.1%	27.3%	27.3%	0.0%

4
TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
34. The Municipality ensures the availability of physical resources (equipment, office layout, reception areas, etc) to meet the IDP objectives.	1	ALL DATA	92	1.070	3.23		-	8.7%	13.0%	33.7%	35.9%	8.7%
		CS: Administration	7	1.486	3.29		1.5	14.3%	14.3%	26.6%	14.3%	28.6%
		Finance: Revenue	10	0.972	3.50		6.6	10.0%	0.0%	20.0%	70.0%	0.0%
		T&IS: Electricity	9	1.054	3.11		-3.0	0.0%	33.3%	33.3%	22.2%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25		0.5	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.801	4.11		22.0	0.0%	0.0%	11.1%	68.7%	22.2%
		S&CS: Environmental Health & Cl.	10	1.054	2.00		-30.8	50.0%	0.0%	50.0%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.866	3.00		-5.8	0.0%	22.2%	66.7%	0.0%	11.1%
		S&CS: Library Services	4	0.957	2.75		-12.0	0.0%	50.0%	25.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.894	3.40		4.3	0.0%	20.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.000	3.00		-5.8	9.1%	18.2%	36.4%	36.4%	0.0%
35. The Municipality ensures the availability of human resources to meet the IDP objectives.	1	ALL DATA	91	1.191	3.22		-	11.0%	17.6%	20.9%	39.6%	11.0%
		CS: Administration	7	1.512	3.43		5.3	14.3%	14.3%	14.3%	28.6%	28.6%
		Finance: Revenue	10	1.135	3.80		14.5	10.0%	0.0%	10.0%	60.0%	20.0%
		T&IS: Electricity	9	1.118	3.33		2.8	0.0%	33.3%	11.1%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.75		13.3	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.667	4.22		25.0	0.0%	0.0%	11.1%	55.6%	33.3%
		S&CS: Environmental Health & Cl.	9	1.364	2.11		-27.8	55.6%	0.0%	22.2%	22.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.054	3.11		-2.8	0.0%	33.3%	33.3%	22.2%	11.1%
		S&CS: Library Services	4	0.957	2.75		-11.8	0.0%	50.0%	25.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.894	3.40		4.5	0.0%	20.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.831	2.09		-26.3	27.3%	36.4%	36.4%	0.0%	0.0%
36. The Municipality ensures the availability of financial resources to meet the IDP objectives.	1	ALL DATA	88	1.198	3.11		-	13.6%	13.6%	31.8%	29.5%	11.4%
		CS: Administration	8	1.802	3.17		1.5	16.7%	16.7%	33.3%	0.0%	33.3%
		Finance: Revenue	10	1.179	3.50		9.8	10.0%	0.0%	40.0%	30.0%	20.0%
		T&IS: Electricity	9	1.093	3.22		2.8	0.0%	33.3%	22.2%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.600	3.75		16.0	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.667	3.78		16.8	0.0%	0.0%	33.3%	55.6%	11.1%
		S&CS: Environmental Health & Cl.	9	1.364	1.89		-30.5	66.7%	0.0%	11.1%	22.2%	0.0%
		S&CS: Fire Fighting & CS Service	8	0.991	3.13		0.5	0.0%	25.0%	50.0%	12.5%	12.5%
		S&CS: Library Services	3	0.577	2.33		-19.5	0.0%	66.7%	33.3%	0.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.225	3.00		-2.8	20.0%	0.0%	40.0%	40.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.293	2.55		-14.0	27.3%	18.2%	36.4%	9.1%	9.1%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
PROCESSES: INTERESTED PARTIES												
64. Management has defined customer-related processes to ensure consideration of residents' needs.	1	ALL DATA	87	1.188	3.28		-	14.9%	5.7%	25.3%	44.8%	9.2%
		CS: Administration	6	1.169	3.17		-2.8	16.7%	0.0%	33.3%	50.0%	0.0%
		Finance: Revenue	9	0.782	3.89		15.3	0.0%	11.1%	0.0%	77.8%	11.1%
		T&IS: Electricity	9	0.707	3.33		1.3	0.0%	11.1%	44.4%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.000	3.00		-7.0	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	7	0.535	4.43		28.8	0.0%	0.0%	0.0%	57.1%	42.9%
		S&CS: Environmental Health & Cl.	10	1.317	2.20		-27.0	50.0%	0.0%	30.0%	20.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.302	3.22		-1.5	22.2%	0.0%	11.1%	66.7%	0.0%
		S&CS: Library Services	4	0.957	3.25		-0.8	0.0%	25.0%	25.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	3.40		3.0	20.0%	0.0%	20.0%	40.0%	20.0%
		S&CS: Parks/Forestry/Recreation	11	1.440	2.45		-20.8	36.4%	18.2%	18.2%	18.2%	9.1%
65. Management has defined other interested party-related processes to ensure consideration of interested parties' needs and expectations.	1	ALL DATA	82	1.175	3.32		-	14.6%	4.9%	23.2%	48.8%	8.5%
		CS: Administration	6	1.366	2.87		-16.3	33.3%	0.0%	33.3%	33.3%	0.0%
		Finance: Revenue	9	1.236	3.58		6.0	11.1%	11.1%	0.0%	66.7%	11.1%
		T&IS: Electricity	9	0.527	3.44		3.0	0.0%	0.0%	55.6%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-1.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	7	0.535	4.57		31.3	0.0%	0.0%	0.0%	42.9%	57.1%
		S&CS: Environmental Health & Cl.	5	0.548	3.40		2.0	0.0%	0.0%	60.0%	40.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.323	3.33		0.3	22.2%	0.0%	0.0%	77.8%	0.0%
		S&CS: Library Services	4	0.957	3.25		-1.8	0.0%	25.0%	25.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.643	2.80		-13.0	40.0%	0.0%	0.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.328	2.18		-28.5	45.5%	18.2%	9.1%	27.3%	0.0%
66. Management promotes the importance of measurement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	89	0.836	3.60		-	5.6%	1.1%	25.8%	62.9%	4.5%
		CS: Administration	8	1.378	3.50		-2.5	16.7%	0.0%	18.7%	50.0%	16.7%
		Finance: Revenue	10	0.633	3.80		5.0	0.0%	10.0%	0.0%	90.0%	0.0%
		T&IS: Electricity	9	0.707	3.67		1.8	0.0%	0.0%	44.4%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25		-8.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.354	4.13		13.3	0.0%	0.0%	0.0%	87.5%	12.5%
		S&CS: Environmental Health & Cl.	9	0.500	3.33		-8.8	0.0%	0.0%	66.7%	33.3%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.333	3.89		7.3	0.0%	0.0%	11.1%	88.9%	0.0%
		S&CS: Library Services	4	0.577	3.50		-2.5	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	2.60		-25.0	40.0%	0.0%	20.0%	40.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.136	3.09		-12.8	18.2%	0.0%	36.4%	45.5%	0.0%

4
TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
67. Management promotes the importance of analysis activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	90	0.827	3.63	36.3%	-	4.4%	1.1%	28.9%	57.8%	7.8%
		CS: Administration	6	0.753	3.63	60.5%	5.0	0.0%	0.0%	33.3%	50.0%	16.7%
		Finance: Revenue	10	0.633	3.80	38.0%	4.3	0.0%	10.0%	0.0%	90.0%	0.0%
		T&IS: Electricity	9	0.727	3.58	39.8%	-1.8	0.0%	0.0%	55.6%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25	32.5%	-9.5	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.354	4.13	41.3%	12.5	0.0%	0.0%	0.0%	87.5%	12.5%
		S&CS: Environmental Health & Cl.	10	0.483	3.30	33.0%	-8.3	0.0%	0.0%	70.0%	30.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.333	4.11	41.1%	12.0	0.0%	0.0%	0.0%	88.9%	11.1%
		S&CS: Library Services	4	0.500	3.75	37.5%	3.0	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	2.60	26.0%	-25.8	40.0%	0.0%	20.0%	40.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.191	3.27	32.7%	-9.0	18.2%	0.0%	18.2%	63.6%	0.0%
68. Management promotes the importance of improvement activities to ensure that the Municipality's performance results in satisfaction of interested parties.	1	ALL DATA	89	0.927	3.58	35.8%	-	5.8%	4.5%	24.7%	56.2%	9.0%
		CS: Administration	6	1.378	3.50	35.0%	-2.0	18.7%	0.0%	18.7%	50.0%	16.7%
		Finance: Revenue	10	0.633	3.80	38.0%	5.5	0.0%	10.0%	0.0%	90.0%	0.0%
		T&IS: Electricity	6	0.758	3.50	35.0%	-2.0	0.0%	0.0%	62.5%	25.0%	12.5%
		T&IS: Water and Sewerage	4	0.500	3.25	32.5%	-8.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.707	4.25	42.5%	16.8	0.0%	0.0%	12.5%	50.0%	37.5%
		S&CS: Environmental Health & Cl.	10	0.878	3.10	31.0%	-12.0	10.0%	0.0%	60.0%	30.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.500	4.00	40.0%	10.5	0.0%	0.0%	11.1%	77.8%	11.1%
		S&CS: Library Services	4	0.500	4.25	42.5%	16.6	0.0%	0.0%	0.0%	75.0%	25.0%
		S&CS: Traffic Control & Licensing	5	1.342	3.40	34.0%	-4.5	20.0%	0.0%	0.0%	80.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.168	2.82	28.2%	-19.0	18.2%	18.2%	27.3%	36.4%	0.0%
QUALITY POLICY												
28. The quality policy ensures that the needs of customers and other interested parties are understood.	1	ALL DATA	96	1.185	3.58	35.8%	-	11.5%	5.2%	14.6%	51.0%	17.7%
		CS: Administration	7	1.113	3.71	37.1%	3.3	0.0%	14.3%	28.6%	28.6%	28.6%
		Finance: Revenue	11	1.045	3.91	39.1%	8.3	0.0%	18.2%	0.0%	54.5%	27.3%
		T&IS: Electricity	9	0.527	3.58	35.8%	-0.5	0.0%	0.0%	44.4%	55.6%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25	32.5%	-8.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.441	4.76	47.6%	30.0	0.0%	0.0%	0.0%	22.2%	77.8%
		S&CS: Environmental Health & Cl.	11	1.508	2.55	25.5%	-25.8	45.5%	0.0%	9.1%	45.5%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.509	3.56	35.6%	-0.5	22.2%	0.0%	0.0%	55.6%	22.2%
		S&CS: Library Services	4	1.000	3.50	35.0%	-2.0	0.0%	25.0%	0.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.189	3.17	31.7%	-10.3	16.7%	0.0%	33.3%	50.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.128	3.55	35.5%	-0.8	9.1%	9.1%	9.1%	63.6%	9.1%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score					Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0	20	40	60	80						
29. The quality policy ensures that the expectations of customers and other interested parties are understood.	1	ALL DATA	91	1.176	3.56	▼					-	12.1%	4.4%	14.3%	53.8%	15.4%
		CS: Administration	8	0.983	3.83	▬					6.8	0.0%	16.7%	0.0%	66.7%	16.7%
		Finance: Revenue	10	0.817	4.00	▬					11.0	0.0%	10.0%	0.0%	70.0%	20.0%
		T&IS: Electricity	9	0.727	3.44	▬					-3.0	0.0%	11.1%	33.3%	55.6%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25	▬					-7.8	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.67	▬					27.8	0.0%	0.0%	0.0%	33.3%	66.7%
		S&CS: Environmental Health & Cl.	11	1.508	2.55	▬					-25.3	45.5%	0.0%	9.1%	45.5%	0.0%
		S&CS: Fire Fighting & CS Service	8	1.309	4.00	▬					11.0	12.5%	0.0%	0.0%	50.0%	37.5%
		S&CS: Library Services	4	0.500	3.75	▬					4.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.095	3.00	▬					-14.0	16.7%	0.0%	50.0%	33.3%	0.0%
S&CS: Parks/Forestry/Recreation	10	1.287	3.10	▬					-11.5	20.0%	10.0%	10.0%	60.0%	0.0%		
30. The quality policy leads to visible and expected improvements.	1	ALL DATA	92	1.057	3.82	▼					-	8.7%	4.3%	16.3%	57.6%	13.0%
		CS: Administration	6	1.033	3.87	▬					1.3	0.0%	16.7%	16.7%	50.0%	16.7%
		Finance: Revenue	11	1.027	3.38	▬					-8.5	9.1%	18.2%	18.2%	63.6%	0.0%
		T&IS: Electricity	9	0.707	3.87	▬					1.3	0.0%	0.0%	44.4%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.75	▬					3.3	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.441	4.22	▬					15.0	0.0%	0.0%	0.0%	77.8%	22.2%
		S&CS: Environmental Health & Cl.	11	1.879	2.73	▬					-22.3	45.5%	0.0%	0.0%	45.5%	9.1%
		S&CS: Fire Fighting & CS Service	8	0.518	4.38	▬					19.0	0.0%	0.0%	0.0%	82.5%	37.5%
		S&CS: Library Services	4	0.500	3.75	▬					3.3	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.366	3.33	▬					-7.3	16.7%	0.0%	33.3%	33.3%	16.7%
S&CS: Parks/Forestry/Recreation	10	0.986	3.40	▬					-5.5	0.0%	20.0%	30.0%	40.0%	10.0%		
31. The quality policy considers the Municipality's vision for the future.	1	ALL DATA	91	1.140	3.70	▼					-	8.9%	4.4%	11.0%	54.9%	19.8%
		CS: Administration	8	1.169	3.83	▬					3.3	0.0%	16.7%	16.7%	33.3%	33.3%
		Finance: Revenue	10	0.833	3.80	▬					2.5	0.0%	10.0%	0.0%	90.0%	0.0%
		T&IS: Electricity	9	0.527	3.56	▬					-3.5	0.0%	0.0%	44.4%	55.6%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.75	▬					1.3	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.87	▬					24.3	0.0%	0.0%	0.0%	33.3%	66.7%
		S&CS: Environmental Health & Cl.	11	1.667	2.64	▬					-26.5	45.5%	0.0%	0.0%	54.5%	0.0%
		S&CS: Fire Fighting & CS Service	8	0.535	4.50	▬					20.0	0.0%	0.0%	0.0%	50.0%	50.0%
		S&CS: Library Services	4	0.000	4.00	▬					7.5	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.376	3.50	▬					-5.0	16.7%	0.0%	16.7%	50.0%	16.7%
S&CS: Parks/Forestry/Recreation	11	1.326	3.18	▬					-13.0	18.2%	9.1%	18.2%	45.5%	9.1%		

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TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
RESOURCE MANAGEMENT												
46. Management plans for physical resources (equipment, office layout, reception areas, etc) to be available in a timely manner.	1	ALL DATA	93	0.880	3.49		-	1.1%	14.0%	28.0%	48.4%	8.6%
		CS: Administration	7	0.951	3.29		-5.0	0.0%	14.3%	57.1%	14.3%	14.3%
		Finance: Revenue	11	0.786	3.73		6.0	0.0%	9.1%	18.2%	63.8%	9.1%
		T&IS: Electricity	9	0.928	3.11		-9.5	0.0%	33.3%	22.2%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-8.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.601	3.89		10.0	0.0%	0.0%	22.2%	66.7%	11.1%
		S&CS: Environmental Health & Cl.	11	0.874	3.64		3.8	0.0%	9.1%	18.2%	72.7%	0.0%
		S&CS: Fire Fighting & CS Service	8	1.309	3.00		-12.3	12.5%	25.0%	25.0%	25.0%	12.5%
		S&CS: Library Services	4	0.957	3.25		-8.0	0.0%	25.0%	25.0%	50.0%	0.0%
		S&CS:Traffic Control & Licensing	5	0.894	3.40		-2.3	0.0%	20.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.924	3.36		-3.3	0.0%	18.2%	36.4%	36.4%	9.1%
47. Management plans for human resources to be available in a timely manner.	1	ALL DATA	98	1.034	3.43		-	7.3%	9.4%	26.0%	47.9%	9.4%
		CS: Administration	7	0.900	3.88		10.8	0.0%	0.0%	42.9%	28.6%	28.6%
		Finance: Revenue	11	0.820	3.45		0.5	0.0%	9.1%	45.5%	36.4%	9.1%
		T&IS: Electricity	9	1.118	3.33		-2.5	0.0%	33.3%	11.1%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25		-4.5	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.707	4.00		14.3	0.0%	0.0%	22.2%	55.6%	22.2%
		S&CS: Environmental Health & Cl.	11	0.603	3.82		9.8	0.0%	9.1%	0.0%	90.9%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.000	3.00		-10.8	11.1%	11.1%	44.4%	33.3%	0.0%
		S&CS: Library Services	4	0.500	3.75		8.0	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS:Traffic Control & Licensing	8	0.837	3.50		1.8	0.0%	16.7%	16.7%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.433	2.64		-19.8	36.4%	0.0%	36.4%	18.2%	9.1%
48. Management plans for financial resources to be available in a timely manner.	1	ALL DATA	93	1.174	3.24		-	14.0%	10.8%	19.4%	49.5%	6.5%
		CS: Administration	7	0.817	4.00		19.0	0.0%	0.0%	28.6%	42.9%	28.6%
		Finance: Revenue	10	0.699	3.80		9.0	0.0%	10.0%	20.0%	70.0%	0.0%
		T&IS: Electricity	9	1.000	3.00		-8.0	0.0%	44.4%	11.1%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		0.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.601	4.11		21.8	0.0%	0.0%	11.1%	66.7%	22.2%
		S&CS: Environmental Health & Cl.	11	1.348	2.27		-24.3	45.5%	9.1%	18.2%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	8	1.128	2.88		-9.0	12.5%	25.0%	25.0%	37.5%	0.0%
		S&CS: Library Services	4	0.500	3.75		12.8	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS:Traffic Control & Licensing	5	0.894	3.40		4.0	0.0%	20.0%	20.0%	60.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.573	2.55		-17.3	45.5%	0.0%	18.2%	27.3%	9.1%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
49. Management promotes involvement and support of people for improvement of the effectiveness and efficiency of the Municipality.	1	ALL DATA	95	0.713	3.71		-	0.0%	4.2%	31.6%	53.7%	10.5%
		CS: Administration	7	1.113	3.71		0.0	0.0%	14.3%	28.6%	28.6%	28.6%
		Finance: Revenue	11	0.809	3.64		-1.8	0.0%	9.1%	27.3%	54.5%	9.1%
		T&IS: Electricity	9	0.833	3.22		-12.3	0.0%	22.2%	33.3%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.500	3.25		-11.5	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.527	4.44		18.3	0.0%	0.0%	0.0%	55.6%	44.4%
		S&CS: Environmental Health & Cl.	11	0.405	3.18		-13.3	0.0%	0.0%	81.8%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.527	3.56		-3.8	0.0%	0.0%	44.4%	55.6%	0.0%
		S&CS: Library Services	4	0.577	3.50		-5.3	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.000	4.00		7.3	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.405	3.82		2.8	0.0%	0.0%	18.2%	81.8%	0.0%
50. Management ensures that the competence of people in the Municipality is adequate for current and future needs.	1	ALL DATA	94	0.935	3.46		-	3.2%	10.6%	34.0%	41.5%	10.6%
		CS: Administration	6	1.211	3.67		5.3	0.0%	16.7%	33.3%	16.7%	33.3%
		Finance: Revenue	10	0.899	3.40		-1.5	0.0%	10.0%	40.0%	50.0%	0.0%
		T&IS: Electricity	9	0.972	3.22		-6.0	0.0%	22.2%	44.4%	22.2%	11.1%
		T&IS: Water and Sewerage	4	0.000	3.00		-11.5	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.33		21.8	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Environmental Health & Cl.	11	0.633	3.00		-11.5	0.0%	18.2%	63.6%	18.2%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.866	3.33		-3.3	0.0%	22.2%	22.2%	55.6%	0.0%
		S&CS: Library Services	4	0.500	3.25		-5.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.408	3.83		9.3	0.0%	0.0%	16.7%	83.3%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.300	2.91		-13.8	27.3%	0.0%	27.3%	45.5%	0.0%
RESPONSIBILITY, AUTHORITY & COMM												
37. My immediate manager tells me how to perform good customer service.	1	ALL DATA	91	0.783	3.82		-	0.0%	8.6%	20.9%	58.0%	16.5%
		CS: Administration	8	1.376	3.50		-8.0	0.0%	33.3%	18.7%	16.7%	33.3%
		Finance: Revenue	10	0.633	4.20		9.5	0.0%	0.0%	10.0%	60.0%	30.0%
		T&IS: Electricity	9	0.667	3.78		-1.0	0.0%	0.0%	33.3%	55.6%	11.1%
		T&IS: Water and Sewerage	4	0.577	3.50		-8.0	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Primary Health Care	9	0.500	4.33		12.8	0.0%	0.0%	0.0%	66.7%	33.3%
		S&CS: Environmental Health & Cl.	11	0.688	3.45		-9.3	0.0%	9.1%	38.4%	54.5%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.928	3.89		1.8	0.0%	11.1%	11.1%	55.6%	22.2%
		S&CS: Library Services	4	0.817	4.00		4.5	0.0%	0.0%	25.0%	50.0%	25.0%
		S&CS: Traffic Control & Licensing	6	0.516	3.87		-3.8	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	10	1.075	3.60		-5.5	0.0%	20.0%	20.0%	40.0%	20.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible scores	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
38. My immediate manager monitors my performance regularly.	1	ALL DATA	95	0.808	3.83		-	3.2%	2.1%	16.8%	64.2%	13.7%
		CS: Administration	7	0.817	4.00		4.3	0.0%	0.0%	28.6%	42.9%	28.6%
		Finance: Revenue	10	0.568	4.10		8.8	0.0%	0.0%	10.0%	70.0%	20.0%
		T&IS: Electricity	9	0.500	4.00		4.3	0.0%	0.0%	11.1%	77.8%	11.1%
		T&IS: Water and Sewerage	4	0.000	3.00		-20.8	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.782	4.11		7.0	0.0%	0.0%	22.2%	44.4%	33.3%
		S&CS: Environmental Health & Cl.	11	0.302	3.91		2.0	0.0%	0.0%	9.1%	90.9%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.707	3.67		-4.0	0.0%	11.1%	11.1%	77.8%	0.0%
		S&CS: Library Services	4	0.500	4.25		10.5	0.0%	0.0%	0.0%	75.0%	25.0%
		S&CS: Traffic Control & Licensing	6	0.518	3.67		-4.0	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.440	3.45		-9.5	18.2%	9.1%	0.0%	54.5%	18.2%
39. My immediate manager tells me when I provide good customer service.	1	ALL DATA	94	0.877	3.48		-	3.2%	8.4%	39.4%	41.5%	9.8%
		CS: Administration	7	0.951	3.29		-4.8	0.0%	14.3%	57.1%	14.3%	14.3%
		Finance: Revenue	10	0.949	3.70		5.5	0.0%	10.0%	30.0%	40.0%	20.0%
		T&IS: Electricity	9	0.707	3.67		4.8	0.0%	0.0%	44.4%	44.4%	11.1%
		T&IS: Water and Sewerage	4	0.000	3.00		-12.0	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.782	4.11		15.8	0.0%	0.0%	22.2%	44.4%	33.3%
		S&CS: Environmental Health & Cl.	11	0.522	3.55		1.8	0.0%	0.0%	45.5%	54.5%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.707	3.33		-3.8	0.0%	11.1%	44.4%	44.4%	0.0%
		S&CS: Library Services	4	0.577	3.50		0.5	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.618	3.87		4.8	0.0%	0.0%	33.3%	66.7%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.221	3.09		-9.8	9.1%	27.3%	18.2%	36.4%	9.1%
40. My immediate manager tells me when I provide bad customer service.	1	ALL DATA	83	0.767	3.82		-	2.4%	1.2%	21.7%	81.4%	13.3%
		CS: Administration	6	1.169	3.83		0.3	0.0%	18.7%	18.7%	33.3%	33.3%
		Finance: Revenue	8	0.835	3.88		1.5	0.0%	0.0%	37.5%	37.5%	25.0%
		T&IS: Electricity	8	0.535	4.00		4.5	0.0%	0.0%	12.5%	75.0%	12.5%
		T&IS: Water and Sewerage	4	0.000	4.00		4.5	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Primary Health Care	7	0.488	4.29		11.8	0.0%	0.0%	0.0%	71.4%	28.6%
		S&CS: Environmental Health & Cl.	11	0.405	3.82		0.0	0.0%	0.0%	18.2%	81.8%	0.0%
		S&CS: Fire Fighting & CS Service	8	0.641	3.88		1.5	0.0%	0.0%	25.0%	62.5%	12.5%
		S&CS: Library Services	3	0.000	4.00		4.5	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Traffic Control & Licensing	5	0.837	3.80		-0.5	0.0%	0.0%	40.0%	40.0%	20.0%
		S&CS: Parks/Forestry/Recreation	10	1.174	3.60		-5.5	10.0%	0.0%	30.0%	40.0%	20.0%

4.
TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree	
						0 20 40 60 80 100							
41. Management ensures that responsibilities are established and communicated to people in the Municipality.	1	ALL DATA	94	0.804	3.69		-	2.1%	3.2%	29.8%	53.2%	11.7%	
		CS: Administration	7	0.900	3.86		4.3	0.0%	0.0%	42.9%	28.6%	28.6%	0.0%
		Finance: Revenue	11	0.874	3.64		-1.3	0.0%	9.1%	18.2%	72.7%	0.0%	0.0%
		T&S: Electricity	9	0.833	3.22		-11.8	0.0%	11.1%	66.7%	11.1%	11.1%	0.0%
		T&S: Water and Sewerage	4	0.500	3.25		-11.0	0.0%	0.0%	75.0%	25.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.527	4.56		21.8	0.0%	0.0%	0.0%	0.0%	44.4%	55.6%
		S&CS: Environmental Health & Cl.	11	0.467	3.27		-10.5	0.0%	0.0%	72.7%	27.3%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.118	3.67		-0.5	11.1%	0.0%	11.1%	66.7%	11.1%	0.0%
		S&CS: Library Services	3	0.577	3.67		-0.5	0.0%	0.0%	33.3%	66.7%	0.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.211	3.33		-9.0	18.7%	0.0%	16.7%	66.7%	0.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.603	3.82		3.3	0.0%	9.1%	0.0%	90.9%	0.0%	0.0%
42. Management communicates quality service requirements, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	94	0.922	3.56		-	5.3%	5.3%	25.5%	55.3%	8.5%	
		CS: Administration	7	0.900	3.86		7.5	0.0%	0.0%	42.9%	28.6%	28.6%	0.0%
		Finance: Revenue	11	0.820	3.55		-0.3	0.0%	18.2%	9.1%	72.7%	0.0%	0.0%
		T&S: Electricity	9	0.866	3.33		-5.8	0.0%	11.1%	55.6%	22.2%	11.1%	0.0%
		T&S: Water and Sewerage	4	0.000	3.00		-14.0	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.527	4.44		22.0	0.0%	0.0%	0.0%	0.0%	55.6%	44.4%
		S&CS: Environmental Health & Cl.	11	1.440	2.45		-27.8	45.5%	0.0%	18.2%	36.4%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.833	3.78		5.5	0.0%	11.1%	11.1%	66.7%	11.1%	0.0%
		S&CS: Library Services	4	0.000	4.00		11.0	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.408	3.83		6.8	0.0%	0.0%	16.7%	83.3%	0.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	0.688	3.45		-2.8	0.0%	9.1%	38.4%	54.5%	0.0%	0.0%
43. Management communicates quality service objectives, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	96	0.969	3.59		-	6.3%	3.1%	28.1%	50.0%	12.5%	
		CS: Administration	7	0.951	3.71		3.0	0.0%	0.0%	57.1%	14.3%	28.6%	0.0%
		Finance: Revenue	11	0.786	3.73		3.5	0.0%	9.1%	18.2%	63.6%	9.1%	0.0%
		T&S: Electricity	9	0.707	3.33		-8.5	0.0%	11.1%	44.4%	44.4%	0.0%	0.0%
		T&S: Water and Sewerage	4	0.500	3.25		-8.5	0.0%	0.0%	75.0%	25.0%	0.0%	0.0%
		S&CS: Primary Health Care	9	0.527	4.44		21.3	0.0%	0.0%	0.0%	0.0%	55.6%	44.4%
		S&CS: Environmental Health & Cl.	11	1.382	2.38		-30.8	45.5%	0.0%	27.3%	27.3%	0.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.833	3.78		4.8	0.0%	11.1%	11.1%	66.7%	11.1%	0.0%
		S&CS: Library Services	4	0.500	3.75		4.0	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%
		S&CS: Traffic Control & Licensing	8	0.516	3.87		2.0	0.0%	0.0%	33.3%	66.7%	0.0%	0.0%
		S&CS: Parks/Forestry/Recreation	11	1.036	3.45		-3.5	9.1%	0.0%	36.4%	45.5%	9.1%	0.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
44. Management communicates quality service accomplishments, which will contribute to the improvement of the Municipality's performance.	1	ALL DATA	95	1.037	3.42		-	7.4%	8.4%	29.5%	44.2%	10.5%
		CS: Administration	7	0.756	3.71		7.3	0.0%	0.0%	42.9%	42.9%	14.3%
		Finance: Revenue	11	1.214	3.45		0.8	9.1%	9.1%	27.3%	36.4%	18.2%
		T&IS: Electricity	9	0.868	3.33		-2.3	0.0%	11.1%	55.6%	22.2%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25		-4.3	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	9	0.707	4.33		22.8	0.0%	0.0%	11.1%	44.4%	44.4%
		S&CS: Environmental Health & Cl.	11	1.362	2.36		-26.5	45.5%	0.0%	27.3%	27.3%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.118	3.67		6.3	11.1%	0.0%	11.1%	66.7%	11.1%
		S&CS: Library Services	4	0.817	3.00		-10.5	0.0%	25.0%	50.0%	25.0%	0.0%
		S&CS: Traffic Control & Licensing	6	0.516	3.67		6.3	0.0%	0.0%	33.3%	66.7%	0.0%
S&CS: Parks/Forestry/Recreation	11	0.944	3.09		-8.3	0.0%	36.4%	18.2%	45.5%	0.0%		
56. Management ensures that appropriate information is easily available for fact-based decision-making.	1	ALL DATA	94	1.054	3.28		-	9.6%	8.5%	33.0%	41.5%	7.4%
		CS: Administration	6	0.837	3.50		5.3	0.0%	0.0%	66.7%	16.7%	16.7%
		Finance: Revenue	11	0.874	3.64		8.8	0.0%	9.1%	18.2%	72.7%	0.0%
		T&IS: Electricity	9	1.000	3.33		1.0	0.0%	22.2%	33.3%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.500	3.25		-1.0	0.0%	0.0%	75.0%	25.0%	0.0%
		S&CS: Primary Health Care	8	0.991	3.88		14.8	0.0%	12.5%	12.5%	50.0%	25.0%
		S&CS: Environmental Health & Cl.	11	1.138	2.09		-30.0	45.5%	9.1%	36.4%	9.1%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.441	3.78		12.3	0.0%	0.0%	22.2%	77.8%	0.0%
		S&CS: Library Services	4	0.500	3.75		11.5	0.0%	0.0%	25.0%	75.0%	0.0%
		S&CS: Traffic Control & Licensing	6	1.225	2.50		-19.8	33.3%	0.0%	50.0%	16.7%	0.0%
S&CS: Parks/Forestry/Recreation	11	1.008	3.27		-0.5	9.1%	9.1%	27.3%	54.5%	0.0%		
SERVICE REALIZATION												
62. Management applies the process approach to ensure the effective and efficient operation of support processes.	1	ALL DATA	86	1.217	3.38		-	16.3%	1.2%	24.4%	46.5%	11.6%
		CS: Administration	6	0.817	3.87		7.8	0.0%	0.0%	50.0%	33.3%	16.7%
		Finance: Revenue	7	0.951	3.71		8.8	0.0%	14.3%	14.3%	57.1%	14.3%
		T&IS: Electricity	9	1.118	3.33		-0.8	11.1%	0.0%	44.4%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.000	3.00		-9.0	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	7	0.488	4.29		23.3	0.0%	0.0%	0.0%	71.4%	26.6%
		S&CS: Environmental Health & Cl.	9	1.202	1.78		-39.5	66.7%	0.0%	22.2%	11.1%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.333	3.89		13.3	0.0%	0.0%	11.1%	88.9%	0.0%
		S&CS: Library Services	4	0.577	3.50		3.5	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.871	3.00		-9.0	40.0%	0.0%	0.0%	40.0%	20.0%
S&CS: Parks/Forestry/Recreation	11	1.421	2.73		-15.8	36.4%	0.0%	18.2%	45.5%	0.0%		

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TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible scores	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
83. Management applies the process approach to ensure the effective and efficient operation of the associated process network.	1	ALL DATA	84	1.224	3.26	▼	-	17.9%	1.2%	27.4%	44.0%	9.5%
		CS: Administration	6	0.837	3.50	■	6.0	0.0%	0.0%	66.7%	16.7%	16.7%
		Finance: Revenue	6	1.033	3.87	■	10.3	0.0%	0.0%	16.7%	50.0%	16.7%
		T&IS: Electricity	9	1.118	3.33	■	1.8	11.1%	0.0%	44.4%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.000	3.00	■	-8.5	0.0%	0.0%	100.0%	0.0%	0.0%
		S&CS: Primary Health Care	7	0.690	4.14	■	22.0	0.0%	0.0%	14.3%	57.1%	28.6%
		S&CS: Environmental Health & Cl.	9	1.130	1.56	■	-42.5	77.8%	0.0%	11.1%	11.1%	0.0%
		S&CS: Fire Fighting & CS Service	9	0.333	3.69	■	15.8	0.0%	0.0%	11.1%	68.9%	0.0%
		S&CS: Library Services	4	0.577	3.50	■	6.0	0.0%	0.0%	50.0%	50.0%	0.0%
		S&CS: Traffic Control & Licensing	5	1.871	3.00	■	-6.5	40.0%	0.0%	0.0%	40.0%	20.0%
		S&CS: Parks/Forestry/Recreation	11	1.440	2.45	■	-20.3	45.5%	0.0%	18.2%	36.4%	0.0%
SUPPLIERS AND PARTNERSHIPS												
57. Management involves suppliers in the identification of purchasing needs.	1	ALL DATA	84	1.444	2.81	▼	-	34.5%	4.8%	11.9%	42.9%	6.0%
		CS: Administration	6	0.817	3.33	■	13.0	0.0%	16.7%	33.3%	50.0%	0.0%
		Finance: Revenue	8	1.069	3.50	■	17.3	12.5%	0.0%	12.5%	75.0%	0.0%
		T&IS: Electricity	9	1.302	3.22	■	10.3	22.2%	0.0%	11.1%	68.7%	0.0%
		T&IS: Water and Sewerage	4	0.000	4.00	■	29.8	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Primary Health Care	5	1.871	3.00	■	4.8	40.0%	0.0%	0.0%	40.0%	20.0%
		S&CS: Environmental Health & Cl.	10	0.849	1.30	■	-37.8	90.0%	0.0%	0.0%	10.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.481	2.22	■	-14.8	55.6%	0.0%	11.1%	33.3%	0.0%
		S&CS: Library Services	3	1.528	2.67	■	-3.5	33.3%	0.0%	33.3%	33.3%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	3.40	■	14.8	20.0%	0.0%	20.0%	40.0%	20.0%
		S&CS: Parks/Forestry/Recreation	11	1.272	1.73	■	-27.0	72.7%	0.0%	9.1%	18.2%	0.0%
58. Management involves suppliers in the identification of joint strategy development.	1	ALL DATA	84	1.478	2.73	▼	-	36.9%	4.8%	16.7%	32.1%	9.5%
		CS: Administration	6	1.211	2.33	■	-10.0	33.3%	16.7%	33.3%	16.7%	0.0%
		Finance: Revenue	8	1.408	3.63	■	22.5	12.5%	0.0%	0.0%	50.0%	25.0%
		T&IS: Electricity	9	1.364	3.11	■	9.5	22.2%	0.0%	33.3%	33.3%	11.1%
		T&IS: Water and Sewerage	4	0.000	4.00	■	31.8	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Primary Health Care	5	1.871	3.00	■	6.8	40.0%	0.0%	0.0%	40.0%	20.0%
		S&CS: Environmental Health & Cl.	10	0.849	1.30	■	-35.8	90.0%	0.0%	0.0%	10.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.581	3.00	■	8.8	33.3%	0.0%	11.1%	44.4%	11.1%
		S&CS: Library Services	3	1.528	2.67	■	-1.5	33.3%	0.0%	33.3%	33.3%	0.0%
		S&CS: Traffic Control & Licensing	5	1.517	3.40	■	16.8	20.0%	0.0%	20.0%	40.0%	20.0%
		S&CS: Parks/Forestry/Recreation	11	1.036	1.45	■	-32.0	81.8%	0.0%	9.1%	9.1%	0.0%

TABLE 4.3: STATEMENTS PER DIMENSION - JOB CATEGORIES COMPARED

Questions	Scale	Data Source	Count (Valid N)	Std. Dev.	Mean	Mean as a percent of possible score	Gap (Graph)	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
						0 20 40 60 80 100						
59. Management promotes partnership arrangements with suppliers.	1	ALL DATA	84	1.496	2.75		-	36.1%	3.6%	11.9%	36.1%	8.3%
		CS: Administration	6	1.414	3.00		6.3	16.7%	16.7%	33.3%	16.7%	16.7%
		Finance: Revenue	8	1.069	3.50		18.8	12.5%	0.0%	12.5%	75.0%	0.0%
		T&IS: Electricity	9	1.269	2.89		3.5	22.2%	11.1%	22.2%	44.4%	0.0%
		T&IS: Water and Sewerage	4	0.000	4.00		31.3	0.0%	0.0%	0.0%	100.0%	0.0%
		S&CS: Primary Health Care	5	2.049	3.20		11.3	40.0%	0.0%	0.0%	20.0%	40.0%
		S&CS: Environmental Health & Cl.	10	0.949	1.30		-36.3	90.0%	0.0%	0.0%	10.0%	0.0%
		S&CS: Fire Fighting & CS Service	9	1.581	3.00		6.3	33.3%	0.0%	11.1%	44.4%	11.1%
		S&CS: Library Services	3	1.528	2.67		-2.0	33.3%	0.0%	33.3%	33.3%	0.0%
		S&CS: Traffic Control & Licensing	5	1.871	3.00		6.3	40.0%	0.0%	0.0%	40.0%	20.0%
		S&CS: Parks/Forestry/Recreation	11	0.603	1.16		-39.3	90.9%	0.0%	9.1%	0.0%	0.0%
Overall Averages	1	ALL DATA	91.1	1.026	3.43		-	9.2%	7.4%	25.1%	47.8%	10.6%
		CS: Administration	6.7	1.125	3.43		0.0	6.1%	13.1%	32.4%	28.2%	20.2%
		Finance: Revenue	10.2	0.882	3.63		4.8	3.0%	9.8%	18.8%	58.6%	9.8%
		T&IS: Electricity	9.0	0.824	3.34		-2.4	1.6%	15.5%	36.3%	40.9%	5.7%
		T&IS: Water and Sewerage	3.9	0.500	3.33		-2.6	1.6%	1.8%	61.7%	31.9%	2.9%
		S&CS: Primary Health Care	8.4	0.657	4.13		17.5	2.0%	0.2%	10.6%	56.9%	30.3%
		S&CS: Environmental Health & Cl.	10.4	0.943	2.89		-18.4	30.8%	4.0%	30.2%	34.9%	0.1%
		S&CS: Fire Fighting & CS Service	8.8	0.888	3.59		3.8	5.5%	8.5%	20.5%	53.0%	12.5%
		S&CS: Library Services	3.7	0.894	3.53		2.5	3.5%	6.1%	30.5%	53.9%	6.1%
		S&CS: Traffic Control & Licensing	5.5	0.951	3.49		1.5	10.2%	3.9%	18.4%	61.3%	6.2%
		S&CS: Parks/Forestry/Recreation	10.6	1.082	2.99		-11.1	21.4%	9.4%	23.2%	40.9%	5.1%