



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF TOURISM GUIDELINES ON THE DEVELOPMENT OF DEPARTMENTAL SERVICE STANDARDS

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1. INTRODUCTION

Government Departments have both a legal and moral responsibility to deliver the best possible services to the public. The moral aspect is underpinned by the eight principles of Batho Pele. Providing quality services means putting in place a service delivery system that meets the needs of the people it serves.

The White Paper on Transforming Public Service Delivery (Batho Pele White Paper, 1997) provides a clear mandate to departments on the setting of service standards. National and provincial departments must publish standards for the level of quality of services they will provide, including the introduction of new services to those who have previously been denied access to them.

Standards must be precise and measurable for users to judge for themselves whether they received what the department promised. Service Standards must be set at a level, which is demanding, but realistic. Executive Authority/delegated authority must approve Service Standards before they are adopted.

Approved Service Standards must be published and be made accessible to the recipients of the service. Performance against standards must be regularly measured and reviewed when there is a need.

2. PURPOSE

To set out guidelines on how to develop Service Standards within the department to outline the level of service that the recipient should expect from the department.

3. SCOPE OF APPLICATION

This Service Standard Guideline applies to all, managers and employees of the Department when developing the Service Standards within their respective working environment.

4. OBJECTIVES OF THE GUIDELINES

The objectives are:

- To develop measurable services;
- To create uniformity and consistency on how service standards are developed within the department; and
- To create awareness and educate employees on the benefit of having service standards.

5. LEGISLATIVE FRAMEWORK AND OTHER MANDATES

- The White Paper on Transforming Public Service Delivery (Batho Pele White Paper, 1997)
- Public Service Regulation 2016

6. DEFINITIONS OF TERMS / CONCEPTS

TERMS	DESCRIPTION
Standard	A standard is a basis of measurement and a definite level of excellence.
Service	A task that is provided to develop the lives of people
Norm	It is defined as a "usual or average level of performance".
Service Standard	A Service standard is a reasonable and measurable expectation from the side of the recipient. It is an honest commitment by the service provider to meet or exceed that expectation. A Departmental service standard is something desired (by the Department and citizens) and achievable.
Recipient	The person/client is entitled of the service
Department	Department of Tourism
Employee	Refers to any person employed in terms of Public Service Act of 1994 irrespective of rank or position.
Management	Refers to supervisors, managers as well as any individuals who are task with the responsibility of managing people in the department.
Service Standard Owner	The unit that is responsible for developing Service Standards for the particular unit.
Service Standards Champion	The branch/unit responsible for executing the service.
Appropriateness	The services the individual/ community needs and expects.
Acceptability	Services are provided to satisfy the reasonable expectations of the client.

7. APPROACH FOR DEVELOPING SERVICE STANDARDS

A Service standard is a reasonable and measurable expectation from the side of the recipient. It is an honest commitment by the service provider to meet or exceed that expectation. Therefore, the qualitative aspects of the Service Standards entails appropriateness and acceptability.

- **Appropriateness:** the service the individual/ community needs and expects.
- **Acceptability:** services are provided to satisfy the reasonable expectations of the client, as well as the eight Batho Pele principles. Public services should be provided economically and efficiently.

A service standard must be specific, measurable, achievable, realistic, time-bound, empowering and revisable (SMARTER). There are three broad categories of standards which include firstly structure standards (e.g. with regard to personnel, supplies, systems, finance), secondly process standards (how to achieve minimum service levels) and thirdly outcome standards (what the public receives; front office services)

Standards can be generic (eg. Process standards), or standards can be specific (e.g. Outcome standards). Besides the qualitative, service standards should also be expressed in terms of Quantity, Time and Cost.

7.1 CRITERIA FOR SETTING STANDARDS

The following criteria are to be considered by the facilitator of the Standards Team before and during Standards setting:

- Are the standards meaningful to customers?
- Do standards comply with national standards and legislation?
- Are standards based on consultation?
- Are standards attainable? (S.M.A.R.T.E.R.)
- Are standards affordable?
- Are standards owned by managers?
- How are standards to be communicated?
- Are performance measures in place and are achievements reported?
- Are standards reviewed and updated?

7.2 SETTING STANDARDS: STEP BY STEP

7.2.1 Preparation

- Develop a Service standards guideline and get sign off by the Director General.
- The Service Standard owner must get buy-in from potential users/recipients. including senior management, when embarking on a service standards process.
- Buy-in is usually best achieved within the development of a Change Management Programme.
- One of the best ways to drive change management and buy-in is to appoint a Service standards Champion.
- The champion may choose to appoint a Service standards Committee/ Team within the department to advice on and to promote the process.
- The champion should be a skilled facilitator and take responsibility to get stakeholders and experts together for the writing up of draft service standards.
- The champion should have a budget and authority to appoint an external specialist, if deemed necessary.
- The champion may have to set up more than one writing team where service standards are too diverse for one team to focus on.
- The champion should introduce facilitation platforms.

7.3 There are six steps of setting standards:



7.3.1 Step 1: Identify Service Beneficiaries

This step goes hand in hand with Step 2. Some beneficiaries may be in the Department, for example, recipients of Human Resources Service Standards can be within other branches. However, the primary beneficiaries of a service standards process should always be the Public, for example Service Standards on departmental tourism programmes.

7.3.2 Step 2: Document all services

In government context, service standards are the rules of engagement between government and citizens. Service standards include targets such as waiting times and hours of operation. Service beneficiaries are entitled to know what level of service they should expect, how services will be delivered and what they cost. A service is provided every time a customer deals with a public service department or component. For example the application for tourism incentives. A service is rendered at every level as well as every situation where a public servant responds to customer queries, albeit, face-to-face, by telephone or in writing. The key to identifying services is to identify every interaction with the public. However, as outlined in Step 1, services are not only external. Some services are internal and some services are with other Departments, hence it is important that all services standards are documented.

7.3.3 Step 3: Identify Partnerships

Some services are delivered in partnership with Agencies and the private sector, for example the NTCE (National Tourism Career Expo) is always done in partnership with other institutions e.g. CATHESSSETA and provinces. All partnerships, possible and existing, need to be reviewed at a strategic and operational level (refer steps 1 and 2).

7.3.4 Step 4: Assess current Service Standards

7.3.4.1 This step can obviously only be done effectively if the Department have existing documented service standards. If such are in place, this step constitutes a critical review phase which is best done in small, focused workshops with the relevant staff members. The eight Batho Pele principles are the overarching measure when reviewing service standards.

7.3.4.2 The following checklist may be useful in guiding a workshop during such review:

- Staff courtesy, appearance and communication skills
- Appearance of staff
- Public security
- Response times
- Ease of access
- Information sharing with beneficiaries; e.g. brochures, signage, website, contact centre
- Complaints management system
- Services delivery accountability in terms of cost effectiveness (value for money)
- Documentation of measurable service standards

7.3.5 Step 5: Consult Stakeholders

It is important to consult with the relevant stakeholders as recipients either internally or externally to determine what level of service they expect and how the department will deliver the service.

This may be achieved by means of suggestion boxes, complaints analyses, surveys, focus groups, client panels and site visits. The department must provide alternative means of consultation for example by visiting the department or sending emails or contact the call centre telephonically.

7.3.6 Step 6: Set Standards

If the service standard owner has enough information from consultation, he/ she may proceed and draft service standards, which should be tabled to the Service Standards Team for review and ratification. The champion may opt to write standards directly during a consultative workshop (or multiple workshops if needed) during which stakeholders and experts may freely debate and agree on the output. At the end of this Guide is a template for documenting service standards. The template is more comprehensive and provides for Quality and target group specific details as well.

8. CAPACITY AND TRAINING OF EMPLOYEES

- 8.1 Inform and train relevant staff on service standards, especially front-line staff.
- 8.2 Ensure that staff have access to the resources (equipment, information), as outlined in the service standards, to deliver the quality service expected.
- 8.3 Ensure that relevant staff is trained on the Guidelines for the Development of Service Standards.

9. SERVICE STANDARDS APPROVAL PROCESSES

The finalised Service Standards should be formally approved by the Director General or delegated authority. The branch responsible should submit the finalised Service Standards to the Director General for approval and send a copy to Communication for publication as well as a copy to Chief Directorate: Strategy and Systems to register the standards.

10. ROLES AND RESPONSIBILITIES

10.1 Line Manager: responsible Director

- The line manager is responsible to initiate the development of service standards in line with this guideline.
- The line manager who initiates the developments of the service standards should inform the Directorate: Organisational and Service Delivery Improvement (Dir: OD & SDI) for technical support.
- The line manager must facilitate the consultation processes of the Service Standards.
- The line manager is responsible to facilitate the approval through the Branch Head of Service Standards with the Director General.
- Approved Service Standards must be archived and a copy must be send Dir: OD & SDI and Communication.
- Line manager responsible to attend to the gaps or blockages raised from the service delivery points and review the service standards where necessary.

10.2 Chief Directors

The chief Directors are responsible to recommend the Service Standards to the Deputy-Director General (DDG)

10.3 Deputy-Director General

- Deputy-Director General (DDG) is responsible to recommend the Service Standards within their branches for the approval by the DG.
- DDG must ensure that the development of Service Standards for services provided within their branches.
- DDG ensures publication and implementation of service standards.
- Monitor the implementation of the Service Standards to identify gaps between set standards and actual delivery.

10.4 Chief Directorate: Strategy and Systems

The Chief Directorate: Strategy and Systems shall champion the development of the Service Standards.

10.5 Director: OD & SDI

- The Dir: OD & SDI must provide technical support on the development of Service Standards.
- The Dir: OD & SDI will develop guidelines and template for the development of Service Standards.
- The Dir: OD & SDI where necessary will identify critical services requiring the development of Service Standards.
- The Dir: OD & SDI must create awareness on the development and the benefits of the Service Standards.

10.6 Communication

Chief Directorate: Communication is responsible for the publication of the approved Service Standards.

10.7 Employees

- Employees must familiarise themselves with the approved Services Standards of the department.
- Employees must ensure service is rendered every time to the customer in line with the approved Service Standards.
- When rendering the service, employees must identify gaps or blockages that defeat the set standard and raise it with the responsible directors.

10.8 Director General

- The Director General must ensure that the department has Service Standards.
- The Director General must approve/delegate the approval of the developed Service Standards.
- The Director General must approve the guidelines for the development of Service Standards.

11. CONCLUSION

Service Standards must be relevant and meaningful to the individual user. It should reflect a level of commitment in improving the service. To achieve the goal of making South Africa globally competitive, standards should be benchmarked against international standards, considering South Africa's current level of development.

Service standards and results of performance against standards should be published. This will be an essential mechanism to enable the public to hold national and provincial departments to account for their performance.

This will also be essential to track improvements in services from year to year, and to inform subsequent decisions about the levels to which standards should be raised in future.

12. DEPARTMENTAL SERVICE STANDARD TEMPLATE

The template below must be used when developing service standards:

Key Service	Bursary Management					
	Quantity	Quality	Target Group	Target Area	Time Period	Standard Statement
Bursary Management	All Applicants	Compliance with the bursary awarding policy.	Employees and external applicants	Rural schools	Depending on the course	Period for receiving new bursary application is between 1st June to 31st October each year
	All bursary contract signed	Approved vetted contract	Awarded bursars	Bursars from awarded Institution	All contract signed by February	Every student awarded departmental bursary shall sign the contract as commitment to complete the study.
	All bursary payment made according to registration.	Bursary payment made in line with authentic the registration and tuition fees documents	Bursars who signed the bursary contract	Bursars from awarded Institution	Within 30 days after receiving a valid invoice	Payment of bursars will be made to the recognised Institution of learning within 30 days.