



sport & recreation

Department:
Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA

SRSA SERVICE STANDARDS

Issuing Directorate: Strategic Management, Monitoring & Evaluation

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Service Standards of Sport and Recreation South Africa (SRSA)

1. CONTACT DETAILS:

1.1 PHYSICAL ADDRESS: Regent Place Building, 66 Queen Street,
PRETORIA (This address is between Thabo Sehume and
Lilian Ngoyi Streets, with vehicle entrance at corner of Thabo
Sehume and Helen Joseph Street)

1.2 POSTAL ADDRESS: Private Bag X896
PRETORIA, 0001
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1.3 TELEPHONE NUMBER: +27 12 304-5000

1.4 FAX NUMBER: +27 12 323-8440

1.5 OFFICIAL HOURS OF OPERATION: Monday to Friday, 08h00-16h30. The
Offices are closed on public holidays; but events and offsite activities take place when
arranged.

1.6 WEBSITE ADDRESS : www.srsa.gov.za

2. ABBREVIATIONS

- a. SRSA – Sport & Recreation South Africa / the Department
- b. DG – Director-General of SRSA
- c. SDIP: Service Delivery Improvement Plan
- d. PSC - Public Service Commission
- e. PFMA - Public Finance Management Act
- f. PAJA - Promotion of Administrative Justice Act

3. INTRODUCTION

According to *Retainloyalcustomers.com*, the difference between organizations that succeed and those that do not, is often how their customers are treated. “Those organizations that define how their customers are to be treated are giving their employees standards that they can be held accountable for.”

The danger of not having service standards in an organization such as SRSA is that each Directorate for example, may end up making its own standards, based on what they wish to deliver and not necessarily the kind of service that will best promote the image of SRSA. Service standards are therefore, “the non-negotiables in how an employee is to interact with a customer.”

In its *Evaluation of Service Standards in the Public Service*, the Public Service Commission (PSC) reminds us that “South Africans want better quality services from all levels of government. For instance, they want respectful and courteous service, shorter queues and no misplaced documents. However, at the same time South Africans want government “to do more with less” and for government to become more efficient with their taxes.”

The PSC further maintains that “Departments develop service standards in order to do away with ambiguity and thereby ensure that citizens have realistic expectations about the nature of the services being delivered by a department.”

4. SITUATION ANALYSIS

Until March 2015, SRSA’s service standards were divided between the Service Delivery Charter and the Service Delivery Improvement Plan of the Department. In the medium term, the Department intends to establish service standards at programme level as a way of creating a culture of service that is fully in line with the Batho Pele principles.

5. CLARIFICATION OF TERMS

5.1 What Is a Service Standard / Standard of Service

- a. The PSC describes a service standard as a “criterion adopted by a department in order to define how it should behave with respect to its client base (the client base may be internal or external)”.
- b. According to the Treasury Board of Canada Secretariat, “A service standard is a public commitment to a measurable level of performance that clients can expect *under normal circumstances*.”
- c. Normal circumstances, relate to the expected day-to-day service demands from SRSA within the allocated resources. What does not constitute ‘normal circumstances’ as the Secretariat alludes, are “special circumstances where regular service standards may not apply”. This includes holidays, the end of

financial year operations, and circumstances beyond SRSA's control such as natural disasters, and other emergencies.

6. THE PURPOSE OF THE SRSA SERVICE STANDARDS

- a. The purpose of these service standards is to provide staff with performance targets and to inform clients what to expect from SRSA. According to the PSC, "Service standards also promote a culture of effectiveness and efficiency, as they are typically used by managers in a department to measure the performance of that department. Importantly within the South African context, service standards promote accountability and transparency, as standards represent a public commitment by a department that they will deliver services that meet the needs of the public."
- b. The role of service standards as the PSC advises, is to answer questions such as: "How often will the service be provided?" "How long should it take to receive the service?" and "What does one do if one is not satisfied with the service?" Thus, service standards inform citizens about what kind of service and level they can expect from a department.

7. THE LEGISLATIVE/REGULATORY FRAMEWORK

The PSC's *Evaluation of Service Standards in the Public Service* states clearly that:

- a. Government departments are obliged to develop service standards, as stipulated in both the Public Service Regulations and the Public Finance Management Act (PFMA). Departments that have no service standards have failed to meet this obligation and have therefore not complied with these prescripts.
- b. Public Service Regulations (C1 & C2, No. 20117, July 1999) specify that an executing authority shall establish and sustain a Service Delivery Improvement Plan (SDIP) for her/his department, which should incorporate service standards. Moreover, as noted above, departments are expected to publish their service standards in their annual report as part of their accountability to the citizens of this country. They should also make reference in their annual report to what steps the department is taking to meet these service standards. Thus departments are expected to establish and monitor service standards and to use them as part of their initiative to improve the delivery of services to the citizens of this country.
- c. The PFMA (Act No. 1 of 1999) stipulates that strategic plans cannot be developed in isolation and that they must be integrally linked to a department's SDIP. Moreover, the PFMA emphasizes the importance of regular monitoring and reporting against measurable objectives that are linked to outputs and service delivery indicators (section 27(4) of the PFMA). In accordance with Section 65 of the PFMA, departments should table annual

reports that account for the progress a department has made in meeting its service delivery indicators and thereby inform the public as to the performance the department has achieved in meeting the service delivery standards it has set.

- d. In addition, the Promotion of Administrative Justice Act (PAJA, Act No. 3 of 2000) provides a legal framework within which administrators must operate when making decisions (e.g. a decision to grant an old age pension) that affect citizens. The PAJA stipulates that citizens must be informed of the reasons behind the decisions taken by administrators with regard to service delivery. Moreover, the Act stipulates that public servants must respond to a request to divulge the reasons for a decision, in writing, within 90 days. The PAJA also gives citizens the right to challenge the decisions made by administrators in court.

8. IMPLEMENTATION

8.1 Scope of application

The Service Standards are applicable to all employees of SRSA and those who represent SRSA through their provision of services to the public.

8.2 Key roles and responsibilities

The roles and responsibilities of staff and the public are stipulated below.

8.3 Financial; Security; Communication; and Personnel Implications

- a. The financial implications of the implementation of Service Standards will as far as the standards imply to the user directorate, be borne by such a directorate. The custodian directorate will fund the management of the Service Standards.
- b. The Service Standards are not a secret and shall be displayed where staff members and visitors can see them. The signed copy will also be stored on the shared drive to ensure staff access from a safe point of storage.
- c. The Service Standards shall be communicated to the people affected by them. In this way, management's decision-making in cases of non-compliance, will be within the set departmental controls and be taken quicker and with confidence.
- d. The Service Standards requires all staff members to adjust the way they have been behaving prior to the coming into effect of the Service Standards.

8.4 Grievance procedure: Grievances resulting from the stipulations of the policy shall be managed in terms of the relevant grievance rules/processes of the public service.

8.5 Risks & Consequences of non-compliance

The risks associated with this Service Standards include audit queries because of non-compliance. Where necessary, the existing disciplinary processes shall apply.

8.6 Monitoring, evaluation, audit, and review

- a. The departmental M&E Unit will monitor the compliance to the Service Standards and the Internal Audit Unit will audit overall compliance as would the external auditors. It is therefore important that all staff members familiarize themselves with the Service Standards and adhere to them.

9. OUR SERVICE STANDARDS

9.1 The level and quality of our services and the minimum standards below will be underpinned by the **Batho Pele Principles**. In this regard SRSA undertakes to:

- a. **Access:** increase access to our sport and recreation programmes and support, more especially to previously disadvantaged groups and communities.
- b. **Consultation:** have regular consultation with relevant stakeholders including public regarding the services provided by the Department through tools such as the community outreaches; meetings with relevant community structures and other stakeholders; as well as through surveys.
- c. **Courtesy:** ensure high level of courtesy by adhering to set standards for the treatment of our clients.
- d. **Service Standard:** set achievable standards for each and every service rendered. The Department's Annual Performance Plan sets targets that have to be achieved with the financial allocations made to the Department.
- e. **Information:** regularly provide information to our clients including relevant advice on our services so that clients have the necessary information to make informed decisions.
- f. **Openness & Transparency:** increase openness and transparency about how our services are rendered and who benefits from them by using various communication tools such as the website; mass media; community outreaches; annual report; and other publications.
- g. **Redress:** In case of failures and unsatisfactory from services rendered the department will ensure that clients are adequately redressed based on set standards. See the complaints section of this Charter and the contact details of the Department as provided on this document.
- h. **Value for money:** provide services to the right clients and to their satisfaction within the limits of available resources. To this effect, we will constantly measure the extent to which our clients are satisfied with the services or products they receive from SRSA.

9.2 When You Call Us, We Will:

- a. • answer promptly, within 5 rings
- b. • identify ourselves by name
- c. • listen attentively and with care to what you want to tell us
- d. • direct your enquiry to an appropriate section/person/ or organisation if we cannot assist you
- e. • be courteous and polite.
- f. •not subject you to unnecessary telephone voice prompts and referrals, as we will endeavour a maximum of three (referrals). Your details will be taken and necessary follow-ups will be made.

9.3 When You Write to Us Directly Or Through the Presidential Hotline, We Will:

- a. acknowledge receipt of your letter within 72 working hours of its receipt by us
- b. respond to your letters clearly within 15 days of receipt
- c. update and inform you of progress until the service has been delivered and the process completed
- d. give you full contact details of the person/organization to which your enquiry has been transferred.

9.4 When You Visit Us, We Will:

- a. warmly welcome you, identify ourselves and deal with your enquiry promptly
- b. address you directly with respect
- c. act in a friendly and helpful manner
- d. explain and ensure your full understanding of the processes involved
- e. provide you with advice and readily available information on our services if requested
- f. when honouring an appointment, fetch you from the reception within 10 minutes of your arrival having been processed by the receptionist.

9.5 When You Make a Business Transaction With Us, We Will:

- a. Provide you with clear specifications of the required service/s
- b. If additions to the service are to be made, they will be made within the laws/policies relating to procurement, and in writing
- c. Issue an order number before we expect you to start providing the service
- d. Once the service has been delivered, and the official invoice as well as other supporting documents are received, pay you within 30 working days
- e. Not require you to pay us for choosing you to provide services to the Department.
- f. If you are a recognized sport and recreation body, guide you on how to fill the necessary forms and prepare reports
- g. Give you feedback on your application for funding
- h. Transfer funding to you within 30 days of receiving all properly filled required forms and reports.

9.6 When Applying for a Job, We Will

- a. Register your application although we will not acknowledge it by writing to you. The advert will indicate this.
- b. Give you at least 4 days between invitation to the interview and the actual interview
- c. Give you feedback about the outcome of your application within 3 weeks of receiving your aptitude or related test results (if senior post), security clearance, and academic qualification verification, unless the preferred candidate has not yet accepted the job offer.

10. GENERAL COMMITMENT

We shall take all reasonable steps to make services accessible to everyone, including those with special needs.

11. DEVIATION FROM THE STANDARDS

In rare cases where we may deviate from the set service standards because of reasons beyond our control/special circumstances, we shall inform the affected parties accordingly.

12. REPORTING ON OUR PERFORMANCE AGAINST OUR STANDARDS

- a. • We shall publish the results of our performance against our standards each year in the departmental Annual Report as part of the SDIP.
- b. • We will be open and transparent about how our actual performance compares with our set standards of service.

13. COMPLIMENTS AND COMPLAINTS

- a. Our Service Standards are set to ensure that your service experience make you feel valued. If you are not satisfied with the level of service that we provide/provided you, you have the right to register your complaint. Be free to first raise your dissatisfaction with the member of staff you have been dealing with (where applicable) and escalate it to management if you feel it is necessary.
- b. Should you not be satisfied with the response, you can lodge a complaint in writing, by telephone or by e-mailing us and we shall respond to you within fourteen working days of receipt of your correspondence. Refer your complaint to the Director-General's office at 012 304-5000. E-mails may be addressed to ntshwari@srsa.gov.za. Correspondence received through the Presidential Hotline is also attended to by the Department once all the required information is received.
- c. The postal address of the Department is in the beginning of this Service Standards document.
- d. Once received by the Department, a complaint will be routed to the relevant section for action. It will then be considered by management and feedback

will be provided to the complainant. In cases where the response from the affected official or unit is not satisfactory, the Department will investigate further and inform the complainant thereof.

14. HOW YOU CAN HELP US / CITIZENS' OBLIGATIONS

- a. Tell us if you feel that we are not meeting our service standards.
- b. Provide feedback on your service experience.
- c. Be honest and fair in your interactions with us.
- d. Do not offer us gifts, money or other favours.
- e. Report fraud or misconduct. The government toll-free Anti-Corruption Hotline number is 0800 701 701.

15. SERVICE STANDARDS REVIEWAL DETAILS

The Service Standards shall come into effect on the first working day of the month following their approval by the Minister or the DG, and will remain in force for a period of five years or as determined by the Policy and Procedure Framework of the Department.

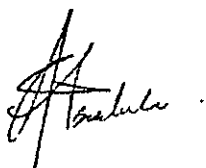
16. APPROVAL DETAILS

Supported by:



Mr M.E. MOEMI
DIRECTOR-GENERAL
DATE: 25/03/2015

Approved by:



Mr F. A. MBALULA
MINISTER
DATE: 25/03/2015