PROJECT KHAEDU
DEPLOYMENT FEEDBACK
LANGLAAGTE LICENSING AND TESTING DEPARTMENT

16 November 2007
Agenda

• Introduction
• Presentation of situation and complications
• Presentation of recommendations
• Question and answer
Introduction

The team has been tasked to provide an analysis of the service delivery problems faced by the Langlaagte licensing department, and to offer recommendations.

The team has been deployed at Langlaagte as part of a Project Khaedu assignment. In addition the team also visited the Funda Centre.

Our team is composed of:

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<thead>
<tr>
<th>Carmen</th>
<th>Coetzee</th>
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<tr>
<td>Thomas</td>
<td>Sigama</td>
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<tr>
<td>Victor</td>
<td>Mabunda</td>
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<td>Phumla</td>
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<td>Thanyani</td>
<td>Ravhura</td>
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<td>Chris</td>
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<td>Carlize</td>
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<td>George</td>
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<td>Linda</td>
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<td>Luren</td>
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<td>Lynn</td>
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<td>Elliot</td>
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Background

The Langlaagte Licensing and Testing Station carries out the licensing and testing function in terms of the service level agreement entered into between the City of Joburg and the Provincial Department of Transport.

Langlaagte Licensing and Testing Station services residents of Region F within the City of Joburg.
The institution is organised as follows..
The services offered by institution include the following, some of which is covered by the report…

- Vehicle registrations.
- Issuing and renewal of vehicles licenses.
- Testing for drivers licenses.
- Issue of roadworthy certificates.
- Conversion of foreign licenses to South African licenses.
- Weight bridge.
- Testing for learners licenses.
- Issuing of professional driving permits.
And what we found was…

Queues

“I came here at 5:30 and it is now 11:00 and I have not yet been called inside”

And more Queues
Where to book a learners test means sitting through 5 queues

**Process Time = 13 minutes**

**Average Total Cycle time = 6 Hours**
And if you are lucky to pass...well.. another 2 queues await you...

- At the cashier, to pay and get a computer generated learners licence; and

- At the examiner, to get his/her signature on the issued licence

Both of whom are located in two different buildings
And everything backlogs at the only operational eye testing machine…

“We are only left with one working machine. The others are not working… This problem has been like this for the past 5-6 months..” – Staff Member
And yet in another office are 4 brand new machines.

‘Only one staff member has been trained. We are waiting for the others to be trained.’
- Management

But if one new machine is put into operation. We would have improved the service by 100%
On the Drivers testing function, it was observed that …

Langlaagte has one of the most sophisticated driver test systems in the country.

Clients are required to use designated testing vehicles.

These vehicles are fitted with electronic motion sensors, audio recording equipment and cameras that monitor and record driving tests.

The basic idea is to reduce human errors and possible fraud and corruption.

The net impact of this is drastic drop in the pass rate from around 60% to about 15%.
This has also had some unintended consequences

• A marked reduction in the number of clients taking drivers test at Langlaagte. Of the 9431 clients that passed the learners test in the last 5 months only 4297 opted to take the test at Langlaagte.

• A reluctance of examiners to be placed at Langlaagte. Thus at times Langlaagte is not adequately resourced. (Examiners are rotated between the various testing stations)
The number of drivers test booked is well below the capacity of langlaagte.
The pass rate however is increasing steadily

It is doubtful if the driving skills of our clients has increased so dramatically over the last 5 months.

Perhaps some of our examiners have worked out that notwithstanding the fact that everything is being recorded.

No one is actually reviewing the audio and video files of clients that pass.
It was observed that the processes on the MVRA side of the business are also plagued with similar process problems.

- The team could find no evidence to suggest that the separation of duties along the lines of the BPM introduced at Langlaagte has reduced fraud or for that matter improved on the completeness of documentation.
- What is known for sure that it has increased cycle times, thereby promoting the practice of using “special agents” to bypass systems to get the job done faster.
- Also, there is the general perception by staff and management that fraud and corruption is as rife as ever.
The failure to maintain or upgrade tools of the trade has prejudiced some clients.

Wheel alignment equipment needed for testing vehicles has not been working to requirements. Consequently, clients have unnecessarily failed road worthy tests. This situation has been allowed to persist despite management being made aware of the problem 4 years ago.
Not surprisingly a survey of clients indicates that... they are generally unhappy. They are however most unhappy about the time taken...
By comparison the client survey carried out at Funda centre indicates that

They are very happy with the service that is being provided
The staff survey at Funda Centre shows that

<table>
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<tr>
<th>Category</th>
<th>Score</th>
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<tr>
<td>Training</td>
<td>4.0</td>
</tr>
<tr>
<td>Career Progression</td>
<td>2.7</td>
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<tr>
<td>Communication</td>
<td>3.8</td>
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<td>Facilities</td>
<td>3.8</td>
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<tr>
<td>Quality of service</td>
<td>4.6</td>
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<tr>
<td>Effectiveness of PMDS</td>
<td>3.9</td>
</tr>
<tr>
<td>Quality of Management</td>
<td>3.7</td>
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<tr>
<td>Use of Budget</td>
<td>2.4</td>
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Except for career progression and use of budget, they are happy about everything.
Perhaps the staff survey at Langlaagte holds the key to what is going wrong at Langlaagte.

Except for the quality of the service that they provide, they are unhappy about everything.
These results are to be expected where...

- There are no proper management meetings. Where minutes are kept and items followed through. The last proper meeting was held in 2004.
- Managements perception of performance appraisal is pointing out deficiencies at a general meeting or at a one on one meeting. The last proper performance appraisal was conducted in 1997.
- Training is arranged centrally at Martindale without proper consultation and consideration of the issues on the ground. Thus resulting in many staff not being properly trained to do the job.
- No performance management systems
- No records management
- No work plans nor skills development plans
And where there is an abuse of staff employed under a learnership programme...

By continually extending their contracts without adjusting the R2000 pm stipend that they receive and also thereby denying them the benefits normally available to full time employees.

And then to expect them to perform, when the full time colleague sitting next to them doing the same job earns R6300pm.
And the facilities look like this..
What we also found was a management team that was so out of touch that…

When one manager was asked how many staff he had, he had to go do a head count.

When asked how many of these staff members were permanent, he got the answer wrong!!

It was also the first time that he discovered he had a vacancy. The staff informed him that someone on his list had resigned. He did not know… he had to go check.
It is worrying when in the course of interviews …

Managers at both local and provincial levels expressed the belief that for clients to spend hours in queues was a necessary and acceptable price for clients to pay.

One manager even expressed the view that it was necessary price to pay to produce “quality drivers”

How will waiting 6 hours to book a learners test make you a quality driver?
It was also clear that management was not managing by the numbers

Every single month, for the past 10 months, the number of actual bookings made for learners tests is well below capacity. Yet if you phone or request a booking for the next day you are told that all slots are full. The reality however is that they have space to fit almost half of the clients on the same day.
There is a similar situation with the bookings for drivers test

The number of drivers test booked is well below the capacity of langlaagte

Yet on some days there are no or insufficient examiners to administer the test.
They are also not performance managing their staff

It was a daily occurrence during our short stay for members of the public to demand to see management, usually at the end of the day, because staff had left without first having attended to them.

Based on observed process times, the 4 staff members assigned to this function have the capacity to process 560 registrations per 7 hour day
Service Level Agreement

The team has been unable to find any evidence to suggest that the provincial Department of Transport is actively managing the provision of the SLA with regard to its oversight role over the testing and licensing functions carried out Joburg Metro on its behalf.

They have yet to act in dealing with the issues of the current service provider of the Licence Pro programme moving off site by 6 December 2007.
And this is complicated by…

- Lay-out of the service Centre;
- Poor signage;
- Improper staff scheduling;
- Inadequate resources/ facilities
- Some Examiners are ex-traffic officers who are still resolving previous cases in the courts
- Driving examiners are rotated to other Johannesburg DLTCs in rather unclear, obscure and unexplained transfers by head office/management.
Main Reef Road

Testing grounds

C=Cashier
T=Toilets
R=Reception
W=Waiting area
V=Verification
E=Eye test
F=Fingerprints
I=Implementation
FC=Foreign conversions
C&R=Collections
O=Office
K=Kitchen

Learners license testing

Drivers testing area

Main Building ground floor

Renewals and testing

2nd Learner license

Foreign conversion

Road worthy

Clearance

SAPS

Driver's Testing

W

R & V

Parking area

Classrooms

1e floor
Our recommendations are..

• Around Bookings
  – The call centre booking system and Licence Pro system be integrated through an electronic transfer of data. This will eliminate the need for clients to queue to validate the reference number issued by the call centre.
  – The validity period of the booking made by the call centre be reduced to 2 days.
  – To discourage ‘no shows’ the full test fee be charged upfront

• On learner testing
  – Consideration be given to the relocation of all functions to the site where the testing rooms are currently located thereby creating a learner testing centre.
  – The new eye testing equipment be deployed immediately
• On Driver testing
  – Staff be assigned the responsibility to randomly review the audio and video recording of passed drivers tests.
  – The rotation of staff problems be dealt with at Head Office level

• On the MVRA
  – The staff be multi skilled to attend to the entire process. This will reduce cycle times. The issue of fraud and completeness of documentation be attended to via the implementation of proper M&E systems
  – The equipment needed to conduct necessary tests be either upgraded or replaced.
  – A facility be create around the vehicle testing area to house a cashiers office.
  – The Postnet facility be used for the renewal of licenses.
• On management
  – All management staff be sent on a compulsory management course with particular emphasis on Batho Pele
  – Be subjected to a proper performance management and development programme.

• Staff and HR related
  – A proper Performance Management and Development system be introduced
  – The organisational structure be finalised
  – Consideration be given to the creation of a HR presence at Langlaagte
  – Staff on learnerships be either absorbed as full time employees or their contracts terminated
• The Department of Transport
  – set up a special unit to attend to the monitoring and enforcement of the SLA
  – Attend to the take over of the Licence Pro software by making available staff to be trained by the service provider
• Generally,
  – The signage at Langlaagte be upgraded
  – The relevant web site be updated with information related to documentation requirements for each service provided
  – Facilities, furniture and equipment be upgraded on a progressive basis.
Thank You

Questions ?
Risk of fraud and corruption

- Theft of equipment (inside job) not investigated
- Secretary issues invoices for fleet accounts but debtor management is in Loveday Street
- Piles of sensitive documents left on floors for collection to be microfilmed
- Chief Cashier’s “office” in the middle of entrance passage to section
- No proper safety and security measures
- Keys of safe left in its lock
Lack of proper HR management

- Supervisor acting 5 years in vacant post – 4 years without allowance
- Some employed 22+ years without progression/training
- Last record of performance appraisal of supervisor: 1997
- Secretary does some HR duties
- No performance management systems
- No records management
- No workplans nor skills development plans
- Strikes and threatening labour action
- No workstudy investigations
- Managers don’t know their structure nor their staff
- Learners have not received an increase since appointment
- Staff not wearing protective clothing
No facilities management

- Old building structure not maintained
- Office accommodation not suitable nor sufficient
- Cashier located in main building: Public must walk up and down (3x) for service
- Chief Cashier’s “office” in the middle of entrance passage to section
- Broken toilets
- Broken floor tiles
- No air conditioners
- Inadequate signage
- Buildings not disabled friendly
- Not complying with occupational health and safety standards
Lack of strategic management and communication

- Last record of management meeting is dated 2004
- Lack of performance management systems
- Lack of financial delegations
- No Service Delivery Improvement Plans
- No skills development plans
- Lack of decentralized functions
- eNatis system: no response time checks
- Jozinet not used optimally to improve service delivery
- Confusing structure and where the sections fit in, e.g. JMPD under Department: Safety and Security and City of Jhb under Department of Transport
Lack of financial management

• Tools of trade are not maintained or upgraded
• Secretary issues invoices for fleet accounts and order stationary
• Office equipment not maintained
• Lack of contract management
• Security risk of cash being stolen
• No demand management plan
• No budget information available
• No feedback on procurement requests
• Artificial separation of duties in order to create checks and balances
Recommendations

- Fill supervisor vacancy
- Built new facilities for MVR testing center (FM)
- Do proper work study investigation
- HR and Financial management components needs to be created on site
- Proper organisational structure, workplans and performance management systems need to be implemented
- Proper delegations must be drafted
- Compliance with OHS Act needed