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## ACHIEVING EXCELLENCE
## IN PROSECUTION SERVICE DELIVERY

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# INTRODUCTION

- ❑ Service excellence and prosecutors

- ❑ Status quo

- ❑ Learn from industry models and experiences

- ❑ Leadership and continuous improvement – vision, drive, demonstrate

## WHAT IS SERVICE EXCELLENCE?

❑ **Hard to define** – vague, subjective
❑ **Reliability** – consistent delivery of high value/price experience
❑ **Systematic output**

◉ **'Client-centric'.** Produce operational excellence that creates high level end user experience – at reduced cost and optimal value for money. Not only meets customer needs, exceeds customer expectations.

## EXPECTATION NEED TO BE DEFINED

❑ Need to be explicitly defined, communicated, incorporated

❑ Accompanied by ongoing strategies – align to all job levels

❑ Develop and support environment and provide resources to accomplish targets

# FOUNDATION

- ❑ Align business objective to key quality indicators
- ❑ Move from functional organisation to process-service based organisation
- ❑ Implement appropriate level/mix organisational structure
- ❑ Select appropriate human resource delivery model
- ❑ Implement process improvement initiatives, and foster culture of innovation and continuous improvement
- ❑ Monitor customer satisfaction
- ❑ Leadership, empower and ownership
- ❑ Engage employees, define career paths and advancement, reward performance
- ❑ Individual accountability
- ❑ Communicate brand, vision and values
- ❑ Learning and development

# QUALITY AND PERFORMANCE STANDARDS

QPS –

- ❑ One of the approaches used to measure and improve staff performance and increase service quality.

- ❑ Has quickly become an integral part of general management theory and practice - similar to merit rating in 80s and other systems of evaluation in 90s, such as performance appraisal and PMS.

# WHAT IS PERFORMANCE STANDARD?

While performance appraisals tell employees what they have to do, the standards tell them how well they have to do it

❑ A performance standard is a management-approved set of performance threshold(s), requirement(s), and expectation(s) that must be met to be appraised at a particular level of performance.

❑ A standard is established for each critical activity and included in the employee performance plan. They inform employees what they have to do to meet standards at each progressive level.

❑ The management of this process involves, planning, developing, monitoring, rating, and rewarding employee contributions, and is distinct from performance-based or performance-oriented approaches to managing, measuring, and accounting performance

## GENERAL PRINCIPLES

❑ Performance standards should be objective, measurable, realistic, and stated clearly in writing.

❑ The standards should be written in terms of specific measures that will be used to appraise performance.

❑ In order to develop specific measurers, must determine the general measure(s) that are important for each criterion. They include the following:

    ❑ **Quality**

    ❑ **Quantity**

    ❑ **Timeliness**

    ❑ **Cost-Effectiveness**

## GENERAL PRINCIPLES

For each criterion, decide which of these general measures are important to the performance by asking the questions:

- ❑ Is quality important? Does the stakeholder or customer care how well the work is done?

- ❑ Is quantity important? Does the stakeholder or customer care how many are produced?

❑ Is it important that the element be accomplished by a certain time or date?

❑ Is it important that the element be done within certain cost limits?

# PROSECUTIONS

**Write and implement standards for:**

1. Specific prosecution activity

2. A range of prosecution activities

3. Business process

STRATEGIC PLANNING

2. Setting strategy

3. Clients and Strategy

1. Assess environment

7. Continuous improvement

4. Quality strategies

6. Review results and effect change

5. Implement plan

# STRATEGIC PLANNING *(cont.)*

**1.** Achievement of excellence demands practical methods enabling **continuous improvement** that integrates organisational functions and stakeholder input.

How:

- Organisation must constantly change
- Leadership to drive change
- Other personnel must support and execute change
- Feedback loops provide input to identify needed change and effect response

**2. Assess environment.**

Organisation must be responsive to the context in which it operates if it wants to be relevant and responsive to changing environment. Environmental assessment:

- In context of purpose, location, sphere of influence (SWOT), organisational health survey, client surveys,
- Relate vision and mission to social and legal environments in which it operates.

Collection and analysis of these factors provide basis for creative thinking that guides planning and action towards future services and business excellence.

**3. Setting strategy.**

Strategies reflect core purposes and are designed to reflect:

❑ Environment
❑ Organisational competencies
❑ Opportunities and threats

They:

- articulate a map that takes it to its organisational goal,
- Translate environmental factors into planning assumptions
- Set goals and priorities
- Align resources to achieve performance targets

**4. Clients and Stakeholders.**

Success as an organisation and good outcomes in service environment best achieved by actively engaging persons served in planning and service processes. Engagement in input processes engenders sense of shared future that promotes excellence and optimal outcomes. Feedback from them informs the quality of outcomes.

**5. Quality strategies:**

❑ Why important – demand to improve quality. What is the problem? What are the right quality initiatives?

❑ Develop quality strategies:

- Research phase – review key business process performance indicators, analyse past quality initiatives, obtain client information, engage employees through feedback (insight into issues and concerns, and ensures buy-in), conduct benchmarking (external standards, what others are doing).
- Strategy phase – create compelling vision of quality, develop strategy to achieve it taking into account client future needs and benchmarks, delivered according to quality policy.

❑ Identify detailed action plans

**6. Implement plan.**

To achieve its purpose, must translate strategic goals into tangible actions. Excellence is attained by:

- ❑ Foundation of service delivery and business practice – operational strategies aligned to business strategies
- ❑ Effective use of available resources including personnel, technology and asset
- ❑ Performed by a competent workforce

**7. Review results and effect change.**

Organisation must actively monitor and track performance against series of performance indicators and targets in order to determine degree to which it's achieving desired services and business outcomes.

- ❑ The review and analysis enables organisation to develop and initiate quality improvement change.
- ❑ Information gained can be translated into focussed actions to improve performance against targets

## OPTIMAL ORGANISATIONAL STRUCTURE

1. An organisational structure defines way an organisation interacts internally, and how it engages with external environment. Internally, it defines how activities such as decision making, supervision, coordination and task allocation are directed towards goals.

2. Structure affects organisational actions in two ways:
   - ❑ Provides basis on which procedures rest
   - ❑ Determines how individuals participate and help shape actions. It optimises activities, interactions and relationships between skilled individuals that drive effective delivery of its processes.

3. Achieving right structure is important. Structure must evolve to deal with changing priorities, strategies and complexity of business, like a lifecycle. In the past, emphasis may have been on control.

As business grows, organisation will be required to ensure adequate processes, risk management and monitoring and evaluation mechanisms are in place.

4. Why change sought –
   ❑ Evolution in business, functions and goals
   ❑ Growth in size of organisation
   ❑ Application of new processes including monitoring and evaluation
   ❑ Overcoming institutional blockages and challenges

# 5. When structures are ineffective

| Symptoms of an ineffective organization | Likely root causes | | | | |
|---|---|---|---|---|---|
| | Leadership | Decision-making & structure | People | Work processes & systems | Culture |
| **Lack of coordination:** work unfinished, teams isolated, out-of-step | X | X | | X | |
| **Excessive conflict:** Needless friction among internal groups | X | X | X | | |
| **Unclear roles:** Functions overlap and/or fall internal groups | | X | | | |
| **Gap in skills or misused resources:** Missing or underutilized skills or resources | X | | X | X | |
| **Poor work flow:** Disruptions, cumbersome processes | | | | X | |
| **Reduced responsiveness:** Slow reactions to environmental shifts | X | X | | | X |
| **Conflicting communications:** external stakeholders confused, complaining | | | | X | |
| **Low staff morale:** lack of confidence or drive; poor teaming | X | | | | X |

Basic principles

- ❑ No right answer
- ❑ Likely better answer exists
- ❑ Make compromises
- ❑ Manage trade-offs

# 6. Effective organisation design considers five, interrelated components
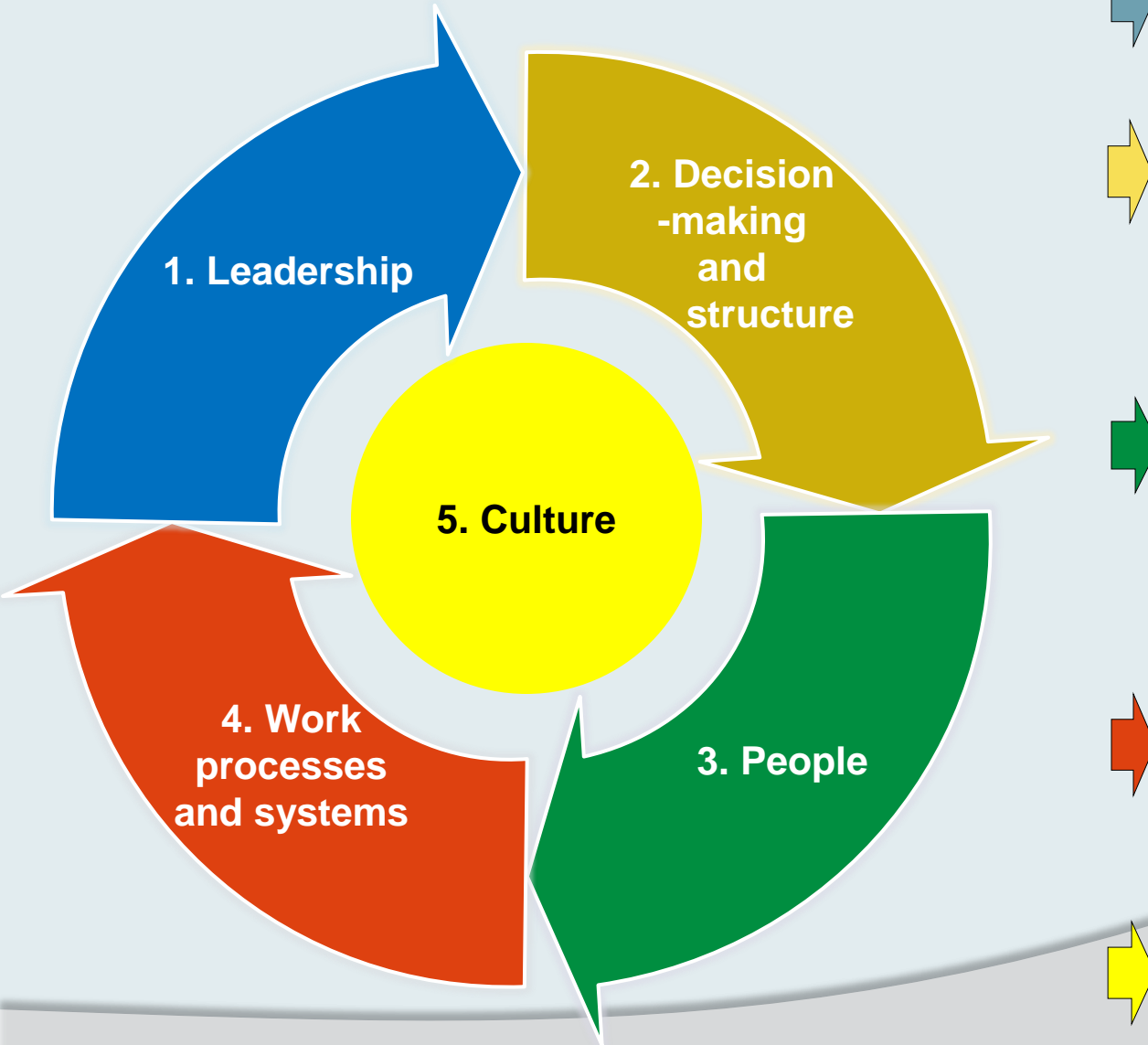


- Clear vision and priorities
- Cohesive leadership team

- Clear roles and accountabilities for decisions
- Organisational structures that supports objectives

- Organizational and individual talent necessary for success
- Performance measures and incentives aligned to objectives

- Superior execution of programmatic work processes
- Effective and efficient support processes and systems

- High performance values and behaviors
- Capacity to change

**1. Leadership**

**2. Decision-making and structure**

**3. People**

**4. Work processes and systems**

**5. Culture**

## 3 principles

- ❑ Consider all 5 components
- ❑ Align 5 components to each other
- ❑ Align strategy and organisation to one another

## 7. Considerations in deciding right optimal structure -

- ❑ Balance autonomy with efficiency
- ❑ Enhance collaboration and teamwork
- ❑ Eliminate overlapping accountability
- ❑ Ensure optimal use of resources – appropriate mode of service delivery
- ❑ Availability of resources

8. Designing optimal organisational structure requires time and careful thinking.

- ❑ Have clear set of objective in mind
- ❑ Account for all interests and issues likely to affect the new organisation and document agreed issues
- ❑ Communicate proposals across organisation and externally to ensure buy-in and support
- ❑ Obtain external approvals and funding provision
- ❑ Develop overall detailed implementation plan
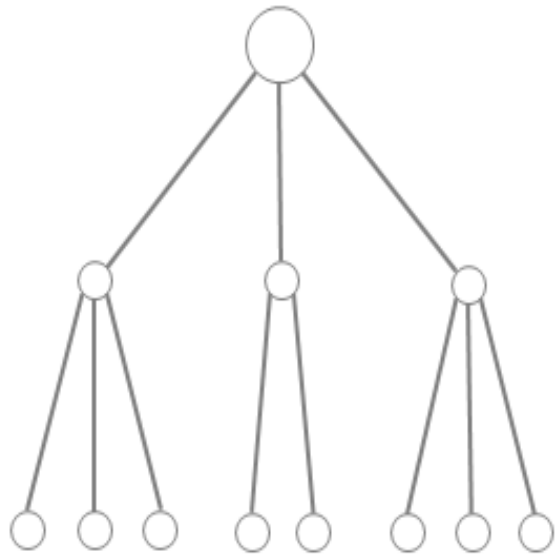- ❑ Monitor and review implementation

# 9. Organisational structure – progression

3 types:

❑ Traditional hierarchy ❑ Two dimensional matrix



traditional hierarchy
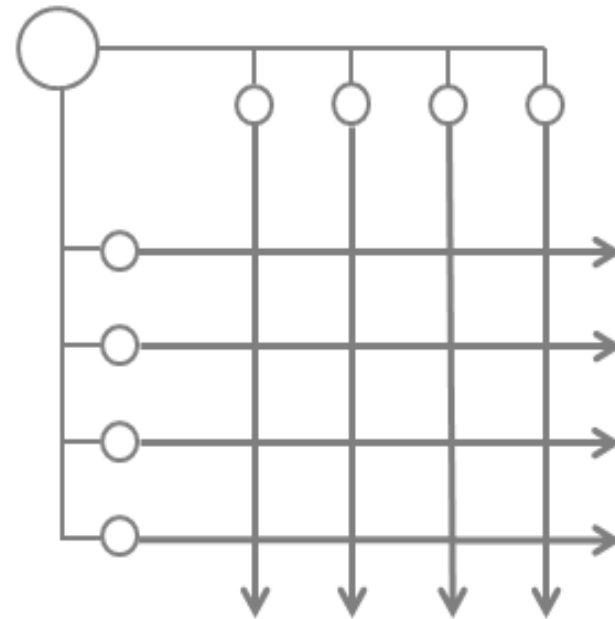
two-dimensional matrix

❑ Three dimensional matrix



**three–dimensional matrix**

10. Create right balance centralised and decentralised decision making.

❑ Centralised – align to focus and goals
❑ Decentralised –

1. creates leadership and decision making across organisation
2. empowers employees and allows them to initiate immediate improvements
3. allows managers to use experience and knowledge to make decisions to improve

## EXAMPLES OF INNOVATIVE AND EFFECTIVE INITIATIVES

Innovation is process of finding solutions to important problems. It involves transforming knowledge into new products and new processes. Role of innovation:

- ❑ May streamline business processes
- ❑ Leverage technology
- ❑ Pursue creative solutions to fulfil organisational mandates – find more efficient and effective ways of delivering core responsibilities and providing better services

Because customer needs constantly change, need to constantly meet and exceed customer expectation. Innovation ensures:

- ❑ Operational processes are enhanced
- ❑ Deliver advanced services
- ❑ Continuous improvement

Examples –

- ❑ Technology based – video conferencing = taking evidence, training, business meetings, interviews
- ❑ Technology based – personal devices – in court legal retrieval database
- ❑ Organisational design (re-engineering) – business process improvement, optimal organisational structure – Create National Prosecution Services

Organisational responses

- ❑ Integrate into operations
- ❑ Constant process – research and design

## CONCLUSION

To achieve excellence in prosecution service delivery:

❑ Design and implement appropriate structural and process improvements

❑ Introduce or enhance cultural levers