Problem Identification, Solutions and Action Plans.

SAVC

26 January 2012

After a detailed problem identification and rank-order of problems, the SAVC reached consensus that the six most important problems (causing about 80% of all shortcomings) are the following (in order of importance):

1. Administration
2. Budgetary Constraints
3. Communication and Marketing of the Image of the SAVC
4. Modernisation and Optimisation of Technology.
5. The Lack of a well-functioning Inspectorate
6. Inadequate Office Facilities

Four ‘committees’ were formed to investigate and propose solutions to the first four above. It was decided that the problem of office space (6) and the Inspectorate (5) could be handled by mere decisions on SAVC Council meetings.

Problem 1: Administration:

Committee: Dr Glen Carlisle; Dr Quixi Sonntag; Dr Steve Cornelius; Dr Ayoub Banderker and

Problem Statement:

The Current Administration of the SAVC Affairs is judged of a High Standard, but that it could be optimised. Some crucial areas still exist, such as:

- Lack of Competence of some staff members
- Major part of knowledge vested in one person
- Workflow process unclear and outdated
- Inadequate Councillor-Staff Interface
- Poor Relationships amongst many Staff members
- Lack of Staff Motivation

After analysing the above, the committee recommended improvements in two major areas:

1. Systems and Processes
2. People Attitudes and Motivation

Proposals:

That a credible consultant in Organisational Structure and HR be appointed to propose to Council changes to be made in 1 and 2 above.

That changes in the following be emphasised:

1. Systems and Processes:
   A New Organogram be developed
   The HR and Incentive policy be audited
   An Organisational (human) Development plan receive urgent attention

2. People Attitudes and Motivation:
   That a Career Guidance plan for staff be proposed
   That a staff motivation and relationship exercise be proposed

Additional aspects to receive urgent feedback (from consultant):

- Link between Council and Staff
Reduction of Staff Component
- Outsourcing of non-core functions (e.g. Newsletter, website, bookkeeping)
- Move to new office facilities
- The appointment of a Fulltime President or CEO
- Staff Development and Training (especially in Veterinary matters and Council legislation)
- The function of Registrar/Administrator be divided
- The Role of Head of Education be considered
- A position of Legal Assistant be considered

**Target Date:**
Within 10 days

**Action Responsibility:**
The above committee through Council

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**Problem 2: The Budget:**
Committee: Dr Clive Marwick, Ms Lynette Havinga, Dr John Adam, Dr Brigitte Wenhold,

**Problem Statement:**
The present budgetary process is void of any member input and lack transparency. It is 'back-to-front' (expenses first and the income) and lead to constant shortages. It is limiting to the SAVC and cause resentment and distrust by many members. Historically, administration would simply draw up the budget and everybody was then expected to sign it.

**Proposals:**
To create a budgetary system whereby members will be involved. It will be transparent and enable buy-in from members. Greater relationship between value and fee will be created in the process:
- The budgetary process will begin in February directly after the previous year’s budget has been passed by council
- Members will be invited to make proposals of what they perceive to be necessary to include in the budget after which the Draft budget will be drawn up in consultation with Admin and Council.
- Fees of Veterinary members will be raised to R2500 p.y. and will include the Inspectorate fee of R100 p.y. (This will ensure a budget of about R6m instead of the present R4m)
- The possible request for funding from governmental sources will be debated at Council.

**Strategy Responsibility:**
The above committee, inclusive of the bookkeeper and auditor, with Dr Clive as Convener

**Target Date of Implementation:**
The time line table will be drawn up by the end of February to make sure we stay within the budgetary time table for the year.

The budget process is an ongoing process and will thus be looked at throughout the year.

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Problem 3: Marketing and Communication:

Dr R Moerane, Dr Danie Odendaal, Sr Theresa Lotter,

Problem Statement:

There is a lack of effective communication and visibility of the actions and activities of the SAVC, resulting in a lack of understanding and a distorted image of the SAVC. This is true for the image on governmental, member and public levels.

There also exist an unclear description of the products of the SAVC, causing lack of understanding in the public eye.

Proposals:

- That the SAVC gets its mission and vision communicated by hosting an Africa-wide conference on a topic such as “Food Safety in Africa”. At this conference, prominent political figures, such as the minister of agriculture of SA and others continent-wide; as well as international experts can be invited to participate.
- That the SAVC adopts a central theme to be used in all communication and the Internet such as: “High Standard Veterinary Practice” (or similar).
- That the Chairman be encourage to attend important functions and communicate with leading political figures at important events to improve communication and relationship on a Departmental level.
- That the Inspectorate’s actions be communicated as well as important decisions by the SAVC.
- That active use of the social media is made in communicating the actions and mission of the SAVC
- That a SAVC Marketing Plan be developed in which the market is properly segmented and strategic actions are defined according to a time line; for example that every important event during the year is scheduled and actions around these events planned.
- That promotional actions and more visible prizes given to performing students in the Veterinary profession
- That the 8 key objectives of the SAVC be actively promoted on all levels, namely: regulatory, standards of training, control of the profession, standards of conduct, effectiveness and responsibility, protection of interests, prestige and dignity of the profession and advice to the minister

Action Plan:

The above actions will be driven by the above committee, under the guidance of the convener, Dr Danie Odendaal.

A professional marketing expert/company will be approached so as to put the above proposals into action and start the ball rolling before the middle of February 2012.

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Problem 4: Technology:

Dr Jana Pretorius, Dr Anne de Vos, Prof Lucky Nedambale, Mr Johan Oosthuizen

Problem Statement:

That the SAVC is not making use of the latest available technology so as to improve its effectiveness in all its key performance areas. These are:

- Communication with the public and members
- Administration
- The Website
- The telephone Service
- The logging of CPD points
- No IT expertise (due to budget constraints)
- Registration procedures and other forms are not interactive
Exam Results of Students
Complaint Logging and Follow-up
Too much paper and dust
No member’s e-database available
Poor website structure
Dropbox limitations
Newsletter shortcomings

Proposals:

- An IT expert’s services be procured on a part-time basis to modernise each process mentioned above
- To publish relevant articles on Animal Health, Food Safety, etc and publish it through blogs and the social media
- To investigate the formation of ‘Google groups’ around burning topics
- To move towards e-newsletter and improve the format (shorter/more relevant/attractive)
- Topical emails with links
- SMS-Bulk service
- E-Conferencing
- Online database for member registration, logging of complaints, topical matters, voting, suggestions.
- SAVC Document (less paper)
- Payments Online (e.g. E-Filing)
- CPD points Online
- Interactive Website inclusive of exam results, user-friendly, pop-ups with disease reports
- Email links
- Telephone modernisation; e.g. waiting voice message with info on topical matters; recording of logging calls
- Promotional DVD’s updated
- Electronic Archive to be investigated (perhaps legal implications)
- Protection of data against cross-hacking
- E-newsletter layout to be improved; Important matters first; must include invites for SAVC agenda; be printed less (once a year-the rest on e-format); more regular feedback; financial updates; surveys; short magazine
- Dropbox to be improved with; Folder names; search facility

Implementation Date:

Before May 2012-01-29

Responsibility:

The above committee with Dr Jana Pretorius as convener