

TURNAROUND NEWS



Minister, Pendukeni Iivula-Ithana and
Deputy Minister, Elia Kaiyamo

WE ARE ON TRACK!

{ With seven months behind us, and more than a year still ahead, we must renew our commitment to this journey to transform our Ministry in to a place of efficiency and service excellence. Together, we can achieve that vision. }

The Turnaround Strategy is working and the change plan is on track. This is the view of the Minister of Home Affairs and Immigration, Pendukeni Iivula-Ithana, speaking at a recent media event held at Head office to mark the end of the first phase of the change programme.

having a massive impact on service delivery."

The Minister, supported by the Deputy Minister, Elia Kaiyamo, as well as Turnaround Project Manager, Likies Valombola, outlined some of the key achievements and progress areas (see pages 2-5).

"From the outset, our explicit goal was to improve the way our customers receive and experience our services," she said. "To this end, the Turnaround strategy was aimed at aligning people, processes and technology initiatives with the Ministry's business strategy and vision."

"I am delighted at where we have come from and where we are going. This Turnaround strategy is achieving exactly what we set out to do. It is important to emphasize that the Turnaround Strategy was designed as an 18-month journey for a reason. We want every change we implement to stick and therefore we will roll out in a very controlled way to ensure that by the time we leave a specific site, the changes that have been implemented are sustainable into the future. It is critically important that every new way of thinking, every improved system, every enhanced process, is a lasting one."

This was designed to lead to greater efficiency at every level of operation with "faster turnaround times, more effective systems, shorter queues, efficient offices and improved customer service", she said.

"With seven months behind us, and more than a year still ahead of us, we must renew our commitment every day to this process of transforming our Ministry into a place of efficiency and service excellence."

Together, we can achieve that vision."

"I promised the citizens of our country that we will deliver services better, faster and smarter with the aim of contributing to building a performance-oriented ministry and government as a whole. Looking back at the first phase of our change programme and what we have achieved thus far, we are certainly well on our way to a totally transformed working environment that is already

NEW QUEUE MANAGEMENT



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CHANGE LEADERS

NEW LOOK OFFICE DESIGN

“The Turnaround Strategy is aimed at drastically improving the operations of the Ministry. Our key objective is to improve service delivery to the public. From the speed and accuracy with which we produce enabling documents, to the efficiency with which we process visitors at our ports of entry, our focus is on enhancing the customer experience”.



Programme Manager, Likius Valombola



“As we roll out the changes across our country, our emphasis must always be on the customer. At every front office and at every border post, in every queue and at every counter, we must make it easier for our customers to access our services. They must be able to do so with greater ease and in much shorter time.”

FRONT OFFICES:
TRANSFORMING THE CUSTOMER EXPERIENCE



CARING FOR OUR CUSTOMERS

The first intervention in each front office is to redesign the interior space in order to improve customer flow and streamline the queuing process. The space is cleaned up to provide a professional environment for both employees and our customers.

Customer research revealed that long queuing times and confusion around the requirements to apply for the various enabling documents, was one of the key complaints of the public.

A number of interventions were developed to relieve this frustration while, at the same time, ensuring the process was speeded up across the board.

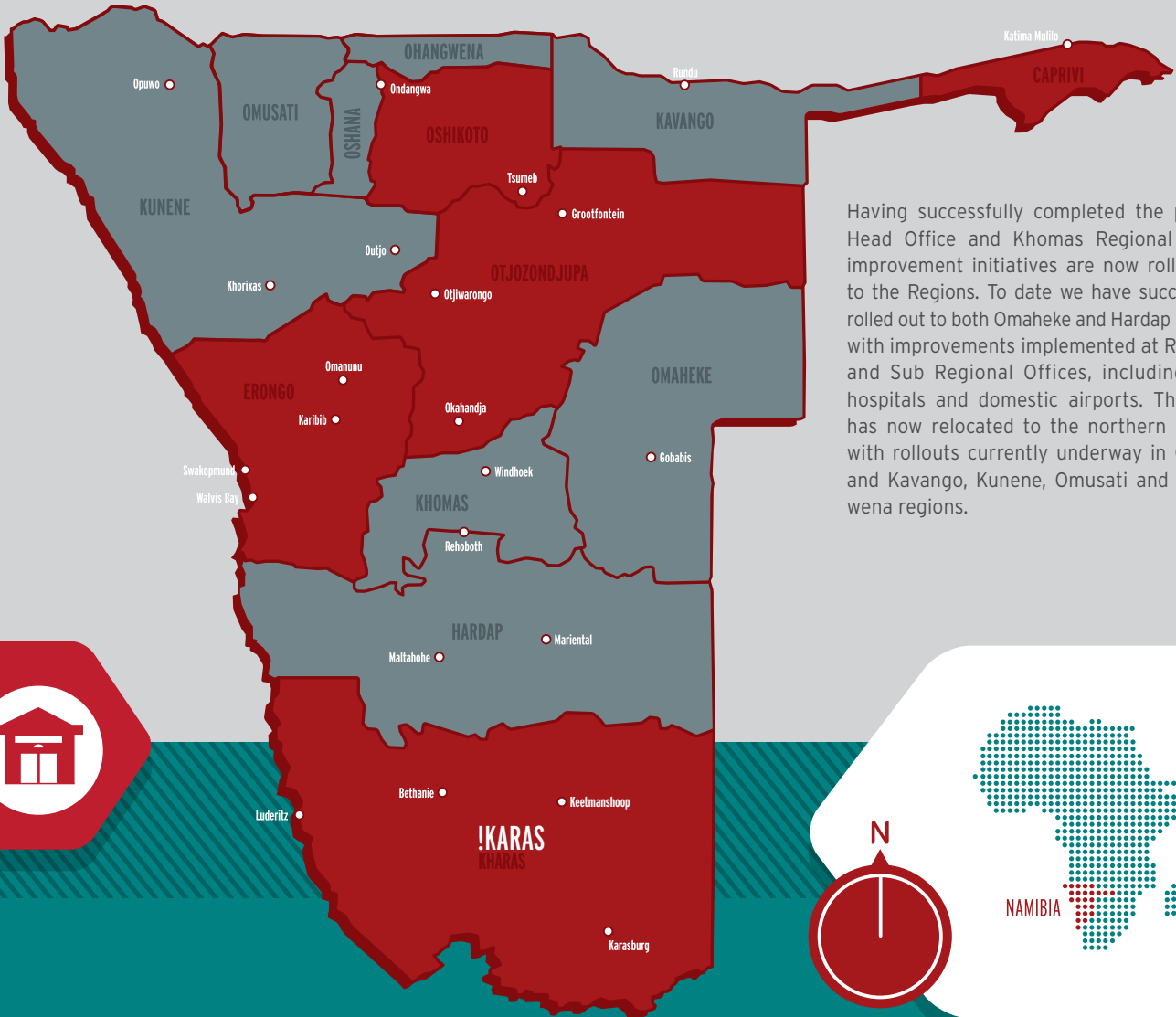
New signage is a key element of every front office where the Turnaround that has undergone the Turnaround Strategy. This is aimed at providing clear information

with regard to the various application requirements - whilst also providing clear instructions of how and where to queue.

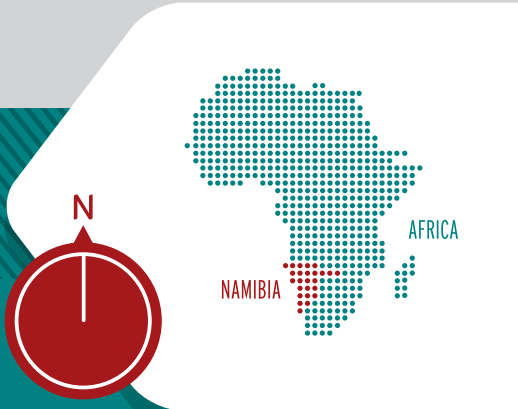
Each office also gets a Help Desk and/or a dedicated Information Officer who engages with customers as they enter an office to find out what services they have come to apply for. The customer is given the correct application forms and directed them to the correct queue and counter. In some offices where it is necessary, the Help Desk assists customers to fill in forms correctly.

Central to improving the customer experience has been an emphasis on Customer Care Training for the officials that focuses on the quality of services provided, the importance of effective communication and the need for professional conflict management.

ROLLING OUT THE FRONT OFFICE EXPERIENCE



Having successfully completed the pilot at Head Office and Khomas Regional Office, improvement initiatives are now rolling out to the Regions. To date we have successfully rolled out to both Omaheke and Hardap Regions with improvements implemented at Regional and Sub Regional Offices, including state hospitals and domestic airports. The team has now relocated to the northern regions with rollouts currently underway in Oshana and Kavango, Kunene, Omusati and Ohangwena regions.



Windhoek Front Office

ACHIEVEMENTS & PROGRESS

BACK OFFICE ENHANCEMENTS & CHANGES

Whilst our Front Office Rollout teams were taking on the challenge of transforming the customer experience at the front-end, our Operations Management workstream started working on the back office production areas for Passports and ID's.



Joseph Kaonde from Fingerprint Verification with some of the thousands of applications processed over the past months.



A small group from the Visas and Permit Section.

VISAS & PERMITS SECTION

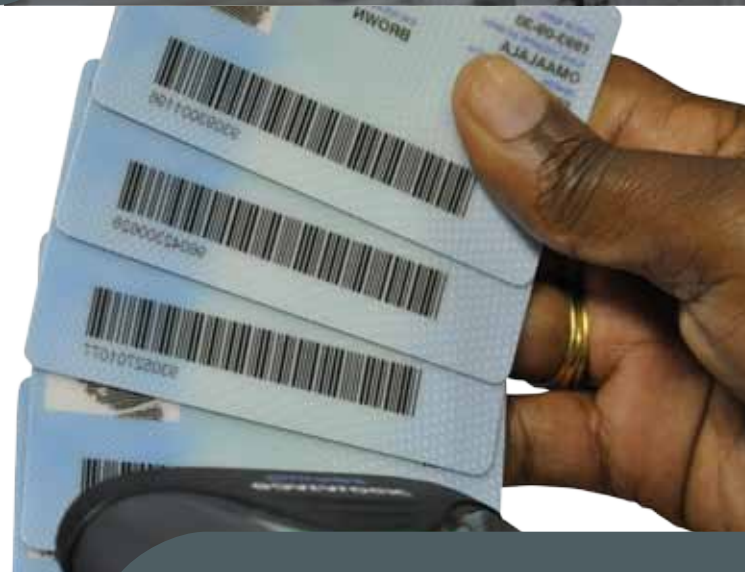
Operations Management teams have moved into the Visas Section, as well as the section dealing with Citizenship.

ID PRODUCTION

The ID Applications Incoming Receiving Section was the first to receive business process changes.

New processes were designed to check and control the quality of applications being received from the Regions. The colleagues in the section were trained on how to perform these functions to prevent applications that were incomplete from moving through the process.

A new Rejections Process was also implemented which enabled both the supervisors and regional offices to gain insight into the types of quality issues that existed, and to come up with solutions to address them.



PASSPORTS: BACKLOG ERADICATED

BY IMPLEMENTING KEY OPERATIONS MANAGEMENT PRINCIPLES, THE ENTIRE BACKLOG OF MORE THAN 3000 PASSPORT APPLICATIONS WAS ERADICATED WITHIN THE FIRST MONTH



BACKLOGS ELIMINATED

The backlog in the ID Production Section at the end of July was 45, 861 applications - with Scanning & Data Capturing having the largest amount of waiting applications.

Some of these applications dated back as far as July 2013.

Visual controls, individual production targets, time studies, batch processing and monitoring were implemented in each function area to eliminate the backlog.

BETWEEN SEPTEMBER AND OCTOBER, THE BACKLOG OF 23 000 APPLICATIONS IN THE APPROVALS SECTION WAS ELIMINATED

This was done through the use of overtime and strict adherence to performance targets at all times.

PRODUCTION TIME SLASHED

AT INCEPTION OF THE PROJECT PROCESSING TIME OF WINDHOEK PASSPORTS WAS FAR ABOVE THE REQUIRED 10 DAYS

THE AVERAGE TIME FOR A WINDHOEK PASSPORT HAS NOW DECREASED BY 79% TO AN AVERAGE OF 2.3 DAYS

THE AVERAGE PROCESSING TIME OF REGIONAL PASSPORTS HAS DECREASED FROM 13.55 DAYS TO 3.11 DAYS IN THE SAME PERIOD (77% IMPROVEMENT)

One of the key operations management innovations was the introduction of daily targets for each employee in the various sections. Daily production meetings are held to monitor production and identify potential bottlenecks (and other challenges) before they impact on the production cycle.

BY THE BEGINNING OF AUGUST 2014, ALL BACKLOGS HAD BEEN ELIMINATED FROM THE RECEIPTING, AFIS, SCANNING AND DATA CAPTURE SECTIONS.

SAME DAY PASSPORT DISPATCH

Same-day passport dispatch system now in place. A daily courier service now sends passports to the office of application on the same day that they are being printed.

ID SECTION: BEHIND THE SCENES WITH THE TEAM

ID PRODUCTION STREAMLINED

The ID section has seen massive changes over the past 3 months.

First, a massive backlog of more than 45 000 ID applications was completely eradicated across all the various processes - from the Receiving to Dispatch.

The colleagues achieved this by working overtime but also, by each section tracking their production output and working to

meet pre-agreed targets during the day as well as in the evening overtime shifts.

The physical workspace also looks very different. Workflows have been organised and clearly marked.

Well done ID Section!



Supervisor, Oscar Muhapi, from the Approval Section with certificates of achievement for all the top performers in the various sections.

In the ID Section we are all dependant on each other. We have different roles to play. From the point of receiving applications, through to fingerprint verification, scanning, data capturing, printing and dispatch - every step of the process is dependant on the previous step. If we have problems at any point in the process, it impacts the whole production line. That is why I am so proud of the fact that we have an efficient, smooth process with no backlogs that impact on the overall efficiency of our section.

CONTROL ADMIN OFFICER JACOBUS VAN DER WESTHUIZEN



"The targets really help us to push up production because you know exactly what is expected. We all agree on the target, so we know we can reach it if we work really hard. In one of my good weeks I managed to exceed my weekly target with more than 300 applications."

SELMA NAANDA APPROVALS



"It feels as if the system is flowing now. It makes a big difference that the incoming applications come in on a regular basis and that we don't end up having to either rush through big batches, or wait for days with no work to get through."

ALTA AUCHAS VICTORIA AMUKUTO FINGERPRINT VERIFICATION



"If we can keep up with the changes of the Turnaround Strategy then we will not have any more backlogs. That means we can print and dispatch the applications as they come in ensuring a much faster turnaround time for these documents."

ID DISPATCH GERTRUDE KAPOYOYO



"We compete with each other to see who can process the most applications. It makes us faster and it's fun. In one of my top weeks I exceeded my weekly target by 850 applications. That's more than double than what I was required to do."

PENNY SHIHEPO DATA CAPTURING



"Things are improving all along the line. Application form from the front offices are now, more often than not, complete. This makes the whole process much faster, because we can proceed to capture the data and send on to the next section.

I am happy because this process is helping us to be faster so that the public can be less frustrated. It is a huge stress for us, when they call us all the time wanting to know 'where is my document, why is it taking so long?'"

MARTHA NAMUNDJEBO SCANNING



"The overtime arrangement has made a huge difference. Not only have we been able to eliminate the backlog, we are also able to keep up with the applications as they come into our section."

DESERY HESS FINGERPRINT VERIFICATION



"Our areas are more organised and streamlined. It really reduces ones stress if things are well organised and the filing is under control. The applications move through our section very smoothly at the moment."

CHERON UANGUTHA DATA CAPTURING



"We are committed. The applications coming in are now well arranged and it allows us to really increase our numbers because the process is smooth. I have already managed to exceed my weekly target by more than 500 applications last month."

PHILADELPHIA GOWASES SCANNING

"In the past, a huge problem was incomplete information on forms. We cannot proceed with an application if the data we receive is not clean or complete. We have to send such an application back to the front office for clarification. This slows down the whole process and creates huge frustration for the customer."

DATA CAPTURING EUNIFER MUKASA



MEDIA GIVES TURNAROUND THE THUMBS UP!

Home Affairs Undergoes Major Transformation

“ The Minister of Home Affairs and Immigration, Pendukeni Iivula-Ithana, says her ministry’s turnaround strategy has been a huge success, cutting layers of bureaucracy at the ministry.

Commending her team for a job well done, she stressed that a backlog of more than 3 000 passports was cleared within the first month, while the processing of passports for Windhoek residents takes less than 3 days, the processing time for regional passports has decreased to less than 3 days. This is a 77 percent improvement, she noted.”



Visit the New “CHANGE ZONE” at Head Office



Ministry’s Turnaround Strategy Is Revolutionising Service Delivery

“In the coming months, the turnaround strategy will continuously deliver additional results for the benefit of the public and our stakeholders.”

Home Affairs Turnaround Strategy on Track

Home Affairs and Immigration Minister Pendukeni Iivula-Ithana says the implementation of the 18-month turnaround strategy adopted by the ministry in June is going according to plan.

The Minister also said the Ministry has been in the spotlight for many years, mainly due to its poor service delivery. She said poor customer service is not an issue solely for the public sector, but also one that pervades the private sector. The Namibian government, she said, has realised the need for better customer service and has invested time and money to solve these issues.



BIRTH, MARRIAGES & DEATH

A HAPPY PLACE TO WORK

The Birth, Marriage and Deaths section is a very different place than it was seven months ago when the Turnaround started at MHA1.

The staff worked hard but they were held back by an old system of doing things. The workflow was not organised. The working space was dark and cluttered. Desks were piled high with documents and files...

"I felt depressed in the morning when I had to come to work," says one staff member. "There was no direction to what we were doing. I would just sit down and start working on whatever was on my desk and try to get through the day."

Another staff member talks about the struggle to find documents: "Everything was very mixed up and finding a document would take a lot of time. You would actually be lucky if you found anything you were looking for. Often, one would just give up and have to tell the client to resubmit this or that."

Today, the working space is hardly recognisable. Gone is the badly lit, cluttered and crowded office. In its place is a bright, airy, reorganised space. Desks are organised along the walls with staff members all facing each other to enable them to easily communicate with each other. The workspace is organised in such a way to ensure that those who do similar tasks, like submissions or alterations, all sit together. This makes the various processes work like a well-oiled machine.

The filing system has been totally reorganised. Everything has a place, is clearly labelled and packed into transparent boxes to ensure documents or application forms do not get mixed up. "I know exactly where to find what," another staff member points out.

ments or application forms do not get mixed up. "I know exactly where to find what," another staff member points out.

There are no backlogs in this section anymore. Each step in every process for every service is completed within the targets that the section has set themselves. Big boards tracking these targets and indicating the output for every staff member are up against the wall. They are updated every day during the regular production meetings.

Staff members take turns to do front office duty and engage with customers. "We have drawn up all the requirements for the various services. The front office teams have put up information posters that clearly stipulate what is required from customers when applying for say, a change of name or re-issuing of a birth certificate. This makes everything work much smoother, because we take complete application forms back to the section for processing," the staff member on duty at the front desk explains.

The physical change in the BMD section is very clear for all to see. Yet, the biggest change is maybe not immediately evident to the eye because it lies in the smiles of the people who work there. It lies in the kind way in which a staff member deals with a difficult client or goes the extra mile to expedite an enquiry. It lies in the hum of a workplace where people work with concentration and dedication. The biggest change in this section is not in the perfect filing or the streamlined workflow, it is the fact that it is a happy place, with happy staff who are committed to providing excellent service to their customers. Well done, BMD section! You are champions of change.

BEFORE



BEFORE



AFTER



BIRTH, MARRIAGES & DEATH



Sometimes, before, I used to feel as if you could achieve nothing in my work. You would just come to work and just try to get through the day. Now, you can see things are actually happening.

KUNA KAPUTJAZA



"I love being the manager of this section because we are there at the beginning of life and at the end of life for every Namibian citizen. From birth to death, and through every significant life event such as marriage or a change of surname, we are there to help. I am incredibly proud of every person who works in this section. They are dedicated and professional and committed to providing great service in a compassionate and kind way."

MARTA BEZUIDENHOUT MANAGER



CHARMAIN UANDARA

The meeting cycle we have implemented helps us to stay on target and also helps us to provide reliable statistics when required by the Permanent Secretary for parliament.



We have reorganised ourselves. We used to all over the place - and often quite far away from each other. Now we have rearranged the office so that we have one process, one area. It helps the work flow from one colleague to another and makes the whole process smoother and faster.

LYDIA SHALULILE

EMILY MUUNDJUA



PRISCA KAIKO

"Things flow. The work flows. There was a lot of backlog in the past. Now that backlog is moving.

So much has changed that I don't even know where to start... For me the proper organisation and the new filing system is the biggest change that has had the biggest impact. "

This place is totally different. It feels as if it is something new. This whole section is new. New office, new people, new way of doing things.

DINA

BEVERLEY ABEL



It is a good feeling when your day at work is not something you fear and you just get through the week because you have to.

NDAPEWA ASINA

The regular meetings are good because we can discuss problems and ensure they are solved. We are far more organised. It's a good working environment. It's conducive for work. It feels as if you can breathe.

BERNHARD MENGELI



In the past you did not know where to start looking for anything. It was like going into a forest. The filing system that has changed is such a massive help.

JUSTINE KATJITEO

We standardised requirements for all the various services. Now, when we take in an application, we know exactly what is required from the client and this means we send applications to the section that are complete and without mistakes.

JUSTINA HAAKALA



We are far more organised. It's a good working environment. It's conducive for work. It feels as if you can breathe.

DEBBIE HAMMERSLAG

Sometimes, in the past, you would not know where things were coming from. You would not know where to look for certain things. It was confusing. Now everything is clearly labelled and you know exactly where to find what.

MBAPENA KANUAMERA



The meeting cycle we have implemented helps us to stay on target and also helps us to provide reliable statistics when required by the Permanent Secretary for parliament.

ELLIOT TUNEKO

I love the surprise on customer's faces when I work at the front desk and I exceed their expectations through my service or by being kind and supportive. Many customers can be very rude and this makes it very stressful sometimes, but when they realise that things have changed they also change their attitude very quickly.

BEAUTY HIJATA



REFUGEE ADMINISTRATION

CREATING A STREAMLINED DATABASE

The Operations Management Team has just moved into the Refugee Affairs, and some dramatic changes are taking shape in the Administration Section.

STALEN SHIKWAMBI
DATABASE ADMINISTRATOR



BEFORE

The Operations Management Team has just moved into the Refugee Affairs, and some dramatic changes are taking shape in the Administration Section.

Database Administrator, Stalen Shikwambi, is the man who has watched the transformation take place. As the only fulltime employee, he is the heart, head and soul of the section.

"I administer the database for all refugees and asylum seekers who come to Namibia. We keep all their records. I am therefore the go-to person for Police and Immigration officials if they need any information on any person."

A proper filing system is absolutely critical for Stalen to do his job yet retrieving information has been a very cumbersome process up to now.

On receiving a query, Stalen would have check the rows and rows of box files in the strong room to find any individual file. Now, this is about to change. A team of helpers have been brought in to capture all the paper files and create an online registry that will allow Stalen to quickly pinpoint a file when a query comes in.

"We have also changed the way we do our processing," says Stalen. "It is much smoother and simpler because we have created a system that allows me to easily find the forms I need."

The workspace in the section has also been decluttered and organised. A very professional atmosphere has been created with neatly labelled shelves, re-arranged desks, new signage and name tags.

The team holds daily production meetings to chart their output, track their targets identify solutions for any problems that crop up.



AFTER



FRONT OFFICES

A NEW QUEUE MANAGEMENT SYSTEM!

A new queue management system is being piloted at the Windhoek Front Office.

The system is simple to use and is aimed at improving the customer queuing experience and optimising counter efficiency.



THE NEW QUEUE MANAGEMENT SYSTEM IN ACTION!



EASY TO USE

GET A TICKET



TAKE A SEAT

DIRECTED TO THE RIGHT COUNTER

This is how it works. On entering the office, every customer is assisted to select the service they require by following simple prompts at a kiosk. They are issued with a numbered ticket.

Customers then take a seat until their number is called via an automated system directing them to a specific counter. This does away with the need to sit in a specific queue and continuously move seats as the queue progresses.

Information snippets and MHA news flashes are displayed on TV screens mounted above the counters, providing customers with viewing material whilst they wait to be called.

Simple and easy to use, the queue management system is currently being piloted at the Windhoek front office. Following the pilot, the Ministry will review and then decide whether to roll out the system to other high-volume office.

The entire front office experience has changed. From the way customers are guided through the process to the physical layout of the space - the entire focus is on enhancing the customer experience. The new queue management system that is currently being tested is the latest innovation in a long list of changes that has totally transformed the front office experience, for customers and staff.

PILOT PROJECT

SERVICE WITH A SMILE

A new culture is taking root at MHA1 and, nowhere is it more evident than in our front offices.

A new standard for service excellence is being set by the sterling effort of many of our front office officials to interact in an empathetic and professional way with our customers.

As our systems improve and our documents production processes are setting new records in terms of turnaround times, staff are becoming

more and more confident about the level of service they can provide.

"Working on the frontline with customers is very stressful," explains one official who deals with passports. "When customers are frustrated, they take it out on you and it can become very difficult to remain calm and polite in such circumstances. However, now with the improved turnaround times for passports, customers are usually so surprised and delighted, that has become a pleasure to work at the counter."

Another official who deals with IDs, agrees. "In the past, I couldn't help fearing front office duty because you knew the customer expected the process to be long and difficult and they would often come to the counter ready to fight with you. Now, just with the changes in the way our office looks and the fact that customers don't sit in queues for hours, it improves their attitude towards us. It is much easier to be professional when you know you can tell a customer that their ID will be ready within a certain period of time and you know that you will be able to keep that promise when you make it."



Avril Nuuyoma & Naomi Haihambo respectively

NEW CUSTOMER HELPLINE IN ACTION

MHA1 switchboard staff are participating in a needs analysis for a potential new Call Centre for MHA1.

All customers queries are currently being routed through the switchboard and are being monitored and captured on a daily basis.

Instead of just directing calls, the switchboard operators have now been trained to deal with all "first level enquiries" regarding MHA1 services.

According to Avril Nuuyoma, by far the most enquiries are regarding civic affairs. "Most calls are about passports, permits and IDs - mostly about the requirements for an application or the status of an application."

"In the past we would simply direct all calls to the sections. Now, we are able resolve many of these queries. This means, not only are the customers far happier because they are not being sent from pillar to post, the staff in the sections are also not having to answer phones constantly."

Naomi Haihambo agrees. "I feel as if we are providing a really important service. For instance, customers don't seem to know about the SMS service for status enquiries. When give them this information, they are so surprised and grateful to know that they can get a quick, reliable answer by simply sending an SMS. We are able to resolve a huge number of status enquiries this way."

"The only calls we now direct elsewhere are those we cannot answer, and that is a fraction of what comes in. This means, many satisfied and impressed customers who are helped immediately, and grateful section staff who do not have to answer the same question over and over again and can get on with their production work."





Republic of Namibia
Ministry of Home Affairs
and Immigration