

dpwr

Department:
Public Works and Roads
North West Provincial Government
Republic of South Africa

STANDARD OPERATING PROCEDURE (SOP)
DEPARTMENTAL POLICY



dpwr

Department:
Public Works and Roads
North West Provincial Government
Republic of South Africa

Modiri Molema Road
Provincial Head Office
Mmabatho, 2735
Private Bag X 2080, Mmabatho, 2735
Republic of South Africa
Tel.: +27 (18) 388 1229
Fax: 0866220951
Website: www.nwpg.gov.za/public_works

DIRECTORATE: HUMAN RESOURCE MANAGEMENT

POLICY TITLE : STANDARD OPERATING PROCEDURE (SOP)
POLICY REF : HRM/OD/SOP1

1. PREAMBLE

Standard Operating Procedures (SOP) are specific procedures that specify in writing what should be done, when, where, by whom and how. It is a set of written instructions that document a routine or recurring activity followed by an institution. A SOP facilitates consistency in the quality and integrity of an end product or end results

The development and use of SOPs minimise variation and promote quality through consistent implementation of a process or procedure within an institution. SOPs can indicate compliance with institutional or governmental requirements and can be used as part of an induction training programme, as they should provide detailed work instructions. In addition, SOPs are frequently used as checklists in auditing procedures.

Clear and effective SOPs are essential in the development and deployment of any solution. The SOP development process brings workers, managers, and advisers together in a collaborative way, when properly and fully carried out. As a result, everyone focuses their abilities on doing the best job possible with the department's resources.

2. PURPOSE

To give guidance to the development of Standard Operating Procedures and as well as the responsibilities of the role players.

3. REGULATORY FRAMEWORKS

- 3.1. Chapter 3, Part 3 (36)(d) of Public Service Regulations (2016)
- 3.2. Chapter 2 of DPSA Operations Management Framework Guide (2016)
- 3.3. Chapter 10 Section 195 (1) of the Constitution
- 3.4. Public Service Act, (Act No.103 of 1994)
- 3.5. White Paper on Transforming Public Service Delivery (1997)

4. ACRONYM LIST

- SOP : Standard Operating Procedure
- OD : Organisational Development
- OMF : Operations Management Framework
- DPSA : Department of Public Service and Administration
- HRM : Human Resource Management
- EA : Executing Authority

5. SCOPE OF APPLICATION

- 5.1. The Policy is applicable to all employees of the Department of Public Works and Roads.

6. PRINCIPLES

- 6.1. The application of the SOP Process shall be open, transparent and be done in the best interest of the Department of Public Works and Roads in order to achieve its strategic objectives.

- 6.2. SOPs may be written for any repetitive activities as well as for any administrative or functional procedure that is being followed in an institution
- 6.3. The Organisational Development within the Department of Public Works and Roads must conduct workshops or briefing sessions on Standard Operating Procedure before the development process.
- 6.4. Only Organisational Development officials may facilitate the development of Standard Operation Procedure as mandated by DPSA.
- 6.5. Standard Operating Procedure (SOP) shall not be developed without the involvement of a function owner.

7. BENEFITS OF STANDARD OPERATING PROCEDURE

- Identifying planned and agreed-upon roles and actions. This information helps to standardize activities and promotes co-ordination and communication amongst officials. These procedures thus help to improve the speed of decision making, the quality and consistency of a service
- Describing and documenting what is expected of officials in the performance of their official duties and ensuring that good practice is achieved at all times
- Providing a framework for training programmes and briefings. These activities in turn improves the understanding of work requirements and helps identify potential problems
- Serving as a reference document for officials and contributing to the audit process
- Providing a valuable structure for internal communication with a key role, within the institution, in creating a knowledge management base.
- Acting as a vehicle for disseminating best practices within the Department of Public Works and Roads.
- Serve to speed up the integration of an individual into the Department of Public Works and Roads during the introductory training phase, by making available a library of institutional wide best practice and operating procedures.
- Improving transparency within the Department of Public Works and Roads by enabling all officials to see how specific activities are performed in a standard and clear fashion.

- Providing a clear audit trail in cases of dispute or external investigation by showing the procedures followed and records maintained.
- Providing a checklist which is action and implementation-oriented.
- Used as a cost-effective functional training tool.
- Providing valuable background information to change management policies, by embedding new best practices.

8. PHASES OF DEVELOPMENT OF SOP

Organisational Development Unit shall follow the following phases with regards to the development of SOP:-

8.1. Phase 1: Preparation

- Develop a guiding document
 - Writing styles
 - Timing and frequency
 - Develop standard operating procedure format
- Obtain and secure buy-in
- Institutionalize the standard operating procedure format
- Identify priority processes
 - Identify processes
 - Prioritize processes
- Develop a repository
- Develop governance arrangements

8.2. Phase 2: Development

- Determine objective of the standard operating procedure
- Appoint the standard operating procedure writer or team
- Produce the standard operating procedure
 - Name the procedure
 - Write a scope
 - Chart the procedure
 - Note the date of operation

- Note the periodicity of the review
- Write the procedure in format
- Test the procedure
 - Internal review
 - External review
 - Pilot
- Indicate responsibility
- Authorize the procedure
- Distribute and file the standard operating procedure

8.3. Phase 3: Implementation Considerations

- *Enable*
 - Induction and training on the procedure
 - Make the procedure accessible
 - Develop implementation Plan
- *Empower*
 - Delegations in place
 - Assign project champion
- *Encourage*
 - Run advocacy program
 - Supply feedback on progress
- *Enforce*
 - Monitor the standard operating procedure

8.4. Phase 4: Review

- Timelines for revision
- Impact assessment
- Change in business processes

9. BASIC SOP INFORMATION TEMPLATE

- Component – The directorate where the function is performed.
- Business Unit – The Unit where the function is performed.
- Process Name – The function to be studied.
- Relevant Legislation, Policies, documents, Manual, Handbooks – Statutory framework that governs the function as well as handbook.
- SOP Reference – SOP Reference number
- Function Owner – Name and surname of the responsible manager
- Approved Date – Date of approval by a relevant manager.
- Revision History – If the SOP has been revised
- Revision Version Number – The version number of the revised SOP
- Definition and Acronym – Definition of acronyms used in the SOP

10. STEPS TO DEVELOP SOP

Steps to be taken by OD Officials in the development of a well detailed Standard Operating Procedure:

1. Design a SOP template
2. Identify components to be studied
3. Arrange for a briefing session with identified components
4. Conduct a briefing session with all identified components
5. Interview post holders to obtain information
6. Analyze information
7. Provide feedback/present proposed process to relevant components
8. Develop standard operating procedure
9. Map business processes into flow charts
10. Prepare a submission for approval of the business processes
11. Implement approved SOPs
12. Monitor implementation of the approved SOPs and flow charts

11. AUTHORISE PROCEDURE

- 11.1. The finalized SOPs should be formally approved by the relevant Director in an institution to give the SOP formal status.
- 11.2. The signature of the person responsible for writing the SOP shows that the SOP is complete and correct. Should an auditor or anyone else have a query about the content of the SOP, this would be the person to contact. The signature of the relevant authority in the institution responsible for authorizing the SOP shows that the SOP is operative.
- 11.3. The function owner of the SOP in the Department of Public Works and Roads shall be a relevant Deputy Director or an official acting on Deputy Director position.
- 11.4. The SOP for Department of Public Works and Roads will be approved by a relevant Director or an acting Director

12. SOP ACCESSIBILITY

- 12.1. Relevant Director shall ensure that SOP is available in the units and easily accessed by official users. SOP Can also be pasted on the office wall to be visible to the official users.
- 12.2. Organisational Development Unit can publish SOP on the Department of Public Works and Roads intranet or emails for officials to be able to access it easily.

13. ROLE PLAYERS

13.1. Organisational Development Unit

- Advise on the policy procedure for the development of SOP.
- Design a SOP template
- Identify components to be studied
- Develop SOP project plan
- Conduct SOP Workshop
- Map business processes into flow charts

- Facilitate implement of approved SOPs
- Develop SOP repository
- Report to the DPSA (Department of Public Service and Administration)
- OD Unit shall be the custodian of the policy and provide assistance where is needed.

13.2. Line Manager

- Confirm the procedure outlined in the SOP template.
- Sign-off a studied SOP
- Ensure that SOP is been followed and adhered to.
- Ensure compliance to the SOP policy
- Review the SOP in consultation with OD Unit

In the absence of a line manager, the acting manager can approve SOPs and ensure implementation thereof.

13.3. SOP Users

- Be available for interview by OD Unit.
- Provide detailed information on the procedures of the identified process.
- Adhere to the approved SOP

13.4. Executing Authority

- An executing authority (or delegate) shall establish and maintain an OMF (Operations Management Framework) which includes Standard Operating Procedure for Departmental Services.

14. DEVELOP A REPOSITORY

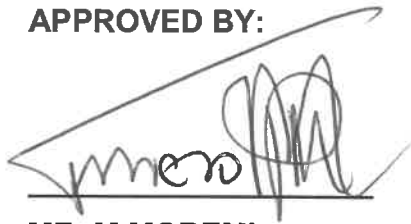
14.1. The Organisational Development Unit shall develop a numbering system to systematically identify and label SOPs, and the document control should be described. Generally, each page of a SOP should have control documentation notation. A short title and identification number can serve as a reference designation.

14.2. The Department of Public Works and Roads shall maintain a master list of all SOPs. The file or database shall indicate the SOP name, directorate, and unit and reference number. The Organisational Development Unit shall be a custodian of SOP Repository.

15. POLICY REVIEW

The Department of Public Works and Roads SOP policy shall be reviewed on yearly basis to ensure that procedures remain current and appropriate.

APPROVED BY:

A handwritten signature in black ink, appearing to read 'mmero', is written over a horizontal line. The signature is stylized and somewhat cursive.

**MR. M MOREMI
ADMINISTRATOR**

A handwritten date '13/05/21' is written in black ink, with vertical lines separating the day, month, and year.

DATE