The BURS Transformation Agenda
“Re aga lelwapa le…” - “We are building this home…” an introduction...

Technology Projects are designed for People by People
BURS Standard for Operational Excellence - Essential Human Systems to consistently deliver results in business projects.

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J. Raheem Hosseini
1. Define - the higher purpose – rewrite the “contract”

2. Get to work on - the pattern of how we do business – The BURS Standard for Operational Excellence
Our Strategic Foundations – BEFORE Tilt towards People

**BURS Mission (original)**
To collect revenue, facilitate legitimate trade and manage borders for the development and security of Botswana

**BURS Vision (Original)**
Leading the way in revenue and border management

**BURS BHAG Original**
P50 Billion in Revenue while maintaining 25% contribution to GDP by 2019

**BURS Strategic Essence (Original)**
We will leverage technology to make quantum leaps in revenue collection, compliance, customer service and trade facilitation
Our Strategic Foundations

**BURS Mission (TILT)**
To *enable the fair payment of taxes*, facilitate trade and manage borders for the development and security of the people of Botswana.

**BURS Vision (TILT)**
Leading the way in revenue *mobilisation* and border management

**BURS Strategic Goals (TILT)**
- Staff Engagement Index of 3.7+ (People) (world class - Deloitte Best Company to Work For)
- Enterprise Effectiveness Index of 3.7+ (Process) (world class - Deloitte Best Company to Work For)
- Customer Satisfaction of 90%+ (Customer)
- >P50 Billion in Revenue while maintaining 25% contribution to GDP by 2019 (Financial)

**BURS Strategic Essence (TILT)**
We will focus on the development of people, culture, process and technology systems to make quantum leaps in customer service and effectiveness, which will ensure world leading performance.
Our Strategic Foundations – AFTER Tilt towards People

BURS Mission (TILT)

To enable the fair payment of taxes, facilitate trade and manage borders for the development and security of the people of Botswana.

BURS Vision (TILT)

Leading the way in revenue mobilisation and border management

BURS Strategic Goals (TILT)

- Staff Engagement Index of 3.7+/5 (People) (world class - Deloitte Best Company to Work for)
- Enterprise Effectiveness Index of 3.7+/5 (Process) (world class - Deloitte Best Company to Work For)
- Customer Satisfaction of 90%+ (Customer)
- >P50 Billion in Revenue while maintaining 25% contribution to GDP by 2019 (Financial)

BURS Strategic Essence (TILT)

We will focus on the development of people, culture, process and technology systems to make quantum leaps in customer service and effectiveness, which will ensure world leading performance.
We Tilted our Strategic Plan “the contract” towards people … Now the real action is how we get the job done…. “Re aga lelwapa le….” (we are building this home…)

• The Strategic Plan “Tilt” was an adjustment to “the contract”, “the contract” has been safely signed and now it is time for execution, what we are actually doing and building...

• ”Re aga lelwapa le…” (“We are building this home…”) is the pattern of execution or “The BURS Standard for Operational Excellence”.
With “the contract” tilted towards people, (it was important that the commitment was signed off at the highest level by the Board of Directors) We have nice words but….

Now the real action is how we get the job done….
“Re aga lelwapa le….” ("We are building this home…")

- So how do we get the job done?
- What is going to change in action?
- What do we ACTUALLY do… (the Tilt in the contract is done, signed and committed to, it was essential but it is not the action)
- now what is the actual pattern of action that we need to build?

now… The BURS Standard for Operational Excellence

- “Re aga lelwapa le…” ("we are building this home…”)
  - this is where the action is…
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

• Everything starts with what we are…and how we act… our People and culture…is the foundation of “this house of ours”…we have to work on our culture
• Our culture is what it is.. The reality that we deal with every day...the way BURS is today will not change magically because we wish so.
• You cannot flick a switch to change culture
• No book, or poster will make us change culture.
• The only way you change culture is by actually doing things.
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- The only way you change culture is by actually doing things.
- We do things by setting a Standard, committing to it and then following that Standard
- From the simplest standard of an clean information wall at the borderpost, or how we answer the phone, to how we process tax returns, or the standard way we select, prioritise and manage complex projects
- Lelwapa le… is built on Standards
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- Lelwapa le… is built on **Standards**
- Standards are useless unless they **respond to CUSTOMER Service Needs**
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- **Our Standards**, responding to **Customer** Service Needs
- **Deliver** results to our **Strategic Goals**

**Happy Staff**

**Happy Customers**

**Happy Nation**

Our People & Culture
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

Note: Here is Strategic Plan “Tilt”

- Happy Staff
- Happy Customers
- Happy Nation

**CUSTOMER Demands**
- Our **Standards**, responding to **Customer** Service Needs
- **Deliver** results to our **Strategic Goals**

**Standards**

**Our People & Culture**
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- **What is missing mo lelwapa le…to make it strong?**
  >>>>>>>>>>>>

**Strategic Goals**

- Happy Staff
- Happy Customers
- Happy Nation

**CUSTOMER Demands**

**Standards**

**Our People & Culture**
Our People & Culture

Standards

• What is the score?
  • Imagine playing a championship football match…not knowing whether you scored or not

Strategic Goals

Happy Staff  Happy Customers  Happy Nation

CUSTOMER Demands

MEASUREMENT (Accountability)

The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- We measure and show the score.
- If the score says a standard is off or a Goal has not been scored then…
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

Strategic Goals

- Happy Staff
- Happy Customers
- Happy Nation

CUSTOMER Demands

- Solve the problem
- Daily Problem Solving Action
- Projects
- …all action in between

MEASUREMENT (Accountability)

Standards

Our People & Culture
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- Problem Solving
- Repeat until on standard and goal scored

Our People & Culture

Standards

CUSTOMER Demands

Strategic Goals

Happy Staff

Happy Customers

Happy Nation

MEASUREMENT (Accountability)
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

CUSTOMER Demands

• Problem Solving
• Repeat until on standard and goal scored

Standards

Our People & Culture

Strategic Goals

Happy Staff

Happy Customers

Happy Nation

MEASUREMENT (Accountability)

• Finally the magic cement that holds it all together at every stage is….
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- Happy Staff
- Happy Customers
- Happy Nation

CUSTOMER Demands

- Problem Solving
- Repeat until on standard and goal scored

Standards

Our People & Culture

Strategic Goals

Change Management

Communication and Visibility

MEASUREMENT (Accountability)
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

- **CUSTOMER Demands**
  - Happy Staff
  - Happy Customers
  - Happy Nation

- **Strategic Goals**
  - Problem Solving
  - Repeat until on standard and goal scored

- **Standards**

- **Our People & Culture**

- **Communication and Visibility**

- **Change Management**

- **MEASUREMENT**
  - Accountability
This is the house we are building over the next few years.....

At every level in the organization, in everything we do we follow the same pattern, and ask a standard set of questions:

1. **Culture** - We know we are building a strong foundation of a strong BURS culture, culture is only built on consistent action to certain standards

2. **Standards** - What is the standard?

3. **Customer Needs** - Is the standard responding to customer needs and aimed at our goals?

4. **Measurement and Accountability** - What is the score?

5. **Problem Solving – Project Standard** - If our score is OFF Standard or OFF Goal then Solve the Problem.

6. **Communication and Visibility** – All the while we consult and communicate, all information is communicated and visible to all.
Who is responsible … …go aga lelwapa le…. 

The same pattern repeats itself at: 
- Individual level 
- Team 
- Functional Unit 
- Entire Organization
The BURS Standard for Operational Excellence – “Re aga lelwapa le…” (“We are building this home…”)

These 6 things always go together as a set pattern of how we get things done, these 6 elements as a set represent:

The BURS Standard for Operational Excellence

The Transformation agenda involves the establishment of patterns of daily activity and standards in each of these 6 elements, and standards for their operation as a whole interactive set.
Standards and Action under each Element

**Culture**
- Values
- Definition of Standards… linked to Standards
- Training to standards, capability development, coaching and mentoring

**Standards**
- Establishment of **Operational Excellence Unit** in new Org Structure
- Standardisation of how Standards are defined in all areas
- A standard for everything
- Business Process Management (Including Re-engineering)
- >>> Quality Management System
- Training to standards, capability development, coaching and mentoring

**Customer and Strategic Focus**
- Focus on the frontline
- Frontline led standards and
- Frontline led continuous improvement
- Improved strategic alignment
- Training to standards, capability development, coaching and mentoring

**Measurement and Accountability**
- Establishment of new **Strategy Management and Planning Office** in new org structure
- Scorecard Visibility and alignment - ‘balanced scorecard’
- Standards for Visibility
- Training to standards, capability development, coaching and mentoring
Standards and Action under each Element

**Project Management and Execution**
- Establishment of Project Management Office – Project Management Standards
- Frontline Problem Solving Standards
- Training to standards, capability development, coaching and mentoring

**Communication and Visibility**
- New Change Management Standards
- Shifts in standards and norms at all levels with regard to: lines of communication, team collaboration, accessibility.
- Increased collaboration with PR/Communications - Internal and External Communication and Brand Strategy.
- Training to standards, capability development, coaching and mentoring
Final organisation structure - BURS

Transformation & Modernisation

Commissioner General

Director, Transformation & Modernisation

Secretary

Head, Strategy & Planning
- Strategy Coordinator

Head, Operational Excellence
- Operational Excellence Specialist

Head, Project Management Office (PMO)
- Transformation Partner (Regions/Functions)
- Project Coordinator x3:
  - Infrastructure
  - International
  - Joint

Proposed headcount dependent on number of Transformation Partners deployed to BURS regions/ functions
Re aga lelwapa le... The BURS Standard for Operational Excellence

Development and security of the people of Botswana.

Leading the way in revenue mobilisation and border management

Strategic Goals

Happy Staff       Happy Customers       Happy Nation

CUSTOMER Demands

- Problem Solving
- Repeat until on standard and goal scored

Standards

Culture

Change Management

Communication and Visibility
Finally a word about the BURS Brand, our Mission, what we stand for and why “Reaga lelwapa le…”

**BURS Mission:**
To **enable the fair payment of taxes**, facilitate trade and manage borders for the development and security of the **people** of Botswana.

We are “Team BURS”. The BURS we are building is not the scary tax collector. We are that one special organization in Botswana that manages the very special relationship between every Motswana, every person living in Botswana and THEIR opportunity and responsibility to participate in the building of our beloved country.

This is why we are committed, this is why “Reaga lelwapa le…”
Thank you!
Re a leboga!