

SAVC Annual Performance Plan



TACTICS						
1. Improve the stories communication with registrees						
Activities (Output)	Measures	Deadline	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Gather and publish stories.	Each SAVC division to submit a story quarterly.	Quarterly.	Public Relations campaign to be conducted on new Registrar of SAVC through SAVA. Two (2) good stories per quarter.	Two (2) good stories per quarter.	Two (2) good stories per quarter.	Two (2) good stories per quarter.
Review SAVC's target audience profile.	Conduct detailed analysis.	Quarterly.	Survey to be drafted, compiled and sent to SAVC employees by	Have an effective, efficient and active visibility on more social media	Have an effective, efficient and active visibility on more social media platforms (Instagram)	Have an effective, efficient and active visibility on more social media

			28 February 2021	platforms (Linkedin).		platforms (All relevant social media platforms).
Adjust channels used to reflect story angles.	Conduct communication training sessions with the SAVC Admin team.	Quarterly.	Two (2) Communications connect sessions with Service Provider reflecting positive, celebratory angles and testimonials of either SAVC employees or registrees.	Two (2) Communications connect sessions with Service Provider reflecting positive, celebratory angles and testimonials of either SAVC employees or registrees.	Two (2) Communications connect sessions with Service Provider reflecting positive, celebratory angles and testimonials of either SAVC employees or registrees.	Two (2) Communications connect sessions with Service Provider reflecting positive, celebratory angles and testimonials of either SAVC employees or registrees.
	Publish bi-monthly news stories and developments within the veterinary and para-veterinary professions on social platforms.	Bi-Monthly.	Two (2) good news story and positive developments within the veterinary profession on behalf of SAVC Administration, Council and the Executive Committee (EXCO).	Two (2) good news story and positive developments within the veterinary profession on behalf of SAVC Administration, Council and EXCO.	Two (2) good news story and positive developments within the veterinary profession on behalf of SAVC Administration, Council and EXCO.	Two (2) good news story and positive developments within the veterinary profession on behalf of SAVC Administration, Council and EXCO.

Create an internal culture of good stories.	Develop an employee recognition and incentive system.	Quarterly.	Develop a performance management and development policy, performance agreement, performance assessment and performance calculator template.	Conduct an employee survey regarding work satisfaction and areas of concern develop an employee retention strategy to train, develop and retain current SAVC employees.	Develop a rewards and recognition guideline to reward staff for excellent performance.	Develop a president's award guideline and reward system to be utilised when issuing of recognition awards to deserving employees.
Initiate Media Relations Management.	Establish monthly coverage over dedicated media channels with veterinary and para-veterinary related news.	On-going, to be finalised by July 2022.	Article on new Registrar to be published in SAVA magazine.	Monitor, evaluate and review SAVC public perception and make necessary improvements and enhancements where necessary.	Monitor, evaluate and review positive coverage Advertising Value Equivalency (AVE) value.	Review performance output of service provider.

2. Better registree/stakeholder experience through relevant, quality information & good stories

Activities (Output)	Measures	Deadline	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Improve service and turnaround time of feedback on queries.	Ideally – adopt maximum 5 working days turnaround time, unless otherwise	July 2022 (milestones to be developed).	Develop an action plan to monitor current turnaround times and make amendments and	Provide a feedback report on turnaround	Ensure that employees are provided with proper	Monitor customer satisfaction and ensure feedback provides improved

	indicated by the nature of the enquiry (Where we are currently measured against desired turnaround time).		changes where necessary (implement it into performance agreement performance expectations/outcomes).	time changes implemented and impact analysis.	training and development opportunities.	customer/stakeholder satisfaction.
Improve service and turnaround time of feedback on queries.	Ideally – adopt a maximum of 5 working days turnaround time on queries, unless stated otherwise.	On-going, to be finalised by July 2022.	SAVC Managers.	Establish a high quality and time efficient service to registrees and stakeholders.	Improve registree/stakeholder satisfaction.	
Improve internal operational communication.	Review internal protocols, update where necessary.	On-going, to be finalised by July 2022.	Communications Company/Registrar (in collaboration with managers).			
	Publish an infographic organogram on the website, outlining each SAVC division's mandate and functions.	March 2021.	Communications Company/Registrar.			
Adopt a SAVC team-oriented approach rather than silo-approach across divisions.	Enhance the understanding of each division's role within the SAVC; and establish a value chain in the SAVC service delivery offering.	On-going, to be finalised by July 2022.		Establish a trained and developed team.	Establish employee satisfaction.	
	Educate and update employees about: Acts, regulations, rules, policies, guidelines and SOPs.					
Develop a fit for purpose SAVC team.	Review the division structure in line with organisational needs and succession planning.	On-going, finalised by July 2022.			Establish an efficient and effective employee complement.	

			Registrar (in collaboration with managers).			
	Organise monthly training of employees to build and enforce a service-oriented culture.	On-going, to be finalised by July 2022.				Create a customer orientated culture that increases engagement levels.
Develop fit for purpose processes.	Review all contact information on SAVC database.	June 2021.			Ensure smooth interaction with SAVC with quick response times.	Limit stakeholder frustrations due to interaction with the SAVC.
Improve stakeholder engagements.	Expand student grassroots liaison.	July 2021.			Monitor, evaluate and improve response rate, retention rate and feedback flow.	Ensure healthy stakeholder relations.
	Co-participation at congresses/speaking engagements (member of Council and administration representative to attend).	On-going.				
Improve government relations.	Partner with DALRRD on key veterinary and para-veterinary issues.	March 2022.	Communications Company/ Registrar.			Ensure strengthened relations and partnering.
Improve operational communication.	Review internal protocols, update where necessary.	July 2022 (milestones to be developed)	Conduct a policy gap analysis.	Ensure all outstanding policies have been approved and implemented by Council.	Monitor internal protocols and update where necessary.	Monitor and Review internal protocols and make amendments where necessary.
	Publish an infographic organogram on the website, outlining each SAVC division's mandate and functions.	March 2021.	Infographic to be developed and sent to Service Provider for implementation.	Monitor impact of infographic.	Monitor impact of infographic.	Review impact of infographic and make amendments where necessary.
Adopt a team-oriented approach	Enhance the understanding of each	June 2021.	Conduct policy gap analysis and provide	Ensure that efficient	Monitor impact of	Provide training and development

rather than silo-approach across sections.	<p>section within SAVC; and value chain in SAVC service delivery offering.</p> <p>Educate and update employees about: Acts, regulations, rules, policies, guidelines and SOPs.</p>		report on all outstanding policies.	workshops and presentations have been conducted on all newly implemented policies, new and updated regulations within the SAVC.	workshops and presentations conducted.	opportunities where necessary to promote a continuous learning and improvement culture.
Develop a fit for purpose SAVC team.	Review the section structure in line with organisational needs and succession planning.	July 2022 (milestones to be developed in accordance with operation requirements).	Review all contact points that users have with SAVC (telephonically & over portal) and Make necessary system and process changes.	Monitor the changes implemented and make changes and amendments necessary.	Conduct a skills audit to identify training gaps and ensure that proper training and development opportunities are provided.	Review performance of employees throughout the performance management and development process.
	Monthly training of employees to build and enforce a service-oriented culture.	July 2022 (milestones to be developed).	Draft and compile an annual training plan to address SAVC employees training needs.	Develop an implementation plan to ensure employees enhancement.	Ensure that employees are sent on training courses to improve service delivery and performance.	Customer orientated culture that increases engagement levels.
Develop fit for purpose processes.	Review all contact information on SAVC database.	June 2021.	Monitor current SAVC technological outputs (telephonically & over portal): Printers, Laptops, Telephones). Yealink PBX System.	Implement necessary system and process changes on the Private Automatic Branch Exchange (PABX) system).	Implement a PABX System.	<p>Development of Service Charter (December 2021)</p> <p>Develop a new approach of leasing technological items.</p>

Improve stakeholder engagement.	Expand student grassroots liaison.	February 2021.	Student Liaison pack to be developed.	Visiting of Universities to ensure visibility.	Ensure healthy stakeholder relations with all respective sectors within the veterinary and para-veterinary professions.	Review stakeholder engagement approach effectiveness and make necessary amendments and changes where needed.
	Co-participation at congresses/speaking engagements (member of Council and administration representative).	July 2022.	Two (2) webinars, connect sessions, stakeholder engagement sessions to be conducted.	Two (2) webinars, connect sessions, stakeholder engagement sessions to be conducted.	Two (2) webinars, connect sessions, stakeholder engagement sessions to be conducted.	Two (2) webinars, connect sessions, stakeholder engagement sessions to be conducted.
Improve government Relations.	Partner with DALRRD on key veterinary and para-veterinary issues.	March 2022.	n/a	One (1) government relations campaign to strengthen partnership to be conducted.	n/a	One (1) government relations campaign to strengthen partnership to be conducted.

3. Deliver improved veterinary team value appreciation by July 2022.

Activities (Output)	Measures	Deadline	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strengthen the role of the veterinary and para-veterinary professions.	Establish a veterinary industry professions map (detailed service delivery, etc.).	March 2021.	Conduct a service delivery survey with internal and external stakeholders in conjunction with service provider.	Analysis of findings from service delivery survey conducted and action plan to be drafted.	Implement action plan to ensure the understanding of each profession through messages on communication channels in	Monitor and review impact and make adjustments and improvements where necessary.

					conjunction with service provider.	
	Share professions map with internal & external stakeholders.	November 2021.	Provide information to internal and external stakeholders in conjunction with service provider.	Provide information to internal and external stakeholders in conjunction with service provider.	Provide information to internal and external stakeholders in conjunction with service provider.	Provide information to internal and external stakeholders in conjunction with service provider.
	Enforce the understanding of each profession through messages via communication channels.	November 2021.	Ensure that valid and useful information is published on all social media platforms and communication portals.	Ensure that valid and useful information is published on all social media platforms and communication portals.	Ensure that valid and useful information is published on all social media platforms and communication portals.	Ensure that valid and useful information is published on all social media platforms and communication.
Improve media relations.	Develop targeted media messages through communication channels on a monthly basis.	Monthly.				Portals.
	Publish professions specific communication.	On-going (project based).				

4. Enable a range of electronic capabilities & employ technology effectively

Activities (Output)	Measures	Deadline	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Enhance video conferencing.	Build additional platforms onto existing system.	December 2021.	Conduct a performance audit on current video conferencing technologies in use.	Provide feedback regarding measures to be taken with current technologies in use and current service provider and	Conduct an audit on the effectiveness of current service provider.	Identify a full-time service provider to be contracted to assist SAVC at all times.

				make recommendations.		
Enhance video conferencing system.	Build additional platforms onto existing system.	June 2021.	Conduct a service analysis on current login system.	Provide feedback regarding measures to be taken with current login system in use and make recommendations.	Source quotations from IT service providers to be contracted to assist in addressing the current login issues.	Identify a full-time service provider to be contracted to assist SAVC at all times.
Automate Continuing Professional Development (CPD) points logging process.	Finalize IT developments.	July 2022.	Amendments to the election regulations to be drafted and approved and submitted to the Minister of DALRRD for approval.	Inputs and amendments from DALRRD to be implemented.	Active election system that has been piloted to be implemented.	Publish the amendments to the regulations in the Government Gazette.
Enable electronic elections.	Regulations: a) Draft amendments to the election regulations. b) Council to approve amended election regulations. c) Submit amended regulations to Minister of DALRRD for approval. d) Publish the amendments to the regulations in the Government Gazette.	January 2022.	Specifications of bidding process to be finalised and Bidding process to commence before June 2021.	Information Technology (IT) service provider needs to be identified to assist with the developing of the voting system.	Trial run of voting system to commence.	Final phase of voting system to be rolled out and communicated to relevant parties.

Develop electronic voting system Enhance current IT system	Source system and integrate into current system. Implement a fully electronic record keeping system.	January 2022. On-going, to be finalised by July 2022.	Database system should interface between registration of Registrees, Facilities and Authorised persons. An enquiry about the development and amendment of drawing report system to be made with service provider.	IT expert to be called in from service provider to come and explain and address all these issues and advise us on a way forward with the current system.	Adequate IT resourced system that is fit for purpose Ensured data security and integrity.	IT system aligned with global best practice to ensure satisfied stakeholders and service delivery.
			Continuous review of effectiveness of system to do upgrades.	Continuous review of effectiveness of system to do upgrades.	Continuous review of effectiveness of system to do upgrades.	Continuous review of effectiveness of system to do upgrades.
	Implement remote access to the server for the SAVC administration team.	On-going, to be finalised by July 2022.	Conduct an analysis on accessibility of current remote access to server.	Source quotations from different service providers to assist with electronic record keeping system or use current service provider to assist with remote access to server for all employees.	Identify service provider and provide training and workshops on server access to all SAVC employees.	Ensure employees are properly trained on electronic system and are able to access the server remotely.
Implement digitalised/electronic application form system.	On-going, to be finalised by July 2022.	Conduct an audit on effectiveness and efficiency of an electronic application forms system.	Source quotations from different service providers to assist with electronic application forms system.	Identify service provider to assist with electronic application forms system and conduct training and workshops to registrees on the system.	Ensure registrees are properly trained on electronic form system and phase in electronic forms.	

	Implement and adopt a debit order system to allow for instalment payments of SAVC registration maintenance fees.	On-going, to be finalised by July 2022.	Conduct an analysis on feasibility of a debit order system.	Source quotations from different service providers to assist with developing and implementing a debit order system.	Identify service provider and provide training and workshops on how the debit order system will work, to all registrees.	Implement debit order system, ensure employees and registrees are properly trained and can utilise the system, make amendments where necessary and evaluate effectiveness of system.
Train employees on the IT system.	Provide internal SOPs, manuals and training to ensure understanding and consistent application.	On-going.	Analyse current IT system and provide enhancements where necessary in conjunction with service provider contracted to SAVC.	Provide workshops and on the job training on enhancements of current IT system.	Provide continuous training and development opportunities to SAVC employees to enhance IT competency.	Ensure that all SAVC employees are properly trained and can utilise IT system.