

MASTERS IN BUSINESS ADMINISTRATION

**Strategy, structure and style: Finding the way forward for
professional associations**

**A case study of a professional association in South Africa and
relevance of the application of current business models**

By

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CONFIDENTIALITY CLAUSE AND NOTE TO THE READER

27 July 2003

To whom it may concern

CONFIDENTIALITY CLAUSE

Due to the nature of the information contained herein, it would be appreciated if the contents of this research not be distributed for a period of five years, other than to the organisation under consideration.

NOTE

Close involvement of the student in the management of this organisation has allowed a more in-depth analysis of the practices of the organisation than would ordinarily be determined from an objective outside evaluation of the organisation. Much of the information contained in this report is based upon accounts of actual experience, as much as by documentation and formal investigation.

Recent changes within the organisation have also been documented. It should be noted that these changes were not as a direct result of the study being conducted. However, it should be noted that studies in the field of strategic management practice were applied to this organisation over the past 2 years, and it is believed that these approaches have enabled the organisation to use a more strategic approach to its decision-making.

Yours sincerely

F.M. Lewis

DECLARATION

This research has not been previously been submitted for candidature for any degree and is not currently in candidature for any other degree.

Signed:

Date:096489.....

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For the last few years while I have been engaged in these studies, and more so over the past six months during the research stage, I have had the support of a number of close family and friends, without whom I would not have had the strength and will of mind to complete. My husband, Michael, for his patience, for his constant reminders of “there is work to do”, and for being a little of a bouncing board for ideas. My parents in Durban, and sisters and brother in the UK for counting the pages with me, and celebrating each new ending. To my friends and colleagues in SASLHA, for their commitment to this project, for seeing that there is a benefit to going through this, and for giving me the space I needed to complete this project as objectively as possible. To those members of the association who were prepared to participate in the project and to the Executive Committee of 2001 for giving permission for this project to be undertaken, a sincere thank you is due. Special thanks to Grizelda Steyn (for reading through some of the chapters) and to Susan Swart, for placing the association into perspective for me. And finally, to my research supervisor Elza Thomson for her assurances that we had enough time, that we were on track, and for guiding me through areas where I was walking blind.

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EXECUTIVE SUMMARY

In this dissertation, we will use the term corporate strategy to describe the processes and practises engaged in to develop a sense of purpose, a set of actions and management plans that add value to the membership of the organisation. We will discuss the role of the non-profit organisation in the business sector, and locate professional associations within the spectrum of social enterprises and non-profit organisations. We will use the language of business models and non-profit models and practises to analyse the direction of professional associations in the global arena, and hope to identify patterns or trends in how these associations are managed in relation to typical business models. We will identify a framework to assist in thinking through the case study under investigation. One such professional association in South Africa will be considered more closely, and critically evaluated against these models. It should become clear that professional associations without a good, clear strategy and structure for managing short-term and long-term goals, has no hope for achieving these goals. It is hoped that on conclusion of this project, a model for strategic planning and implementation in professional associations, and specific recommendations for change for the association under consideration will emerge.

TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION

| | |
|------------------------------|----|
| 1.1 Introduction | 11 |
| 1.2 Background to the Study | 14 |
| 1.3 Motivation for the Study | 16 |
| 1.4 Value of the Study | 17 |
| 1.5 Summary | 18 |

CHAPTER TWO: LITERATURE REVIEW

| | |
|--|----|
| 2.1 Reviewing the models and definitions | |
| 2.1.1 A theoretical background to the organisation of organisations | 19 |
| 2.1.2 Defining the professional association and its scope | 22 |
| 2.2 A clearly articulated sense of mission | 24 |
| 2.2.1 Strategic choice | 25 |
| 2.2.2. Strategic approaches for non-profit organisations | 26 |
| 2.2.3 Identifying strategic issues in non-profit organisations | 28 |
| 2.2.4 Defining the mission for non-profit organisations | 28 |
| 2.2.5 Developing a definition of the business and the business model | 29 |
| 2.2.6 Identifying the core value proposition and the value chain of the organisation | 30 |
| 2.2.7 Recognising and assessing new opportunities | 31 |
| 2.2.8 Competition within the non-profit sector | 33 |
| 2.3 Leadership: Meeting the mission of the organisation | |
| 2.3.1 The role of the manager as architect and implementer of strategy | 35 |
| 2.4 Management: Operationalising the strategic plan | |
| 2.4.1 Analysing and crafting business level strategy: differentiating between generic competitive strategies | 36 |
| 2.4.2 Marketing strategies within NPOs | 38 |
| 2.4.2. Human resource strategies within NPOs | 41 |
| 2.5 Professionalism: Structuring the organisation and developing accountability | |
| 2.5.1 Organisational structure: a precursor for successful strategy implementation | 42 |
| 2.5.2 Managing quality within the NPO | 45 |
| 2.6 Financial stability and the organisations mission | |
| 2.6.1 Raising revenue | 47 |
| 2.6.2 Financial management in the NPO | 48 |
| 2.7 Summary | 50 |

CHAPTER THREE: DETAILED REVIEW OF CASE STUDY

| | |
|--|----|
| 3.1 Who and what is SASLHA? | 52 |
| 3.1.1 The development of the Association over time | 53 |
| 3.2 Mission: The parameters defining the mission | 54 |
| 3.2.1 Developing a strategic mission for the Association | 55 |
| 3.2.2 Early strategic planning within the Association | 55 |
| 3.2.3 Defining the Associations' current business model | 57 |
| 3.2.4 Overview of the strategies SASLHA is essentially pursuing | 58 |
| 3.2.5 Long-term strategic vision for the Association | 59 |
| 3.2.6 Identifying the primary customer | 60 |
| 3.2.7 Identifying the core value proposition of the Association | 62 |
| 3.2.8 Establishing the objectives of the Association | 62 |
| 3.2.9 Who are the other beneficiaries or customers that SASLHA serves? | 65 |
| 3.2.10 Internal factors impacting on strategic choice within the Association | 66 |
| 3.3 Leadership: Guiding and directing the Association's path | |
| 3.3.1 The role of the President in directing and implementing SASLHAs strategies | 67 |
| 3.3.2 Past Presidents and history of significant achievements/decisions | 68 |
| 3.3.3 The role of the National Council in leading the Association | 69 |
| 3.4 Managing the implementation of the SASLHA objectives | |
| 3.4.1. How does SASLHA create this value for the customer? | 69 |
| 3.4.2 Levels of responsibilities – delegations and decisions | 70 |
| 3.4.3 The role of the Executive Committee in managing the operations | 71 |
| 3.5 'Professionalising' the professional association | |
| 3.5.1 Structuring the organisation | 72 |
| 3.6 Financial Stability: Resourcing for meeting the mission | |
| 3.6.1 The financial position of the Association | 75 |
| 3.6.2 Revenue generation and the impact on profitability | 77 |
| 3.6.3 SASLHA's capital structure | 79 |
| 3.6.4 Liquidity | 80 |
| 3.7 External Factors shaping the Associations' strategy | 83 |
| 3.8 Closing Remarks | 87 |
| 3.8.1 Defining risks for SASLHA | |

CHAPTER FOUR: EVALUATION AND DISCUSSION

4.1 Introduction

| | |
|--|----|
| 4.1.1 Methodology used for the case analysis | 90 |
| 4.1.2 Results of the analysis of the research data | 94 |

4.2 How well is the present strategy working for SASLHA?

| | |
|---|-----|
| 4.2.1 The core strategic issues facing SASLHA | 109 |
|---|-----|

4.3 Mission

| | |
|---|-----|
| 4.3.1. Pressures for strategic change | 111 |
| 4.3.2 The SASLHA Mission Statement | 113 |
| 4.3.3 The SASLHA Business Model | 114 |
| 4.3.4 What capabilities is SASLHA well suited to provide? | 115 |
| 4.3.5 What capabilities are most crucial to SASLHA's value creation process? | 115 |
| 4.3.6 Which capabilities can be bought cheaper and easier than they can be built? | 116 |
| 4.3.7 Developing a competitive strategy for the Association | 117 |

4.4 Leadership – leadership style, structure and development

4.5 Management

| | |
|--|-----|
| 4.5.1 Operationalising the strategic plan | 119 |
| 4.5.2 Human resource management in SASLHA | 120 |
| 4.5.3 Marketing management and communications with members | 121 |

4.6 Professionalism – Building efficiencies

| | |
|---|-----|
| 4.6.1 The relationship of strategy to structure | 123 |
| 4.6.2 Training and development | 126 |
| 4.6.3 Managing quality in SASLHA | 126 |

4.7 Financial stability

| | |
|---|-----|
| 4.7.1 Revenue growth and diversifying revenue sources | 127 |
| 4.7.2 The Associations' financial management strategies | 128 |
| 4.7.3 Financial position of the Association | 129 |

4.8 In summary then

| | |
|--|-----|
| 4.8.1 What are SASLHAs resource strengths and weaknesses? And what are its external opportunities and threats? | 132 |
|--|-----|

CHAPTER FIVE: RECOMMENDATIONS AND SUMMARY

| | |
|--|-----|
| 5.1 Introduction | 135 |
| 5.2 Mission | |
| 5.2.1 Using strategic management as a tool | 136 |
| 5.2.2 Renewing the customer focus and refocusing the business model | 137 |
| 5.2.3 The strategy of being a best-value provider for this segment | 139 |
| 5.2.4 SASLHA as an adaptive, innovative organisation | 143 |
| 5.2.5 Using a consolidation strategy for stabilizing a mature organisation | 146 |
| 5.2.6 Using turnaround strategies to organize the organisation | 147 |
| 5.2.7 Building resource capabilities and structuring the organisation | 147 |
| 5.2.8 Strategies for managing risk in SASLHA | 148 |
| 5.3 Leadership | 149 |
| 5.4 Management | |
| 5.4.1 Operationalising the strategic plan | 149 |
| 5.4.2 Human resources | 150 |
| 5.4.3 Balancing compensation and performance | 150 |
| 5.4.4 Marketing strategies | 151 |
| 5.5 Professionalism | |
| 5.5.1 Structuring SASLHA to support the mission | 152 |
| 5.5.2 Training and development | 153 |
| 5.5.3 Improving accountability and assuring quality | 153 |
| 5.6 Financial stability | |
| 5.6.1 Creating additional revenue streams | 155 |
| 5.6.2 Managing the money | 156 |
| 5.6.3 Strategic cost analysis and value chains | 157 |
| 5.6.4 Improving the financial position of the Association | 157 |
| 5.7 General recommendations for further research | 161 |
| 5.8 Summary | 161 |
| REFERENCES | 163 |

LIST OF TABLES

| | | |
|-----------|---|-----|
| Table 3.1 | SASLHA Membership Numbers from 1999 - present | 61 |
| Table 3.2 | Membership categories from 1996 - 1999 | 61 |
| Table 3.3 | Statement of changes in equity for the past 6 years | 79 |
| Table 3.4 | Assets, equities and liabilities for the past 6 years | 80 |
| Table 3.5 | SASLHA's Liquidity ratios over the past 6 years | 80 |
| Table 4.1 | SWOT analysis: Mission | 101 |
| Table 4.2 | SWOT analysis: Leadership | 102 |
| Table 4.3 | SWOT analysis: Management | 103 |
| Table 4.4 | SWOT analysis: Professionalism | 104 |
| Table 4.5 | SWOT analysis: Financial Stability | 105 |

LIST OF FIGURES

| | | |
|------------|--|-----|
| Figure 3.1 | Organisational structure of SASLHA | 72 |
| Figure 3.2 | SASLHA's Value Chain | 74 |
| Figure 4.1 | Pressures for strategic change exerted on SASLHA | 111 |
| Chart 3.1 | Income trends over the past 6 years | 75 |
| Chart 3.2 | Expenditure patterns over the past 6 years | 76 |
| Chart 3.3 | Income vs expenditure for the past 6 years | 78 |
| Chart 3.4 | SASLHA's liquidity status over the past 6 years | 81 |

APPENDICES

| | | |
|-----------------------|---|-----|
| APPENDIX ONE | South African Speech-Hearing-Language Association Constitution, as amended June 2002 | 169 |
| APPENDIX TWO | Strategic Action Plan: SASLHA | 181 |
| APPENDIX THREE | Expenses Record Sheet 1998 – 2003 | 193 |
| APPENDIX FOUR | Stage 3 Documentation: Interview questions and a transcription of all responses. | 196 |
| APPENDIX FIVE | Stage 4 Documentation: Checklist of organisational indicators and response record sheet | 210 |

CHAPTER ONE: INTRODUCTION TO STRATEGIC MANAGEMENT PRACTISE IN PROFESSIONAL ASSOCIATIONS AS NON-PROFIT, VOLUNTEER ORGANISATIONS

1.1 Introduction

In South Africa, professional associations have had a relatively short history, particularly in comparison to sister associations in the United States or in the United Kingdom. As an organisation, a professional association should have a strategy, a strategy for organising itself, a strategy for managing the individuals who are members of the organisation, a strategy for moving forward in the appropriate direction. Professional associations that do not have clear strategy, a clear structure or a clear style for managing themselves, will in all likelihood be lost.

Professional associations share many characteristics with a large number of non-profit organisations, and in South Africa, share a niche category with trade unions and business associations. Like non-profit organisations, professional associations operate under a different financial umbrella to for-profit companies, where revenue derived from fees and other sources of income is turned into activities and programmes for the membership of the association. Professional associations also share a mindset with many non-profit organisations, a mindset which until recently did not consider the application of for-profit business models and strategies. Like non-profit organisations, professional associations are powered by the commitment and dedicated of a group of volunteers, whose activities are directed and guided by a Board of Directors or a Council. With these similarities in mind, the discussions throughout the next two chapters will focus on theoretical models for non-profit organisations, and then their application to one such professional association in South Africa.

Throughout the literature and through the study, a number of issues of strategic relevance to non-profit organisations and professional associations (as a non-profit sub-set) have become evident. In the preface of a book written on non-profit organisations¹, these

¹ Gelatt, J.P. (1992). Managing nonprofit organisations in the 21st century.

strategic issues have been highlighted and using quotes² from business managers of non-profit organisations and quotes from the past presidents of the professional association³ under investigation, an overview of these strategic issues will provide the necessary background for this project.

Note: This will be written as a dialogue between a non-profit manager (NPM) and the professional association past president (PAPP), with the author (A) acting as the topic changer, and using statements to initiate the discussion.

A: “Many non-profits go from crisis to crisis, emergency to emergency”

NPM: “There is no time to plan. We are constantly trying just to keep up with the workload, to keep our heads above water ... There’s little point in writing a plan; nobody follows it anyway. When the crisis comes along, we drop everything. When the new board president comes in, he (or she) wants to do things her (her) way”

PAPP: “Yes, each President comes in with their own vision, and no research was done into what our members valued – I went on gut feelings and membership numbers”

A: “There is a need to look at the big picture”

NPM: “We don’t have a way of considering what might influence our organisation a few years from now ... We are a collection of programmes, with no unifying theme or focus ... We act without considering all of the consequences, with the result that we often have to develop unanticipated responses”

PAPP: “You need to have big ideas on the path, but is it necessary to have it all mapped out?”

A: “The community doesn’t understand what the organisation is about”

NPM: “People who live within walking distance don’t know the kind of programmes that we offer, to say nothing of the community at large. People don’t really have an idea of the good things going on here, so you can’t really blame them for not supporting us. How do we get their attention?”

² Quotes taken from pages *x* to *xiii* of the Preface

PAPP: “I think all round, members did not always realize what SASLHA⁴ did. I think that the members also have difficulty differentiating between SASLHA and the HPCSA⁵, although this is not the fault of either. This has been explained ad infinitum by both groups – it is the members who don’t listen”

A: “More money is needed”

NPM: “Who doesn’t need more money?”

PAPP: “The money – we need to run much more like a business – a lot of the members criticize because we don’t have the finances to run like the medical doctors association”

A: “The financial records are a mess”

NPM: “It’s hard to get a fix on what our real costs are, how well we’re doing in fundraising, where we might be able to trim. Frankly, what comes out of our Accounting department is intelligible only to other accountants. We don’t have a good way of reporting to donors on what difference their contributions have made”.

A: “It is difficult to get and keep good staff”

NPM: “Attracting and keeping talented, hard working staff is a very real challenge”

PAPP: “You know, if you interview and appoint, then you know that they have the skills, but this was more difficult”

A: “There is poor communication among the members of the organisation”

NPM: “one department doesn’t know what the other is doing, even when they are ostensibly working on related projects. We have meetings, but they’re either too long or too boring – or too combative – for real communication to occur. It’s no wonder the public doesn’t understand what we’re all about”

PAPP: “Once again, it is the members who don’t listen.”

A: “The Board is involved where it shouldn’t be and not where it ought to be”

³ Quotes taken from transcripts of interviews with Past Presidents (Appendix)

⁴ SASLHA – South African Speech Language Hearing Association

NPM: “Our volunteer board is into everything. They want to make decisions about whether the paint on the walls should be beige or brown. They want to be involved in selecting staff. They want monthly reports on activities, finance, new projects. What they’re not into is helping us to become better known in the community Establishing policy for the organisation for the next decade”

A: “It’s harder than ever to get good volunteers”

PAPP: “we are asking a lot of these people, members expect us to be administrators, but we are not – we are not trained for it or equipped for it”

NPM: “Even good staff members are burning out”

1.2 Background to the study

The organisation under study is the South African Speech-Hearing-Language Association (SASLHA). SASHLA is a professional association dedicated to the continuing professional growth of its members, dedicated to continually ensuring that professional standards are maintained, dedicated to managing the interface and inter-relationships between professionals employed in different sectors and to acting as a liaison between the professional and the Professional Board, which govern their practise. As a professional association, it has recently registered formally as a non-profit organisation, committed to meeting the needs of a target population, and as such will be studied as an example of a no-profit organisation.

One of the earlier writings on managing non-profit organisations (Gelatt, 1992: *xiv*) proposed that there are five principles for developing a nonprofit organisation into a “hallmark of excellence”. These five principles will be used as the framework for this paper, and will seek to address the following:

1. What is the role of “a clearly articulated sense of mission” for non-profit organisations in theory and how has the non-profit organisation under study used its mission to guide its strategic direction? In discussing the *mission* of the

⁵ HPCSA – Health Professions Council of South Africa

organisation, the core values, the core focus, the core customer group will be identified, the process of and the identification of strategic issues facing non-profit organisations, and the case study will be examined, using a number of different techniques, and finally, the development of strategic objectives will be discussed.

2. How does the **leadership** of the organisation impact on the commitment to meeting the mission of the organisation? In discussing the leadership of an organisation, the leadership style, leadership structures and the development of leadership potential within non-profit organisations and in the organisation under study will be considered. Leadership will be considered in relation to the strength and commitment of the primary leadership structures of the organisation, and will be evaluated in terms of the degree to which the leadership of the organisation is able to direct, guide and motivate the volunteer and staff components of the organisation and the community it serves.
3. How does the **management** of the organisation operationalise or execute the strategic plan for the organisation to ensure that the goals and objectives of the mission are accomplished? Here, the paper will consider aspects such as planning, monitoring, quality assurance in areas such as marketing/public relations, communications (with the customer groups and external stakeholders) and the human resource management of the organisation. For the case study under investigation, the structures that have been established to operationalise the strategic plan will be considered in the context of the next question, and similarly evaluated against the mission of the organisation.
4. How do the different structures within the non-profit organisation relate to each other, and ensure that they remain accountable to the mission of the organisation? In considering the **professionalism** of the various roleplayers within the nonprofit organisation, an understanding of the different roles each plays within the organisation, how the organisation is structured, how each group or structure reports within the organisation, the training and development initiatives to ensure that the professionals involved in the organisation are able to be professional managers, and the need for accountability will be examined. Accountability, role

definition, reporting (communication within the organisation) and training and development within the organisation under study will be evaluated in terms of its impact on achieving the mission of the organisation.

5. How does the ***financial stability*** of the organisation support the achievement of the objectives of the nonprofit organisation? Critically important to the fiscal strength of the organisation, is the match between the financial resources of the organisation and the activities/programmes used to achieve its objectives: is there a match, is it sustainable, does it fit with the mission of the organisation and does it consider the future generations of the organisation. Of particular relevance, is a discussion on the non-profit status of the organisation, the implications for funding/revenue generation and the importance for reporting of financial information to the internal and external stakeholders (transparency and accountability).

All discussion related to issues surrounding the leadership of the organisation, management of the organisation, the professionalism of the organisation and the financial stability of the organisation must essentially lead back to the clearly articulated mission. The issues identified within each of these will be evaluated in terms of satisfying the mission of the organisation, with a final consideration being: “Do the needs match the mission or does the mission match the need?”

1.3 Motivation for the study

In the past, the question often asked by members of the profession of speech-language therapy and audiology, “what is SASLHA⁶ doing for me” struck cords of despair within the hearts of the volunteers who worked so hard to establish the professional association within the practising members of the profession. Although this question is still occasionally asked from out of the far corners of the country, speech-language therapists and audiologists are now increasingly asking “what can I do for SASLHA?” and so the association is continuing to grow not only in membership but increasingly so in participation levels. Membership with SASHLA is not compulsory and despite this

⁶ SASLHA – South African Speech-Hearing-Language Association

growth in the association over the past year, there are still large numbers of practitioners who do not belong to their professional association.

The SASHLA Executive must start asking “Why?” With the changes proposed for the National level, some exciting new initiatives and increasing competition from the South African Audiology Association, SASLHA needs to reflect on the successes and failures to determine the strengths, weaknesses, opportunities and threats to the Association over the near and distant future. For these projects and initiatives to prove successful, and to be sustainable, there needs to be a strategy, a structure in place to support these changes and initiatives. At this point in time, there does not appear to be a plan – strategy formulation does not appear to be prescriptive, nor emergent, simply haphazard. This notion needs to be explored further. If SASHLA adopted a more consultative, appropriate, structured approach to strategy development and organisational governance, would membership increase and would members perceive the association as adding value to the profession? To what extent should SASLHA and/or other professional associations adopt and use corporate models for strategy development and corporate governance?

1.4 Value of this Study

The overall objective of the research is to improve the business practices currently engaged in by SASHLA. This research will therefore not only aim to identify the practices which have been successfully implemented in the past as a means of informing future practice, but also look at areas which need strengthening and building and propose a plan for the organisation to realize this potential.

The research will also aim to establish baseline evaluative information for the association, which the association can either choose to use as benchmark indicators over future generations of the association or which could be adapted to create an evaluative tool specific to the Association.

The research will aim to identify for the Association key success factors, and propose measurable objectives against which success in future strategic developments can be gauged.

Although the value of this research will be limited to a large extent to the organisation under study, it is hoped that broad principles for guiding strategic management practice for professional associations, and ultimately for non-profit organisations in South Africa will be developed.

1.5 Summary

In developing a model or framework for this investigation, it is first necessary to review and consider perspectives from previous research and writings on strategic management practice in general, and then to narrow the review to non-profit organisations. Within this sector, we need to define the scope of a professional association, and consider how the models developed for non-profit organisations can be applied to professional associations.

CHAPTER TWO: THEORETICAL REVIEW OF STRATEGIC MANAGEMENT PRACTISE IN NON-PROFIT ORGANISATIONS AND PROFESSIONAL ASSOCIATIONS

“If we were to understand the present structure and strategies of (non-profit organisations), we would be wise to heed to the infamous Irishman who, when asked for directions by a stranger, replied, “I wouldn’t start from here if I were you”. In just the same way, it would be folly to embark upon a description and an analysis of current (non-profit organisation) activities without reference to the substantial influences of the past”

(Butler & Wilson, 1990: 9)

2.1 REVIEWING THE MODELS AND DEFINITIONS

Doing justice to the subject of strategic management practice in non-profit organisations and professional associations demands a critical understanding of some core concepts. Firstly, an understanding of the organisation, and specifically, the realm of the non-profit organisation within the theory of organisations should be defined. Some discussion is necessary on the application of business models for the for-profit organisation in the non-profit. And finally, a consideration of the professional association as a non-profit organisation will frame the balance of the discussion in this chapter.

2.1.1 A theoretical background to the organisation of organisations

Present day economies can be largely divided into 3 broad areas; the market or first sector (commercial, for-profit corporates), the statutory or second sector (regulatory bodies, including governments) and the voluntary or third sector (charities and other non-profit organisations), with there being significant inter-relationships between the statutory sector and the voluntary sector, and little relationship of the third sector with the corporate sector⁷. The precursor of today’s non-profit organisation is the charity, and although this was the most common form of a voluntary, non-profit organisation, there were many types of organisations that were not be regarded as charities.

Regulatory descriptions define non-profit organisations as those that are “organized for a purpose other than to produce returns to owners, and so their net earnings may not be

⁷although this is on the increase according to Weisbrod, 1998.

distributed, only used to further charter the non-profits' chartered mission" (Marsteller, 1998: 1). From a South African perspective, three significant attempts at an accurate definition which reflects the position of non-profit organisations in this country have been considered (Swilling & Russel, 2002). In the first definition⁸, some categories of non-profit organisations including business associations, employee organisations (trade unions) and professional associations were excluded. Butler and Wilson (1990) show that professional associations, although voluntary and non-profit, could not be legally considered as charities, as their sole purpose was for the benefits of their members and the members only. In 1999, the South African NGO Coalition developed a description that included what was termed 'civil society organisations'. Although this description⁹ was similar in nature to the structural-operational definition used in a John Hopkins study, it is less value-laden than the previous description and does not specify a public purpose or function. In the Non-Profit Organisations Act of 1997¹⁰, the final description read as follows: "A trust, company or other association of persons established for a public purpose and the income and property of which are not distributable to its members or office-bearers except as reasonable compensation for services rendered" (Swilling & Russel, 2002: 8). The latter two descriptions of non-profit organisations are broad enough to include the realm of professional associations (where these are not compulsory affiliations or do not demand statutory membership/registration). In a recent study conducted nationally, these types of non-profit organisations constituted 0.5 % of the non-profit organisations surveyed (Swilling & Russel, 2002).

Non-profit organisations have developed over the past few decades into organisations responsible for much of the social change characterizing first and third world countries today (Drucker, 1999). Non-profit organisations embody values and traditions associated with charity and social change management, responsible for changes in community and

⁸ 1993: "NGO's are private, self-governing, voluntary, non-profit distributing organisations operating, not for commercial purposes but in the public interest, for the promotion of social welfare and development, religion, charity, education and research" (The Development Resources Centre)

⁹ "those organisations and groups or formations of people operating in the space between family and the state, which are independent, voluntary and established to protect or enhance the interests and values of their members/founders"

¹⁰ The development of this Act was facilitated largely through the inclusion of Section 21 of the Companies Act of 1973 and the Trust Property Control Act of 1988.

changes in people. In the United States, it is estimated that over 90 million people give their time weekly to volunteer non-profit organisations, to fulfil their search for a sense of contribution, community and commitment.

In the beginning, many non-profits worked on the premise that ‘good intentions were enough’ to drive their efforts, and business topics were rarely conceptualised as applying to these organisations. These types of organisations also have the unfortunate honour of being “so difficult to control” (Herzlinger, 1999, guest lecture). Today, “non-profits have to think very clearly through what results are for their organisations ... demonstrating both commitment and competence in a highly demanding environment” (Drucker, 1999: 2). Having a good cause is no longer enough to operate a successful non-profit organisation, as society begins to ask questions on the achievements and level of responsibility of non-profits towards the communities in which they are working (Dees, Emerson & Economy, 2001; Herlinger, 1996). Judgments need to be made on how resources, competencies and commitment levels can best serve the programmes and opportunities that exist within the organisation and outside in the community. Programmes serving a social need should begin their focus on searching for innovative solutions and strategies in order to enhance and improve the sustainability of their programmes (Dees et al, 2001). As Herzlinger accurately describes in her address (1999):

“so, that’s why non-profits are *it*, because they are better than businesses and better than governments in sponsoring socially important unpopular activities, in spiritual activities, in cultural activities, in re-distributing to the less fortunate, in providing efficient and effective services and in having a long-term focus”

Three guiding principles should underpin any consideration and investigation into the management of non-profit organisations (Gelatt, 1992: *ix*). Firstly, it needs to be clearly understood that non-profits are “fundamentally different” from for-profits: “non-profits companies exist to serve a constituency or cause; to do so successfully, they must show a positive bottom line. For-profit companies exist to show a positive bottom line; to do so, they must meet the needs or wants of a particular constituency”. Despite saying this however, non-profits able to learn from and align their mission with for-profit business

skills will, in all likelihood, be more successful. Finally, the wide range of non-profit organisations that exist, ranging “from churches to environmental groups, from major national trade and professional associations to small, local, even neighbourhood charities” is acknowledged (Gelatt, 1992: ix). This research paper will focus on one such non-profit activity: the professional association.

2.1.2 Defining the professional association and its scope

In his address, the President of the Academy of Management directly quoted the following text: “a profession is an exclusive community of highly trained individuals who apply somewhat abstract knowledge and skills to perform specialised and socially valued work; who identify with their work; and who share common values, norms and perspectives about work-related matters” (Van Maanen & Barley, 1984; quoted by Van de Ven, 2001:182). A professional association by extrapolation is then an embodiment of a professional community. Although it may be true to reflect on it as an organisation in the administrative sense and in the sense of performing the functions and services it needs to provide to its members in efficient and effective ways, it remains essentially a professional community.

There are many terms that could be used to describe professional associations, and it should be noted that professional associations assume many different organisational types. Greenwood and Lachman (1996: 563) tell the story of the history of professional associations as originating as “guild-like ‘collegiates’ existing within pre-industrial society”. In Benini (2001), the IRS (United States) use the taxonomy of “business leagues” to refer to trade and professional associations, and further defines these groups as those entitled to claim a tax-exempt status. This is mostly so since one of the forms professional associations may assume is that of non-profit organisations, or ‘non-owned’ organisations (Mintzberg & Westley, 2000). Crane (2000) refers to social mission companies as companies or organisations in which social goals predominate and noted critical differences between the corporate governance structures of social mission companies and conventional companies (driven by economic success).

Mintzberg and Westley (2000:72) proceed to describe several characteristics of non-profit organisations (and here the application is for professional associations), placing priority on the voluntary nature of the services rendered by the members of the corporate governance structures. As a result, these organisations assume a value-driven ethos and “fill a space between the public and private spheres within which social values can be realized”. Reed (1996: 586: Figure 1) goes a step further in his classification of professional services “expert groups”, and identifies three types of groups based largely on occupation, organisational form, knowledge base and power strategy. The existence of these professional associations outside the employing organisation led to the descriptor of these groups as extra-organisational organisations (Ackroyd, 1996), although the importance of informal organisation within the employing body is acknowledged.

One of the most significant themes underlying most, if not all, writings on organisations and the manner in which they are managed, is that of change. In this age of increasing technological advances, with barriers between clients, service providers, the state and the world rapidly shrinking, organisations have had to embrace change in all spheres of their management, sometimes undergoing a profound evolution or revolution (Hamal & Prahalad, 1994; Reed: 1996; Dees et al, 2001). Benini (2001) in her article on the experiences of a developing association acknowledges that in days of change and shrinking economies, “people are looking closely at the value of organisations” (online article) and that as a result, professional associations have to begin to ask strategically relevant questions.

Where do professional associations belong along the social enterprise spectrum then? Answering this question objectively will help guide the organisation of the organisation. Dees et al (2001: 15) illustrate the social enterprise spectrum in their text on *Enterprising Nonprofits*. Three options are identified along this continuum, from purely philanthropic to purely commercial social enterprises, with a third hybrid option. Despite these different approaches, at the bottom line of all these social enterprises is the promise of “changed lives”. The purely philanthropic enterprise is based upon appealing to the goodwill of others, through a mission-driven approach to social value creation. It is

characterised by beneficiaries who pay nothing, where capital originates from grants and donations only, where the workforce is completely voluntary and suppliers make in-kind donations. The purely commercial social enterprise appeals to the self-interest of the beneficiaries and managers, is driven by market-economy forces and is founded on economic value creation. The beneficiaries of the purely commercial social enterprise pay full market value for the service they derive, and capital is obtained at the market rate, and the staff is compensated at a comparative market rate. Suppliers are charged full market prices.

The hybrid social enterprise is of interest when looking at professional associations. Here, the motives, methods and goals underlying the organisation are a mix of both an appeal to the goodwill of the membership and self-interest (to the professional membership). To some extent, the goals of the organisation are therefore both mission-driven (and value-laden) and market-driven (looking at supply-demand), and the organisation strives towards both social value creation and economic value creation. Within the hybrid social enterprise model, the members of the professional association contribute through subsidised rates and there is a mix of those who pay and those who may be offered membership at discounted rates or at no charge. Capital is derived through the payment of membership fees and below-market capital. The workforce is a combination of volunteer services and below-market or full market paid staff. Suppliers may offer a discount for their services and a mix of in-kind donations to the association or full-price payments. The question to be addressed through the strategy and structural changes within professional associations and in this case example, is where would the membership like the association to be in the future?

2.2 A CLEARLY ARTICULATED SENSE OF MISSION

Clearly, these questions of strategic choice, structural organisation, the activities and programmes of professional associations (as an example of a non-profit organisation) are built upon the foundation set by the mission of the organisation.

2.2.1 Strategic Choice

“Strategy is about deciding what to do, execution about getting it done. Both are essential skills for a modern leader. Yet another and perhaps more important skill lies between the two, in the realm of organisation: the design of structures, systems and mechanisms to guide and motivate the actions of employees and the critical task of implementing new organisational structures”

(Day, 2003: 4)

Given the nature of strategy and organisations, a number of definitions and typologies have arisen over time, explaining the true nature of strategy. These frameworks have moved from planning, to resource-goal fit, to conceptual metaphors, to organisational reorganisation, to organisation-context fit (Kald et al, 2002). In narrating the story of strategy and the development of strategic frameworks, three traditional conceptualisations of strategy have become evident (Barry & Elmes, 1997: 432). Strategy has attempted to address notions of strategic fit (‘where do we belong?’), it has been used to predict the future positioning and direction of the organisation (‘what will this organisation be doing in x time?’), and to dictate how organisations compete. Miles and Snow in their research (Kald et al, 2002) identified three fundamental strategic issues facing the management of organisations; viz. the “entrepreneurial problem (which products and markets should be developed), the technological problem (the production resources required in the form of technology and staff) and the administrative problem (how to organise and control the business”.

In and amongst these relevant theories on strategy, Peng (2003) poses the strategically reflective question “How do organisations play the new game when the new rules are not completely known” (:283). Between Miles and Snow with an inward focus on the organisation and Porter’s outward focus on the competitive environment, for organisations in a state of transition or buffeted by dominant change forces from outside the organisations, two strategic choices have emerged. As a first option, organisations can embrace a “network-based strategy”, using the organisations developed networks and relationships with other stakeholders to sustain and develop its strategic direction. Organisations can also chose to use a “market-based strategy”, focussing upon the organisations’ intrinsic competitive capabilities and resources, independent to the network resource. Both these approaches have been widely debated in the literature,

with the overall conclusion being that different approaches may be used by the same organisation in different contexts and in different times.

Two strategic choices are considered here: one to further strengthen and leverage existing ties and secondly to restructure and develop new market-based capabilities (Peng, 2003: 288). Clearly understanding the mission of the organisation would guide an organisation into making the choice that may see the organisation actively embracing the “unlearning of existing organisational routines” in their search for new competitive advantage. It has been proposed that organisations or associations that are relatively younger and smaller, lead by younger managers are more likely to compete primarily on the basis of finding a competitive edge in their resourcing strategies and in developing their core competencies (which may be achieved through restructuring and transformation) rather than rely on networks and relationships with other organisations and upstream or downstream partners as the competitive edge.

2.2.2 Strategic approaches for non-profit organisations

Despite Herzlingers’ assurances that non-profits are “*it*”, it has been acknowledged that “their Achilles heel is the lack of oversight ... there’s a problem of openness and accountability ... and a lot of external evidence of the inefficacy” (1999, guest lecture). An important question to address then is ‘why is this?’ Although there is much written on the organisation of organisations, and recently, a surge in literature for non-profit organisations, very few authors have looked specifically at the domain of strategy making and systems control within the non-profit sector, and more specifically, in the professional association/organisation. Through the literature, the concept of strategy within non-profit organisations has to a large extent been ignored by strategists. The importance of strategies for corporate enterprises is understood and should a for-profit corporate not embrace and use strategic planning as an executive function, then it is afforded a strange disregard. However, for non-profits, strategic planning has not been explored in as much detail.

According to Bernard Consulting Group (Dees et al, 2000) however, many non-profits are changing and the profile of non-profit organisations adopting a strategic planning approach is on the increase. Four drivers of this change have been identified. Business models and practises have had a significant impact on the approaches of non-profit organisations, as the benefit of sound business practise, in what is becoming an increasingly competitive sector, is being realised. In addition, many of the large corporations from which most non-profits generate funding are demanding strategic insight in business plans, from planning and implementation to the evaluation and monitoring of projects. Non-profits are using these strategic plans to market themselves as more business-like and professional and by so doing, creating a competitive advantage over the slow-movers in their industries.

Despite the different approaches and analytical processes, most researchers and theorists agree in the fundamental importance of both structure and strategy in the management process (Butler & Wilson, 1990). Cooper, Hinings, Greenwood and Brown (1996: 630 – 631) developed a progressive framework in which they describe strategic control as an emerging perspective for models of operation and control within the professional support services sector. They indicate that for some professionals, “to have a strategy and to use marketing would still be regarded as unnecessary and even as ‘unprofessional’”, although it is noted that numbers of these professionals still in service and in positions of power were not significant. Key drivers for change in this new model are efficiency and effectiveness, the interpretation of the professional as behaving in a businesslike fashion, embracing partnership as a team effort, and striving for providing a value-added service responsive to the needs of the client.

Cooper et al (1996) proposed a move away from Mintzberg’s perspective of strategy for professional organisations as being more individually determined, towards a more comprehensive, holistic, long-, medium- and short- term planning perspective. In this perspective, it is not so much the “formal use of analysis and scanning that might be found in many corporations” (1996:632), rather that these organisations have adopted a strategic planning process to guide decision-making that is more interactive, yet rational

and directive in nature. Based on this however, it should be assumed that in their practise, professionals are increasingly moving towards a model for strategic planning for efficiency and value-creation, and that this practise is adopted into the professional association to which they belong. An assumption integral to this investigation is that organisations within a specific sector are likely to share “strategic recipes” (Child, 1988 quoted by Berrett & Slack, 2001) and so develop similar strategies.

2.2.3 Identifying strategic issues in non-profit organisations

Strategically, non-profits face a number of different issues and problems within the sector itself (Gelatt, 1992). Some of these will be addressed in this research paper and it is necessary to highlight them in the following discussion.

2.2.4 Defining the mission for non-profit organisations

“Mission defines a direction, not a destination. It tells the members of an organisation why they are working together, how they intend to contribute to the world. Without a sense of mission, there is no foundation for establishing why some intended results are more important than others ... Mission instils both the passion and the patience for the long journey”

(Peter M. Senge, quoted in Dees et al: 19)

The organisations purpose, its’ *raison d’être*, is the foundation upon which stakeholders, opportunities, resources can be confidently built. The mission provides both direction and unity to the organisation – binding all those involved in the organisation in a common sense of purpose. The mission is the ‘why we do what we do’ and guides ‘the how we do what we do’. Building this mission with the organisation provides cohesion and a focus which all members of the organisation trust and develop faith in. Missions do not have to be lengthy articulated pieces of prose, but should be sharply focussed and easily communicated to the members, to generate commitment to and passion for the organisation. Collins and Porras (in Thompson et al, 1998) believe that truly great companies understand the difference between what should never change and what should be open for change, between what is genuinely sacred and what is not – and should therefore successfully be able to manage continuity and change within the organisation. These core values determine the core focus of the organisation, and so drive the

identification of the core customer group. This is essentially the mission of the organisation.

Built into the mission of the organisation, is a clear identification of the ‘customer’ — this customer is one who should “value your services, who wants what you offer, who feels its importance to them” (Dees et al, 2001: 20). In non-profit organisations, there are usually two customers; the primary customer the whose life is changed through what the organisation does, and the secondary customer, often including the broader community, funders, volunteers, founders etc. The Constitution of a non-profit organisation should provide a clear indication of the core mission of the organisations, identifying clearly who the primary customer is and the structures and strategies or processes necessary to achieve the core mission. This in itself should be subject to regular review, as the structure and mechanism of how the organisation is functioning adapts and changes towards “the best way of doing things” (Simpson, 1993). Non-profit organisations are often criticised as having missions or goals which are vague, multiple and occasionally in conflict, with there being no clear way of measuring performance against the mission of the organisation (Weisbrod, 1998). One thing is clear, and that is the bottom-line of the non-profit is not the creation of wealth for the organisation or its constituents, but is a broader social objective.

2.2.5 Developing a definition of the business and the business model

Often the starting point for any strategic management process is the definition of the business the organisation is in. McTavish (1998:25) writes “what is evident is that an ability to clearly define, or more significantly, to redefine the company’s scope is becoming an increasing preoccupation ... even in the most substantial organisations”. Defining the scope of the business is critical to aligning the mission of the organisation with the needs identification (“the customer function”), the customer identification (“market segments”), the process definition/technology and the role of the company within the value chain for that sector. This alignment of product (needs identification) and market (customer identification) does not necessarily provide a full picture of the scope of the business and so it is necessary to consider both the process of value creation

for the company and its place within the Value Chain. Scope planning should be considered an integral part of organisational review and strategic alignment exercises, and used to develop and grow the brand of the organisation.

As a thought, in defining the business model and the business the organisation is in, some consideration should be given to the need (or lack thereof) for commercialisation of the non-profit. Although the presence of competition in an exclusively non-profit marketplace may impact on the need for a non-profit to develop a commercial entity or stance, this alone is not sufficient motivation for a commercialisation. Tuckman (1998) proposes that there are four conditions which are likely to influence a non-profits decision to commercialise part/many of its operations: the organisation needing to seek additional sources of revenue outside, or beyond, its traditional sources and is confident that sales of products/services is a viable avenue for revenue generation; where the products/services offered by the non-profit is suitable and appropriate for the marketplace; the management of the non-profit has determined that the sale of these goods/services will not compromise the mission of the organisation; and that a market or consumer base does exist for these products/services. Under these conditions, a non-profit organisations business model and/or the definition of the business scope could be influenced by ‘commercialisation’ of the organisation.

2.2.6 Identifying the core value proposition and the value chain of the organisation

In a non-profit organisation, and more specifically, within a professional association, identifying the core value proposition is based upon a determination of the strategic positioning of the organisation. Organisations which aim to serve most of the needs of a particular target market is said to have adopted a “needs-based positioning” (Porter, 1998: 84) and these needs guide the core value proposition of the organisation. The professional association, being in the business of keeping professionals happy, is essentially a service business, but yet does not fit singly or completely into any one of Lovelock and Yip’s (1998) classical service categories. The professional association to some extent “involve(s) tangible actions to customers in the person”, a people-processing service (Lovelock & Yip, 1998: 196), through the participation of the members in

activities organised and coordinated by the organisation, and so needs to be located at the level of the customer. It also provides “information-based services” to its members, through engaging in different media, and researching, collecting and distributing different types of information to its members. As a result, the core value proposition of the professional association must isolate aspects of people-processing and information-processing which are appropriate to the mission statement and vision of the organisation.

A framework has been proposed by Weisbrod¹¹ (1998: 48-49) which identifies the non-profit organisation as multiproduct: providing three types of goods which contribute to the organisations ability to achieve its mission. A “preferred collective good” is essentially the output or product which the organisation produces only for its consumer, and is differentiated from the other two by its unmarketability in the private market. A “preferred private good” is one which the organisation is able to sell in the private market, but which is offered to it’s consumers regardless of their ability to pay for the service and the third type of good is the “nonpreferred private good” which is made available only to generate revenue and usually is unrelated to the mission of the organisation (ancillary).

2.2.7 Recognising and assessing new opportunities

“The essence of strategy is choosing to perform activities differently than rivals do and ... that (a myopic) focus on improving organisational effectiveness jeopardise(s) long-term success (in that it) fail (s) to develop a sustainable strategy” (Porter, 1998: 78). So, in order to determine not only what ineffective organisational activities need improving but also how the organisation can ‘perform activities differently’, it is necessary that the organisation develop tools to recognise and assess these new opportunities. A technique useful to strategic planners in many types of organisations is the infamous SWOT analysis. This technique provides a framework for identifying critical issues affecting a matter or complex situation, with the focus initially on the subject concerned, such as the organisation, and then limiting analysis to strengths, weaknesses, opportunities and threats faced by the organisation. Strengths are characteristics of the organisation which

allow it to take advantage of opportunities which present themselves and which enable the organisation to reduce the impact of barriers to success. On the opposite side, weaknesses impede an organisations' ability to respond to opportunities or minimize threats. Weaknesses seldom occur in isolation, but are balanced by strengths, and both needed to be objectively identified and understood to be useful in a thorough SWOT. It should also be remembered that threats and opportunities are not in themselves absolute, in that opportunities considered against limited resources of an organisation or the expectations of members, and may constitute a threat to the association in the long term. For strategic planners, the key is to make a judgement benefiting both the organisation and the membership.

As a tool to be used in the preliminary stages of strategic decision-making, the SWOT is simple and easy to understand. Balamuralikrishna & Dugger (1995:2) acknowledge that tools such as the SWOT, which were originally intended for industry, can be "tailored for application" in other circumstances "due to fundamental similarities in the administrative duties of the respective Chief Executive Officers". SWOT analyses can be conducted through individual examination of the subject under study, through group discussion techniques (including round robin techniques), surveys, focus groups and interviews. It is often useful to verify findings of SWOT analyses through the appropriate use of a variety of these techniques (Balamuralikrishna et al, 1995).

The external environment has a significant impact on the strength of a professional association – shifts in terms of changes in practice orientations, movement of members, shifting from a paper-based community to an electronic age, demographic changes in practitioners – these all impact directly on the success and growth of professional associations and/or non-profit organisations. By closely monitoring the external environment, such as the membership community of a professional association (or even the non-membership community), organisations can identify key issues not being addressed.

¹¹ Weisbrod: Modeling the non-profit as a multiproduct firm

Objectively speaking, the SWOT analysis can have both its advantages and its limitations: individual viewpoints are often subjective, and are subject to different interpretations of terminology such as ‘threat’, ‘opportunity’. Organisations can also fall into the trap of looking for strategic fit – looking for strengths that fit the chosen opportunity – rather than considering strategic stretch. Strategically stretching an organisation would require identifying attractive opportunities and ‘stretching’ the organisation to meet the opportunity, challenging the organisation to find the appropriate strategy.

Assessing opportunities “is both a science and an art” and the value of models such as the SWOT, which although not scientific is rational and objective, is balanced by simple opportunity analysis matrices, such as the model proposed by Dees et al (2001). In this model, opportunities are assessed through the use of a two-dimensional grid: one dimension measures the extent that the opportunity fits the mission of the organisation, and the second dimension measures the level of demand for the product or service (the opportunity). Opportunities which both fit the mission of the organisation, and which are met by a high level of demand are the most attractive opportunities.

2.2.8 Competition within the non-profit sector

Competition plays a significant role in the for-profit sector, both in terms of guiding cost-effectiveness (“where the basic problem is how to do what is already being done more efficiently”, Butler & Wilson, 1990: 36) and in terms of general market strategies. Competition in the non-profit sector is often just as rigorous as for the for-profit market, and is often over human resources, revenue sources, capital goods and market segments (Tuckman, 1998)¹². “For non-profits, competition is a process of harmonizing goals involving provision of collective goods and services ... with the need to finance them” (Tuckman, 1998:32). In the non-profit sector, customers ‘vote’ for their service provider of choice, through their participation, and their commitment to the non-profit, and amongst non-profits, this is often where the competition is based – in the contesting for

¹² Readers are referred to this text for an excellent, substantial discussion on competition within this sector. A more complete discussion is not warranted here.

bigger market share, and to have the better public/member reputation. For non-profits where a fee for services is paid, this competitive pressure is greater.

Competitive forces in the exclusively non-profit sector are similar in nature, yet different in driving force, to those in profit sector, and Porters' Five Forces model can be applied in this context. *Ease of entry* into a non-profit marketplace affects both the product/service offered and the distribution of that product/service. With two organisations competing in the same context, slight shifts in the core value propositions for each organisation may well result. Barriers to entry could include high initial capitalisation, developing economies of scale, the range of products or product differentiation of the competition. The consumer, in the case of the professional association, the member has the ability to influence the competition amongst two/more organisations through his/her *bargaining power*. If the buyers in a market are price sensitive and few in number, the buyer has greater power. However, in a context where the product/service is only available from a few/two suppliers, where purchases are relatively small in number (once per year), and where most buyers are unlikely to become future suppliers of services, the bargaining power of the consumer (member) is small. *Suppliers of services/goods* to non-profits impact on the competitive environment of the non-profit by price wars, the delivery of services/goods in terms of speed/quality/quantity. This is even more so when the availability of these specialist goods/services is few, when the product/service needed by the non-profit is unique, and if the supplier can provide the organisation with a competitive advantage. Similarly, the availability of alternatives, *substitute products or services* impacts on the competitive environment of the non-profit organisation. Does the organisation have a monopoly and how tightly held is it? Alternative product/service offerings impact on the price (the user fee) commanded, the marketing and the access to the products/services offered by the non-profit organisation. Finally, the *degree of rivalry* amongst competing non-profit organisations affects the types of services offered by the different organisations, and this is intensified when the industry (the professional support service industry, in our case) is growing slowly, when there is little differentiation in products/services and is dependent on the size of the competing organisations.

In a continuum of competition, co-operative strategies represent the other end of the spectrum. For non-profits however, co-operative strategies form a vital part of the networking, relationship and co-sponsorship side of the industry (Butler & Wilson, 1990). These co-evolutionary agreements (Tuckman, 1998) create opportunities in which two competing organisations could collaborate with direct competitors, and in the professional association context, this could take the form of co-hosting conferences/events/activities in which the members of both associations benefit, not only from the opportunity to meet with one another, but from the joint learning experience.

2.3 LEADERSHIP: MEETING THE MISSION OF THE ORGANISATION

“those skilled in strategy achieve cooperation in a group so that directing the group is like directing a single individual with no other choice”
(Boar, 1998: 54)

2.3.1 The role of the manager as architect and implementer of strategy

“What makes a great manager great” is a question often asked, answered not by one simple response, but with a myriad of differing views, all important, none independent of each other (Sull, 2003). Strategic vision, discipline, inspirational qualities are common responses to this frequently asked question, and although they provide valuable insight into whom these executives are, they provide little information about how they manage the organisation. Sull (2003: 83-84) believes that “successful managers all excel in the making, honouring and remaking of commitments ... (which) take many different forms ... but each commitment exerts both immediate and enduring influence on a company”.

As with most other organisations, the “capabilities of a non-profit organisations’ CEO and management team will perhaps be the most critical factor in the organisations’ performance and it’s success in attracting investment” and buy-in from it’s constituents and members (Los Angeles Business Journal, 1999). Models of leadership as controlling all processes and decisions fails to build organisations that adapt and embrace change (Koeke, 1998). “Managing the status quo does not qualify a manager to be a leader, and issuing orders or executing commands will not support the developmental qualities of the

organisation” (Koeke, 1998). The mission of the organisation supports the leader in “aligning the purposes and contributions of the people from within and outside the organisation... the result is not compliance through command and control, but rather commitment through pursuit of a common mission” (Dees et al, 2001: 21). It should be obvious then that the behaviour and example set by the leadership of an organisation heavily influences its’ organisational culture – by deed and not by word.

2.4 MANAGEMENT: OPERATIONALISING THE STRATEGIC PLAN

“In firms competing through superior strategy, management’s focus needs to be more external than internal. In contrast, in firms that attempt to compete through strategy implementation, management’s focus needs to be more internal”
(Egelhoff, 1998: 330)

2.4.1 Analysing and crafting business-level strategy: Differentiating between generic competitive strategies

Thompson & Strickland (1999) identify five generic competitive strategies employed by organisations. Where an organisation is targeting a broad cross-section of the available market, an organisation has one of two choices in terms of strategy: either the organisation may adopt a low-cost leadership position, where products are costed lower than competitors in order to attract a greater customer base or an organisation can use a broad differentiation strategy where a product offering different from competitors is offered to customers. In the former approach, the product offering is basic, with limited selection and fair quality. In the latter approach, the product offering is wide, with a strong emphasis on the ability of the customer to choose different product features. With the broad range of non-profit organisations in the sector, the degree of differentiation in products and services is wide, with some organisations adopting a broad-based social service community, with a product offering that is basic to the needs of that community, and others adopting a wider range of products and services to the consumer community.

“Successful low-cost leaders are exceptionally good at finding ways to drive costs down” (Thompson & Strickland, 1999: 136), in order to offer improved value for money while still maintaining an acceptable level of quality of service and product. This is a

successful strategy to chase if the customer base targeted is price conscious, and if the cost advantage can be sustained over a long period of time. Sustaining this strategy requires continual cost-cutting. For non-profit organisations, driving costs down frees the revenue available, but its worth as a strategy must be judged against its ability to meet the mission of the organisation.

For non-profit organisations which target a narrow buyer segment¹³, Porter's model of competitive strategy provides for either of two models. In a focussed/niche low-cost strategy, the organisation aims to serve the niche market through competing on the basis of costs (user fees or otherwise), and the objective within this strategy is not to widen the market appeal or enter additional segments, but to provide ultra-value for the niche customer group, at a lower cost than the competition. Alternatively, the non-profit organisation operating in this niche market could focus on offering a differentiated product/service, and not compete based on costs.

The last of Porters' competitive strategies is that of being a best-cost provider – the non-profit organisation which is able to provide the best product/service at the lowest cost relative to competitors offering the same/similar product/service. This is essentially a 'best-value-for-money' strategy. For a consumer base which is price-conscious (which for many non-profit organisations *is* their entire consumer base), and which expects more value for the little money available ('after all, the company is a non-profit company'), this strategy requires an alignment and careful organisation of the organisations value chain so as to maximise cost management opportunities.

Crafting the appropriate business-level strategy depends on the demands of the environment of the organisation, and the "more complex, changeable and unpredictable an organisations' environment, the more it is forced to differentiate and specialize" (Koeck, 1998). Crafting the strategy in this dynamic environment is the first step, but

¹³ In Chapter 3, one of the competitors in the marketplace (SAAA) operates in this segment of the market.

where many organisations fail, is in the efficiency of the organisation to provide quality service. Efficiency requires that organisations integrate its functions, programmes and people into a coherent whole.

2.4.2. Marketing strategies within NPOs

As the commercialisation of the non-profit sector continues to grow and as the public need for accountability and transparency in non-profits parallels this growth, so the need for non-profits to develop appropriate and effective marketing strategies expands. Marketing the non-profit is not only critical for public goodwill, but within the consumer segment targeted by the non-profit, marketing strategies improve the perceived value of the non-profit to the consumer, the effect being one of greater participation in the programmes and services of the non-profit. For professional associations providing a professional support service to a smaller community of consumers, the role of marketing the programmes, products and services of the organisation to a wide range of the segment translates to new members, and additional user fees, therefore improved revenues.

For the non-profit organisation, the four P's of traditional for-profit marketing can be adapted (Gelatt, 1992). Identifying the 'product' package offered by the non-profit means knowing and understanding what the consumers (for professional associations, the members) want and need in terms of products and services. Service can no longer act alone as the competitive edge for the non-profit organisation, but should be seen as part of a wider offering. Non-profits should carefully examine their products and services, with a view to isolating products/services which have become sacred cows (there because they have always been there), dogs (products/services with a low growth rate, and a low impact on market share), cash cows (the product/service which generates revenue, or in the professional association, that which brings the members in and improves the market share), stars (will bring the members in, and which continues to grow) or which are question marks (with no impact on market share). Evaluating the products/services will lead the non-profit to a choice: can some of these products/services be cut out, and will it impact on our market share?

Pricing of the product and service is where many non-profits can lose revenue: either by not understanding the true and real costs of the services/products offered (both direct costs and indirect costs) or by choosing the price differentially as part of their mission. The perception of the value of the product/service offered by the non-profit organisation will also determine the price barrier: when consumer perceptions of value are high, the price can be adjusted accordingly. Under-pricing the value of the programmes and services is a sad reality for many non-profits, and may reflect an historical social framework in which the organisation views itself as being unable to charge the consumer.

The promotion of the non-profit relates to the development and communication of a corporate image for the non-profit, a message which consistently communicates the values, the mission and the programmes and services offered by the non-profit organisation. Promotion also relates to the variety of media which the non-profit uses to communicate with its consumers, with its partners, and with the other stakeholders in the community which it serves. Working with the media, and with publications that carry a similar message or which serve the same consumer group as the non-profit organisation could be one of many promotion strategies planned for by the public relations component of the organisation.

The last P is place. The question of where and how to physically position the non-profit is an important consideration in organisations where public access or consumer access is critical. For a professional association where physical location may not be an important consideration, the place could also refer to the electronic domain and the positioning of the association in an alternative dimension.

Non-profit organisations need to identify the extent to which they are truly market-driven. Being market-driven implies not serving the interests of the organisation alone, but identifying the organisation as the consumer sees or needs the organisation to be. Non-profit organisations need to ask themselves questions such as: do we communicate regularly with the consumer, do we understand our job as being to identify customer

needs and develop programmes to satisfy them, do we actively search for new programmes or services which we can provide to our customers. Affirmative responses would indicate that the organisation is indeed market-driven.

Developing long-term relationship with key stakeholders is an important strategy in today's intensely competitive business environment, particularly in the context of non-profit marketing (Arnett et al, 2003: 89). Relationship marketing in this context should be underwritten by three key understandings: that the stakeholders are the organisations' partners, that the process in which the organisation and the stakeholders engage themselves is in itself a value-creating process and that the relationships which evolve through this are competitive tools. These relationships are key resources for the organisation. In addition, for organisations where the consumers are regarded not only as a group, but where interactions are with discrete individual members of that group, and secondly where the social benefits of that relationship are significant, relationship marketing is an important strategy.

Marketing for the non-profit organisation, and in this example, for the professional association requires thinking strategically about building member relationships, "focus(ing) energy on those who already know (the organisation) and support (the organisation)" (Dees et al, 2001: 238). Branding is a concept not foreign to the for-profit sector and which can be used to the advantage of the non-profit/professional association. It is all about 'getting the message' of the organisation across to the customers 'simpler, faster, better'. Co-branding, as a cause-related marketing function, is a strategy often used by non-profits and involves a collaborative partnership with a private-sector partner or another non-profit partner for the purposes of promoting a cause that the concerns the public or the membership at large (examples include public service announcements). Once again, thinking strategically about the marketing opportunities available to non-profits, even through adaptation of tried-and-tested for-profit models, can create a spark in both the member community and the public.

2.4.2 Human resource strategies within NPO's

In South Africa, the non-profit organisations have as an average 47% of their workforce as volunteers. As a further consideration, the business/professional association/union employs a total of 1% of the non-profit workforce, of which approximately half are volunteers, the balance either full-time or part-time paid members of staff (Swilling & Russel, 2002). Managing these volunteers and the paid members of staff is a critical function for the management and leadership of a non-profit organisation. Building a human resources network to fulfil the mission of the non-profit organisation requires careful and sensitive management, particularly for the team of committed volunteers who often dedicate a considerable amount of time, often at their own costs, and sometimes to the personal cost of time away from leisure or family time. Organisations are also built up of persons from a variety of backgrounds, differing skills levels, diverse knowledge base and with different sets of values. Integrating the culture of the organisation with the culture of the people operating the organisation is critical.

Heidrich (in Gelatt, 1992) suggests that there are four types of volunteers in non-profit organisations: volunteers who wish to play a leadership role in the organisation, volunteers who wish to work directly with the non-profits customers, volunteers who wish to participate and provide general support to the non-profit in specific projects or programmes and volunteers who are the “member-at-large”, prepared to assist in ad-hoc tasks but not on an ongoing basis. People generally place value on volunteering, even amongst the population segment of ‘yuppies’, and it is important that volunteering is meaningful to the volunteer, that the feeling ‘I am contributing something valuable and it is valued’ is cared for by those who manage and lead non-profit organisations.

“nothing but what you volunteer has the essence of life, the springs of pleasure in it ...
the more you are stimulated to do such action, the more clearly does it appear that
you are a sovereign spirit, put into the world, not to wear harness,
but to work eagerly without it”
(Woodrow Wilson, 1988)

Aspects such as performance management, orientation/training and development, delegation of decision-making within the organisation, management by committees,

motivation and morale, building trust within the volunteer force and with the paid employees, improving accountability, expanding the span of control and upgrading of activities are all aspects that must be considered for a non-profit organisation. The size of the organisation and the organisational structure of the organisation will to a large extent determine some of these factors. Nonetheless, a careful examination of these factors and the integration of strategies to address these will build an organisation capable of achieving its mission.

2.5 PROFESSIONALISM: STRUCTURING THE ORGANISATION AND DEVELOPING ACCOUNTABILITY

Organisations which strive for excellence need not only to lead through having an excellent vision, or manage an excellent strategy, but need to develop systems and structures to support the organisation in achieving this excellence. Such structures and systems include the organisational make-up of the non-profit, and the measures built in for accountability, and quality assurance.

2.5.1 Organisational structure: a precursor for successful strategy implementation

“One of the most powerful levers for change ... is reorganisation” (Day et al, 2003: 21).

Organisational structure refers primarily to the “management blueprint ... the patterns of activities pursued by the participants of an organisation” (Butler & Wilson, 1990: 65). There are a number of aspects of formal structure that should be considered and planned as part of an organisations’ strategic context. A formal organisational structure is developed from a need to operationalise four aspects of management control: a guide to ‘who does what’, ‘who reports to whom’, how members of teams are grouped and may vary in the extent to which these functions, policies and procedures are formalised. Specialisations, span of control, centralisation, departmentalisation, the degree of formalisation are either written up in an organisation chart, or understood innately by the members of the organisation. However it is organised, this blueprint must rest upon the strategy of the organisation.

In determining the appropriate organisational structure for organisations, research and theory has shown that there are 3 main categories of structure. Many organisations adopt a purely functional structure, where the activities of the organisation are differentiated into departments/sections, within a hierarchical structure, with communication flows between and amongst these sections. Alternatively, organisations may adopt a divisional or a matrix structure of organisation. Organisations with a divisional structure have distinct branches of organisational activities that function in parallel, and relatively autonomously from the centralised head office, allowing for the resources to be allocated within that division, without affecting any other division.

Matrix structures are organised around specific projects rather than around a functional issue of a fixed hierarchy or a divisionalisation. This structure is flexible and well suited for dynamic environments susceptible to change. Project teams function as a unit while focussed on the project and are then dismantled when the project is complete. Formal hierarchies are put aside and project leaders are selected from any level of the functional hierarchy – dependent on skills, knowledge and ability. Matrix structures have inherent difficulties however, and these relate back to the levels of hierarchy within the organisation. Project team members report to two managers – their team leader and their functional manager. This can create ambiguity in terms of leadership and accountability, but coupled with possible limitations of resources can engender competition between projects and functional structures. A further danger of the matrix structure is the loss of identity for the organisation: “when people talk to (the organisation), they often talk to one person in one section, then another working on a different project, then another ... until they are not sure who is the voice of the organisation ... or indeed if it has one. True central policy becomes difficult to identify and to unearth” (quoted from Butler & Wilson, 1990: 28).

Non-profit organisations for the most part seem to adopt a “half-way house towards a matrix structure by operating with two lines of authority ... a dual system in which regional offices are accountable both to headquarters and to local membership

committees” (Butler & Wilson, 1990: 29). A complete matrix operational structure is not common in non-profits, as a result of both internal and external pressures. There is a reluctance to adopt this more complex structure as it may cause more inherent management difficulties. In addition, regulatory bodies often apply pressure to remain within a centralised control, accountable for financial distribution of resources, and for accountability towards policy and maintaining policy standards. Internal stimuli for retaining a functional (centralised) or divisional (decentralised) also play a significant role in determining the structure of the organisation.

Stimuli which push the organisation in the direction of decentralisation include a mistrust or lack of ability/skills/knowledge at head office and coupled with an acknowledged and common purpose and outlook across the organisation, encourages the decentralisation of activities. If an organisation needs to stimulate or is dependent on local activities to support the implementation of the organisations’ plans, then decentralisation is often the best manner of accomplishing this. Urgent issues and controversies can best be managed within a decentralised organisational structure. However, if the organisation does not trust in the expertise or level of accountability within regional offices, then pressures are placed on the organisation to remain centralised. But in addition, the links between the strategy of the organisation and the structure cannot be ignored.

Non-profit organisations are often managed by a Board, or Council, and are frequently criticised as being non-effective, with board or council members unsure of their role, function and purpose within the organisation (Herzlinger, 1999: guest lecture; Herzlinger, 1999: Effective oversight), the feeling being “that sometimes they’re cheerleaders, and sometimes they’re micromanagers”. Simpson (1993: 1) elaborates further on this point by commenting that “all too often, the problem lies with that faceless group of intelligent, kind and generous group of people, who with the best intentions in the world, inhibit the opportunities for the organisation to achieve it’s potential”. For success within this context, it is critical for organisations to structure a board or council who have the knowledge, skills, abilities and the commitment to successively and over the long term, steer and direct the organisation. In ensuring this, the organisation should develop

mechanisms and processes that effectively manage the composition of an organisations' management board.

Simpson (1993) describes nine different typologies of board members. Lifers, ghosts, bullies, backslappers and sleepers add varying degrees of value to the management board. The figurehead or celebrity board member who is there for the organisation, and not just for the social position which the board membership affords, is a value to the organisation. Martyrs often cause discontent within a board, and likewise, a board member with a hidden agenda (the secret agent) can have a negative influence on the direction of the organisation unless well managed. Talkers in the management board may contribute valuable inputs to the board, but cannot discipline themselves to make their inputs clear and concise. The role of the Chair and the procedures put in place by the organisation will direct and determine how successfully the organisation uses this mixed bag to achieve its outcomes.

2.5.2 Managing quality within the non-profit organisation

Often, managing quality within the organisation and the value of the service it delivers requires changing the organisation itself (Koeck, 1998). Ensuring consistent quality not only strictly in the service sense, but in terms of monitoring and reviewing the performance of the organisation is important, not only to establish and maintain trust in an organisation, but also to ensure that the activities of the organisation remain true to the mission of the organisation. Quality can be viewed from the perspective of a single effort or an individual, and should move towards an understanding of this is in integrated and process oriented perspective, away from the aspect of control, towards one of improvement. When measuring quality, it is valuable to look carefully at qualitative and quantitative information recording the number of customers/clients served, the amount of positive and negative feedback from the customers/clients and an assessment of the level of involvement of members (the number involved versus the number not involved).

In literature reviewing quality management practices in the managed healthcare industry, Koeck (1998) comments on the key role organisational structures and processes have in improving the quality standard for these practices. In the broader context of the non-profit organisation, and even more specifically, within the context of the professional association, structures and processes within the organisation have a critical role to play in managing and assuring quality in services and programmes. Quality improvement initiatives which include the clarification of roles and responsibilities within an organisation, and which use performance indicators to benchmark changes, are more likely to demand success (Koeck, 1998).

Barandun (2000) proposes the use of the balanced scorecard technique, well known in for-profit business circles, as a barometer of an organisation's successes and areas for improvement. Four dimensions of performance are selected, and include the financial perspective, the customer perspective, the process perspective and the innovation and learning perspective. Financial barometers must be able to measure the sustainability of the organisation's activities in terms of financial resources available. The ability of the organisation to clearly identify its customer base and the factors that attract, retain and maintain the customer base are key barometers within the customer perspective. A consideration of the core processes which underpin the functioning and the activities of the organisation define the process perspective. The final perspective is that of innovation and learning, and here the organisation needs to identify the "learning and innovation capability of the organisation and how it builds and retains know-how in order to implement strategy" (Barandun, 2000: 10). How the balanced scorecard measure is used (whether for efficiency, effectiveness or impact analysis) is determined by the strategy of the organisation, the lifecycle stage of the organisation and the organisational culture. A derived benefit of the balanced scorecard approach is the use of these indicators to "actively control the organisation". This approach also enables an organisation to focus its attention on these four dimensions in order to measure the attainment of strategic goals, and identify redundant or weak areas of performance/activity. Creating links between the implementation of strategy and the feedback on that implementation, particularly in relation to the budget, is critical. By

determining the key information drivers for each of these dimensions, this approach allows the organisation to lighten the amount of information necessary for decision-making.

2.6 FINANCIAL STABILITY AND THE ORGANISATIONS' MISSION

Berrett & Slack (2001) and Weisbrod (1998) have argued that non-profit organisations, whose core strategic objective is the delivery of a service to appease a social need, are subject to increasing demands for the delivering of better and more services with shrinking financial resources. Non-profits need to develop these financial resources in a competitive and strategic manner in order to secure 'their piece of the pie'. Non-profits have become increasingly aware of the need to refocus their resourcing away from government sector funding, approaching private sector companies for corporate sponsorships through advertising and project funding. Financial demands are particularly important in determining an organisations innovation, resourcefulness and accountability (Dees et al, 2001).

2.6.1 Raising revenue

Traditionally, non-profits primary source of revenue was private funding through grants or donors, or government subsidies for services rendered in lieu of the government. As the revenue pool dries up, and the competition for this funding becomes greater, non-profits need to find alternative sources of funding to drive their programmes. Increasingly, although the emphasis is not on improving profitability, non-profits are looking to commercial sources of revenue (Weisbrod, 1998). This is sometimes in the form of private-NPO partnerships, and for many non-profits, into the realm of saleable products and services. Although non-profits have been under criticism for commercialisation in the pursuit of revenue, it "does not necessarily imply a forsaking of 'core' values or mission" (Weisbrod, 1998: 9).

In conflict with the need to secure funding, is the non-profit's need for autonomy and a protection of the interests of the membership. Despite these pressures to attract and hold

the financial commitment of private sector companies, the ‘clumsy efforts’ of non-profit organisations have unsurprisingly not been successful in committing corporate funding. For most non-profit organisations, and certainly in the realm of professional associations, the ability of the organisation to raise funding from outside sources has indeed become central to all operations.

“User fees”, or charges, subscriptions, membership fees for services or products ‘sold’ contributes a significant portion of the revenue for many non-profit organisations. However, as is often the case, this service fee has a double-edge and may price some of the organisations’ possible consumers out of the market. Lowering the fee, price discrimination for certain segments of the market, discounted pricing are all strategies which non-profits use in attempts to eliminate this effect. Accountability in non-profit organisations is usually to external funders, or in the case of a professional association, to the members contributing fees. It is critically important that financial systems are in place, where information about cash flow and budget management is readily available and practises for budgeting and monitoring cash flow are sound. Within an organisations’ leadership, accountability internally and to the membership is paramount. The leadership of an organisation can only control the finances of the non-profit organisation with the right and sufficient information.

2.6.2 Financial management in non-profit organisations

Unlike financial management policies and procedures in for-profit companies, non-profit organisations do not always follow generally accepted accounting practise and are often not audited by a third party (Herzlinger, 1999). Where there is financial information available, it is often not analysed using financial ratios or other financial instruments.

Fiscal management of the non-profit organisation should include three basic areas – the financial performance of the organisation, the financial condition of the organisation and endowment management (Gelatt, 1992). Financial performance indicators question if and how the organisation is managed fiscally, and should probe aspects such as the independent audit (accuracy, conform to GAAP, irregularities or inconsistencies) and

importantly, whether the organisation met its operational expenses with revenues generated within the same financial period. An analysis of the financial performance of the organisation should also consider key aspects such as revenue sources, use of reserve funds for operational expenses, percentage of expenses attributed to overhead costs, provision for future capital expenditures, provision for the repayment of loans.

Looking at the financial condition of the organisation implies a consideration of the assets and debt situation of the organisation. In this, the organisation should consider indicators such as the value of assets (increasing/decreasing), value of endowments, the long-term and short-term debt obligations of the organisation and the impact of these debt obligations on operating budget (can the organisation pay off those obligations) and the value of reserve funds (increasing/decreasing in relation to operating expenses).

McLaughlin (in Dees et al, 2001) recommends 5 financial indicators for a non-profit organisation. On a monthly basis, the CEO and the Board of the organisation should receive a balance statement of the organisations' assets and liabilities from which some of the financial ratios can be calculated. In addition, the profit and loss (income and expenditure) statements should be able to show the profitability of the organisation at any point in time. In addition, individual programmes or projects should also receive profit and loss statements for that programme or project. The aged receivables report will show the age of unsettled accounts-owing to the organisation in 30-day increments for each major revenue category. Once again, programme managers should also receive this breakdown for each of their programmes. A cash-flow projection should be determined for the year ahead or at least per quarter so that there are few surprises. The fifth financial indicator recommended by McLaughlin is the utilisation report which shows the quantity of services provided by the organisation. For some of the programmes or projects, this may be an easy enough task but for an organisation based on services more than products, this would be more difficult to quantify.

For an organisation to judge whether or not it manages its finances well, McLaughlin recommends asking four simple questions: "Are financial reports available when you

need them? Do they give you valuable information? Can your financial management people use your systems to produce special reports? Are your yearly financial audits surprise-free?” (p 254). Although these questions provide a good kick-start to analysing the financial management of the organisations, a deeper look at financial ratios will serve to provide better information of the profitability, liquidity and capital structure of the organisation.

Liquidity is measured by the current ratio, a simple comparison of the organisations’ total current assets to its total current liabilities, and is used to determine if the organisation is able to pay its current liabilities out of its current assets (Haiden, 2000). The ratio should be in the region of 2:1 (where every one rand of liability, there are two rands of assets to pay for the liability), as the general rule implies that the higher the ratio the better, unless the organisation is under-performing. For non-profits, where cash determines how much service you are able to provide, it is wise to use this ratio sensibly, as their need is often reflected in meeting short-term debt obligations rather than long-term investments. In using this ratio, it is wise not to ‘pile’ the current assets with non-liquid assets, as this will mask the true liquidity of the organisation (McLaughlin, in Dees et al, 2001).

The second most important categories of financial ratios are those that evaluate the capital structure of the organisation. These ratios are useful when an organisation finances its operations through long-term liabilities. Non-profit organisations are not able to sell shares to raise capital.

2.7 SUMMARY

Difficulties which manifest themselves in non-profit organisations generally fall into one of four categories (Herzlinger, 1999). Simply ineffective organisations do not achieve the social missions set for the organisations. Inefficient organisations “get too little mileage out of the money they spend” (Herzlinger, 1999:4). Organisations where individuals involved in the association derive personal benefit from the tax-exempt status (private inurement) and in cases when organisations take on excessive financial risk, lead to disaster for the non-profit organisation involved. Where the ultimate barometer of a profit

margin is missing, and particularly in situations where market-related competition would increase efficiency and push down costs, non-profit organisations are vulnerable to the ‘failure to thrive’ complex. Very rarely is the degree of ‘commitment to the cause’ greater than the self-interest profit-motive, and so ‘ownership’ of the non-profit organisation seldom increases the accountability chain necessary for effective and efficient non-profits. Although financial indicators are often valuable in rating the efficiency and efficacy of an organisation, “they do not capture the value of the dedicated (people) who volunteer in non-profits, nor do they measure the results of their services” (Herzlinger, 1999:13).

In summary then, it could be said that under conditions of ambiguity, where agreement on strategic direction is sought, and where no single individual has the mandate to make autonomous decisions on behalf of the group, there is little understanding of the processes and tactics engaged in by organisations, and methods to determine if these have the desired impact (Denis, Langley & Cazale, 1996). In the next chapter, using the framework presented in the Chapter One, and which was used in this chapter to guide the discussions on strategic management within non-profit organisations, we are going to investigate more closely one such professional association in South Africa. The South African Speech-Language- Hearing Association is one such non-profit organisation which despite working under conditions of ambiguity, is seeking to find strategic direction through a process of consultation and democratisation. Has this had the desired impact? This will be determined in Chapter 4.

CHAPTER THREE: DETAILED REVIEW OF CASE STUDY

“you cannot order anyone to perform in an excellent fashion – excellence, by it’s very definition and at all levels, is a purely voluntary commitment ... it ensues only if the job is sincerely ‘owned’”
(by Peters & Austin – 1985 - quoted in Butler & Wilson, 1990: 149)

In the past, the question often asked by members of the profession of speech-language therapy and audiology, “what is SASLHA¹⁴ doing for me” struck cords of despair within the hearts of the volunteers who worked so hard to establish the professional association within the practising members of the profession. Although this question is still occasionally asked from out of the far corners of the country, speech-language therapists and audiologists are now increasingly asking “what can I do for SASLHA?” and so the association is continuing to grow not only in membership but increasingly so in participation levels.

To reflect on these changes, and on the growth of the association, it is first necessary to understand what and who the association is, and who it ultimately serves.

3.1 WHO AND WHAT IS S.A.S.L.H.A.?

The South African Speech-Hearing-Language Association (SASHLA) is a professional association dedicated to the continuing professional growth of its members, dedicated to continually ensuring that professional standards are maintained, dedicated to managing the interface and inter-relationships between professionals employed in different sectors and to acting as a liaison between the professional and the Professional Board¹⁵, which governs the practice of professionals in the field. It has, as its foundation, a number of policies and principles that guide its activities and its service to the members and to the public. These have emerged over time as the needs of the professionals have changed, as the service to the membership has improved and as the infrastructure developed has expanded.

¹⁴ SASLHA – South African Speech-Hearing-Language Association

3.1.1 The development and growth of the Association over time¹⁶

In the early decades of this last century, the profession of speech therapy, known as logopaedics, was introduced to South Africa. The first training institution was founded at the University of the Witwatersrand in the 1930's with a diploma in logopaedics. This was followed by the establishment of a training department at the University of Pretoria in the 1950's by a Professor P deV Pienaar, a member of staff from Wits University. Both these universities began producing students with degrees in logopaedics. It became apparent that there were no support structures or professional networks to support these graduates once they left the confines of the university. As most of the practitioners resided within the larger ex-Transvaal area between Pretoria and Johannesburg, a professional association was borne, built upon models such as the South African Medical Association and the Psychological Society of South Africa.

In the early years, the two universities were the drivers of the profession and as such, the professional association for many years, with many members of staff playing a significant role in the development and establishment of the association. The professional field of audiology developed post-Second World War, with many veterans returning to their home country (the United States of America) with an acquired hearing loss. As a professional field, this became included as part of the Health Science Faculty, and was integrated into the Speech and Hearing programmes at the two universities. The professional association developed in parallel with the growth and development of the professional training programmes, and as training programmes developed around the country (UDW, UCT, SUN, and recently, Medunsa) so the body of professionals and therefore the membership of SASLHA spread across the provinces.

Pre-1990s, the Association was organized and structured quite differently from its present structure and organisation. At the time, the Association was managed and lead by a Council, chaired by the Chairperson, and which received guidance from an appointed

¹⁵ All professions allied to health are governed and regulated by a Professional Board – one of 12 in the Health Professions Council of South Africa.

President. Members of Council were portfolio holders and included the Associations' two editors (Journal and the newsletter, the Communiphon), Posts and Remunerations, representatives from the private practice sector for both audiology and speech therapy, representatives from education and special education, representatives from the health sector, a treasurer, the secretary, and a number of ad-hoc portfolio holders. At this stage, there was no specific structure to incorporate provincial representation. These portfolio holders were nominated and elected to the Council, by the members on an annual basis. A Chairperson was nominated by the members, and was responsible for the coordination, implementation of policy and decisions, and the monitoring of programmes. In a business model, a comparison could be made with the Chief Executive Officer or Chief Operations Officer. In addition, a President was nominated and appointed by the Council for a fixed, yet renewable period, and was a senior member of the profession, who acted as a "repository of wisdom"¹⁷. This President guided the association, ensuring that policies, decisions and programmes were in line with professional interests and developments, but did not participate in the executive functions of the Association.

The Standards Committee was additional to the Council, but accountable to Council through the President. The members of this committee were appointed by Council and not elected by the members, and were usually senior members of the profession, appointed on the basis of their experience and expertise. This body was responsible for deliberations around serious issues such as standards, ethics, inappropriate practice, and were responsible for many of the policy developments within the Association.

3.2 MISSION: The parameters defining the mission

Although essentially prepared and completed by a committee, the process of developing the mission for SASLHA was a consultative process, borne out of a need to re-define who the organisation served, and how it intended to serve them. It directs the core

¹⁶ This historical account was obtained through an in-depth interview with Ms S.M. Swart, a long-standing Chairperson of the Association pre-1994, an ex-president of the Association post-1994, and the current Chairperson of the Professional Board.

¹⁷ Quote from Ms SM Swart, interview 6-06-2003

purpose of the association, and serves as the framework for its activities, programmes, products and services.

3.2.1 Developing a strategic mission for the Association

One of the most significant of these policies is the clearly articulated mission statement, which reads as follows: “The South African Speech-Language-Hearing Association is committed to ensuring accessible and appropriate services for all persons with communication disorders. It further aims to develop and co-ordinate the skills and resources of the communication professionals”. This mission statement places priority on a service to the public, and secondly, a service to the profession. The Association aims to achieve the former by ensuring excellence in the latter. A more informed, nurtured group of practitioners should, by the very nature of being a professional, improve their service to the public.

The mission statement is further elaborated in a set of operating principles and objectives set by the members of the association, and enshrined within the Constitution (Appendix One) and a SASLHA Policy Statement. Essentially, the association has five aims that constitute its core purpose. Broadly speaking, these include maintaining professional standards, through providing continuous education opportunities, sharing information and updating members on matters relating to the profession. The Association acts as a liaison between its members, other professional associations, the Health Professions Council of South Africa (HPCSA) and the government sector, and in fulfilling these aims, acts to protect the interests of the profession and professionals.

For many years, SASLHA had based its operations in the Johannesburg-Pretoria area, and the office was accommodated at Wits University. A secretary for the association was appointed and paid, initially on a half-day, half-week basis and as the activities of the organisation and the demands on SASLHA grew, so the size of the office and the hours of work of the secretary increased. By the mid-1990's, SASLHA had a fully functioning office, with a full-time secretary.

3.2.2 Early strategic planning within the Association

In the mid- to late- 1980's, and early 1990's, as the political and socio-cultural situation in South Africa began changing, and as the profession was mushrooming, so it became evident that the professional association was no longer serving the interests of the majority of the membership. There was a need to draw members from various interest areas, different sectors of the profession, and from different parts of the country into the operations of the Association. Much of the discontent of the members revolved around the focused operations of the Association within the Transvaal area, despite the allocation of a subsidy to branches in other parts of the country to kick-start SASLHA activities in the local branches. Active attempts by SASLHA in the past, such as a road show to branches highlighting and marketing SASLHA activities and informing members of developments, had not been successful in changing the perception of members on the Transvaal-bias of the Association.

A “Think-Tank” workshop was proposed as a way forward for SASLHA to reflect on these concerns, reflect on its activities, and to determine a new path for the Association. This process was driven by Prof. M. Aron, one of the longest standing members of the profession, committed to the profession and to the growth of the Association. Despite the good intentions, this exercise was largely misunderstood by the membership and a controversy surrounding the costs involved in the exercise ensued. This strategic planning exercise anticipated an outcome – the development of the professional association, as well as inspiring members to become more active and to show an expressed commitment to the profession, moving the profession and the association to what it aspired to be, moving it out of the Pretoria/Johannesburg areas and to facilitate improvements and changes to the Constitution to reflect this movement.

Three separate processes followed this “Think Tank”, which represented the first stage in the SASLHA strategic process. A group of members were commissioned to drive a process of attaining information from members of other professional associations and about different models for the professional association and the way in which it represented the interests of the members. This policy group began looking at the

possibilities and different models for adopting a more participative and democratic organisational structure. A second stage two workshop was held on the East Rand, and one of the outcomes of this workshop was the establishment of a core group of members to investigate the development of a SASLHA Policy Statement, which would reflect the vision, mission and objectives of the Association. Following in-depth consultation with the membership at all levels, and feedback from the members, together with the recommendations on alternative structural models for the Association, the SASLHA Council recommended a number of changes to the Constitution to reflect these changes.

Essentially, these recommendations provided for a change in the representation of Council (from portfolio holders to provincial representatives, representing the interests of the members in the local branches and responsible for the operations of the Association), the establishment of committees which would address functional aspects of the association and which made provision for the establishment of ad-hoc committees to address pressing concerns across interest groups, and thirdly, which provided for a 3-person (tri-partite) presidency (ensuring continuity from president to president across a three-year term of office).

3.2.3 Defining the Associations current business model

SASLHA is in the business of providing professional support services (“customer function”) to practising members of the speech-language therapy and audiology profession. These professional support services are available only to registered members of the Association (“market segment”), and are made available through the operations of a number of volunteer members of the Association operating within specific service functions. These professional support services (process identification) include the publication of a journal, Association newsletter, published listing of practitioners, interactive member/public communication interface through the website and monthly electronic newsletters, the development of ethics and standards guidelines, managing complaints against members of the association, the provision of continuing education opportunities and the marketing of the profession as a whole and the professional association. This is achieved through the dedication and commitment of volunteer

members of the association, and funded through membership fees and revenue generated by advertising by private companies, universities and practising members of the profession.

3.2.4 Overview of the strategies SASLHA is essentially pursuing

Essentially, SASLHA exists for its members, and elected representatives are accountable to the membership in all matters. SASLHA's operational objectives were founded on the vision and mission statement articulated by the early originators of the profession. Some of the principles encapsulated in this vision are the following core values and core purpose:

- Sharing and working cooperatively within the membership to grow the organisation, the professions and the membership themselves
- Responsibility, accountability and participation/commitment of the membership
- Respect for the profession

The strategies of the Association have been built largely in direct response to the needs of the primary customer throughout the development of the Association. This customer group is a niche market with the professional services sector, as it serves only speech therapists and audiologists in South Africa. This customer group is fairly price sensitive and demanding about the quality of product it receives in exchange for the money which is paid over to the association. As such, the Association has over the years developed a best-value-for-money strategy, not focusing on needs of individual subgroups of the market, and in the absence of 'competition' has not had to compete on the basis of cost. The Association has, until very recently, operated in a monopoly, where no other professional association served the needs of the niche customer group, and so competitive forces were not the primary driver of strategy. It aims to serve this entire market, unlike newer competitors which aim to serve a select sub-segment within this market. This monopoly is under challenge by these newer target-specific players and this will be discussed in further detail later.

However, an organisations' strategy includes those approaches and initiatives that are developed to "attract customers and fulfil their expectations, to withstand competitive pressures and to strengthen its market position" (Thompson & Strickland, 1999: 135). For SASLHA, it is important first for us to determine the long-term strategic vision for the Association and within this, identify the customer base, and to consider the programmes and activities of the Association to 'attract and fulfil expectations'. We will then focus on those activities that have, or have not, been planned to strengthen its market position.

3.2.5 Long-term strategic vision for the Association

Although the mission and vision of the Association have remained the same over a number of years, with a focus on providing value to the member primarily, the approach, strategy and business model adopted to achieve this value has changed. Developing a mission statement for SASLHA is useful for putting the spotlight on the 'business' the association is in, and in identifying broadly the needs of the membership group it is serving. However, simply stating what the organisation is presently offering does not clearly speak to the future orientation of the Association or to the need for change within the Association. There is a greater urgency within the changing context of the member to consider the strategies needed by the Association to meet tomorrow's member needs and how the organisation will evolve to meet these needs and to grow and prosper.

SASLHA's management and leadership structures needed to look beyond simply providing the current services and products to the membership, simply managing the present business model to thinking strategically about the impact of changing membership needs, changing technologies, changing policy frameworks for the profession, and a different competitive environment. This is what has become the long-term strategic vision for the Association, and has been articulated through a strategic action plan. In 2001, with a relatively slow growth in membership and a 'laissez-faire' style of management, the Association embarked on a process of establishing strategic medium- and long-term objectives for the Association. This process was based upon a critical interaction with the SASLHA Constitution, the SASLHA Policy Statement and

the programmes/activities being offered by the Association. It is important to note that this process was kick-started by one of the regional branches of the Association, after identifying that there was a ‘gap’ in coordinated, reflective management of the branch level activities. Although an initial strategic management plan was drafted by the Executive Committee, all regional branches and standing committees were invited to engage critically with the strategic action plan (Appendix Two).

This strategic management plan¹⁸ identified a number of focus areas for the Association. It assumed some soundly reasoned expectations of where the Association needed to head, drawing together and integrating as far as possible the various independently-run activities of the Association. At this stage, however, it did not identify priority strategic focus areas. One of the primary objectives for developing this strategic management plan is to ensure continuity between the changing leadership of the Association. With this strategic vision for the Association, the future leadership (Executive and Council) has a guide to decision-making on SASLHA activities and programmes, shows clearly the ‘course’ the Association should be following during its annual planning, and provides a basis for shaping the Association’s action planning and operational plans and policies. The next stage is deriving objectives for the execution of this strategy.

3.2.6 Identifying the primary customer

Membership is afforded to speech-language therapists, audiologists and community speech and hearing workers registered with the HPCSA. Membership is also granted to students studying at any of the 6 universities in South Africa offering a course in speech therapy, audiology or communication pathology. Although registration with the HPCSA is statutory, membership of SASLHA is voluntary, and so the Association needs to work to recruit and retain its members on an annual basis. Over the past five years, our membership has grown substantially, from a total membership of 368 in 1999/2000 to a membership of 467 as at the end of the financial year of 2002/2003. To date, this has increased to 553 members. This is a growth of 27% over 5 years. Table 3.2 (on the next page) reflects this increase in membership numbers, and compares it to the number of

¹⁸ Appendix Two

registered practitioners in the field (as per HPCSA registration)¹⁹. For the three years before 1999/2000, membership numbers were counted in terms of categories of membership: full members, students, new graduates and overseas members and are reflected in the Table 3.2.²⁰

| Year | SASLHA membership 21* | Growth (nos) | HPCSA registration | % SASLHA: HPCSA |
|-------------|----------------------------------|-------------------------|-------------------------------|----------------------------|
| 99/00 | 368 | | 1441 (09/99) | 1 : 3.92 |
| 00/01 | 435 | 67 | 1375 (12/00) | 1 : 3.16 |
| 01/02 | 465 | 30 | 1489 (05/01) | 1 : 3.20 |
| 02/03 | 467 (552) | 2 (87) | 1555 (12/02) | 1 : 3.33 |
| 03/04 | 610 (projected) | 58 | 1600 (06/03) | 1 : 2.67 |

Table 3.1: SASLHA Membership numbers from 1999 – present

| Year | Full members | Students | New Grads | Overseas | TOTAL |
|-------------|---------------------|-----------------|------------------|-----------------|--------------|
| 1996-1997 | 316 | 21 | 21 | 12 | 397 |
| 1997-1998 | 347 | 33 | 23 | 11 | 423 |
| 1998-1999 | 343 | 15 | 23 | 7 | 412 |

Table 3.2: Membership categories from 1996 – 1999

Membership is renewed annually and is payable by April of every year. Membership fees are set by the Council, upon recommendations by the Executive Committee, and increased annually. On review in 2002, it was established that the contribution by members, did not cover the costs of running the Association, and as a result a cost per member analysis was conducted and recorded in the minutes. This was the basis for increases for the 2003/2004 year (total cost of membership for 2003/2004 is R400). The Association offer a number of different renewal options so as to make it easier and simpler for members to pay their subscriptions. Members are entitled to cancel their

¹⁹ Figures supplied by the Health Professions Council of South Africa (May/June 2003)

²⁰ From Report to SASLHA AGM June 1998

²¹ Figures taken from Presidents' Reports presented at AGM 2000/2001/2002

* * Note: It is not clear at what stage these membership numbers were taken – either at end March of each year (new financial year begins), or May (one month pre-AGM)

membership, and members who have been convicted of an offence by the HPCSA or where alleged misconduct has been reported, may have their membership suspended or terminated.

3.2.7 Identifying the core value proposition of the association

For the organisation to continue to attract new members and retain the membership of current members, SASLHA needs to provide added value for its members. This essentially directs the development and establishment of product outcomes of the Association, actual tangible derived benefits which members are entitled to expect as part of their package. This is the core value proposition of the Association, and is achieved through the establishment of action-driven objectives.

These product outcomes include the following: the South African Journal of Communication Disorders, three Association newsletters (the Communiphon), an annual listing of private practitioners, regularly updated website (with public/members-only pages), monthly electronic newsletters, published Ethics and Standards Guidelines, access to FAQ on Ethics and Standards, annual national conference, locally coordinated workshops/journal clubs, management of complaints against practitioners, nationally coordinated public awareness campaigns/information leaflets, opportunities for electronic continuing education, setting benchmark tariff for private practice fees, and all liaisons and representations to the Health Professions Council of South Africa. Each of these product outcomes can be reported on annually.

3.2.8 Establishing the objectives of the Association

In developing the strategic action plan for the Association, eight broad long-term goals were identified. For each goal, a number of objectives were established and for each objective, a set of SMART (specific, measurable, actionable, realistic, time bound) strategies were proposed. Each action/strategy was tied to a particular portfolio and therefore levels of accountability and responsibility were built into the plan. No priority areas were specified with all goals and objectives given equal weighting. It is however acknowledged that in practise, certain areas of SASLHA's operations took precedence

over others, and that in reviewing the strategic plan, emphasis should be placed on identifying priority input-output strategies, and should include an analysis of how resources are allocated to activities depending on priority status.

DETAIL BOX:

Broad Overview of the Goals and Objectives of the Association

Goal 1: To improve communications both within the Association and with outside stakeholders

Objective 1: Effective, immediate communication with members through electronic media (or other)

Objective 2: Responses to queries received verbally or in writing are dealt with effectively and efficiently

Objective 3: Minutes of all meetings are accurately recorded and forwarded to all members involved in meeting

Goal 2: To create a greater awareness of the profession within the public sector, and with other professional and/or non-members of the Association

Objective 1: Clear strategies are determined annually for the participation of the Association in annual speech/hearing awareness campaigns

Objective 2: Relevant media exposure is used to inform the public of disorders of communication and the professions involved

Objective 3: Networks with other professional associations, support groups, interest groups, HPCSA and non-members are developed and maintained

Objective 4: Comprehensive resource listing of all practitioners (members/non-members) for distribution within the Association and to other identified stakeholders

Goal 3: To market the Association to practicing speech therapists and audiologists who are non-members of the Association

Objective 1: Members of the Association actively promote the achievements of the Association to non-members

Objective 2: Greater participation of the membership in the governance structures of the Association

Objective 3: Active recruitment campaigns to elicit membership from low-participating sectors

Goal 4: To develop appropriate support strategies for different sectors of the membership of the Association

Objective 1: Members in community service programmes/at university are supported through various means

Goal 5: To develop the competencies of members through offering appropriate, relevant continuing professional development

Objective 1: Needs of the membership with respect to continuing professional development is determined

Objective 2: Close cooperation with the HPCSA with regards to the administration of the CPD programme

Objective 3: Opportunities for the accumulation of CPD points, through existing and new channels are created by SASHLA

Goal 6: To establish networks with other professional associations and professional bodies for the purpose of sharing of resources

Objective 1: Relevant associations and professional bodies are identified and contacts initiated with these groups

Goal 7: To consider, review and respond to queries and complaints about ethical behaviours of members of the Association

Objective 1: Guidelines for practise in a range of contexts are developed

Objective 2: Review and respond to queries and complaints of and by members of the Association

Goal 8: To improve the financial position of the Association in order to provide more efficient and valued service to the members

Objective 1: Cost determinations are made for each aspect of the Associations' functioning, in terms of cost per member

Objective 2: Regular review of membership fees are made in relation to the costs per member to run the Association efficiently

Objective 3: Regular reporting on the financial status of the Association

Two types of key objectives are identified for SASLHA: one relates to strengthening the financial position of the Association (financial objectives) and the second relates to the strategic performance of the Association (the strategic objectives). Broadly speaking, SASLHA has set strategic objectives, but has not focused sufficiently on setting a wide enough parameter for the financial objectives. Looking at the 8 goals and the objectives within each goal, the strategic objectives for the Association can be consolidated into a number of core strategic objectives.

Firstly, the Association aims to grow a bigger market share (by increasing and retaining membership and by broadening the membership base) and to produce high quality professional publications and continuing education opportunities for its members (these are its core products). In so doing, it will continue to build on the strong reputation it has with its customer base, and with the regulatory bodies. By continuing to provide a consistent, reliable service to the membership (and to move towards providing an excellent, first world service as the membership contribution grows), the Association will begin to achieve higher levels of customer satisfaction than other professional associations, and will build a reputation for a model of excellence, becoming an example of best practice.

In terms of financial objectives, SASLHA has broadly identified the need to increase the revenue for the Association, both by providing for a higher/wider profit margin (both in membership fees and in advertising revenue) and by diversifying the revenue base beyond simply membership fees. By cutting costs in redundant services or products, and by maintaining a tighter hold on the financial reporting, SASLHA has determined to improve the cash flow.

3.2.9 Who are the other beneficiaries or customers that SASLHA serves?

SASLHA's mission statement identifies one other beneficiary or customer grouping. This customer group, the public, benefits indirectly from the organisation's activities. Through improving the professional standards and the development of guidelines to direct the professional practice of the members, the clientele group, as a subgroup of the public,

benefit from SASLHA activities. Although one segment of the general public has been identified, SASLHA also provides a general interest service to members of the public requiring general information about speech therapy-audiology services and to a limited extent, some subject-specific information (for example, ‘what is hearing loss’, ‘hearing loss in the elderly’, ‘managing early stuttering’, ‘early childhood language development’).

A second customer grouping or beneficiary is what Dees et al (2001) would term “third parties with a vested interest” in the activities and programmes of the Association. This grouping benefits from the services SASLHA provides to its members and the public by using its publications, continuing education opportunities and through other avenues, to advertise its product or service to the members. The hearing aid companies, the national and international recruitment companies to a greater extent make-up part of this secondary grouping of customers. This is a paid-for service, and the Association gains revenue through this service. Although this group could also be considered as value chain partners, the organisation does not buy a service or product from them, and they are not responsible for input or output processes of the Association. SASLHA must ensure that its relations with this group of consumers is carefully cultivated and well-maintained, as this group can potentially be a large portion of the revenue for the Association.

3.2.10 Internal factors impacting on strategic choice within the Association

Within the Association, a number of factors have impacted on the strategic choices made over the last few years and which will continue to influence the direction and strategic management of SASLHA. Leadership and management styles of the individuals leading the organisation, from the President to each of the regional chairpersons and the Chairpersons of the Standing Committees will dictate the approach to both directing SASLHA forward growth and the operationalisation (implementation/execution) of the strategic action plans. Management of core activities such as the marketing/public relations of the Association will impact on the growth of the Association; management of the human resources of the Association will impact on the commitment of the volunteer

members involved in the Association; management of the external communications with members and other roleplayers will impact on the corporate image of the Association. Professionalism in terms of the development of appropriate organisational structures (understanding of the different roles each plays within the organisation), reporting and accountability (evaluation and monitoring), training and development, and internal communications will each impact on the how strategic choices are made, and how successful they will be implemented. And, finally, the financial performance and stability of SASLHA will dictate largely the capacity of the organisation to expand services/products, or the need to consolidate services/products. Each of these aspects will be discussed separately.

3.3 LEADERSHIP: GUIDING, DIRECTING THE ASSOCIATIONS' PATH

Like many professional associations, the leadership of the organisation is chosen by the members, as a member, to serve the needs of the members, by directing and coordinating the activities of the Association.

3.3.1 The role of the President in directing and implementing SASLHAs strategies

The President of the Association changes each year as a new President-Elect is voted in. Continuity is ensured year-by-year by a three-year term where the newly elected President-Elect officially has one year of on-the-job training, becomes President at the next AGM, acts as President for one year and then spends one year as a support to the next President. This cycle was developed so as to ensure that each President has an opportunity to learn how the Association works, decisions that have been/are being made, and to maintain the level of standard set by the Past Presidents. Formally, the role of the President is to “preside at all Council Meetings, Executive Committee Meetings, Annual General Meetings and Extraordinary General Meetings of the Association” (Constitution 8.6.1) and in this, she acts as the channel through which all decisions on behalf of the membership are made. All decisions affecting the Association are made through/by the Council or Executive. However, the unique style of management and interpersonal skills of the President impacts significantly on the participation levels, sense of ownership and task-commitment of members of Council.

3.3.2 Past presidents and history of significant achievements/decisions

Each President has brought with her a new energy and enthusiasm and a new set of ideas for improving the efficiency with which SASLHA performs its activities. In the early years of the Association, much of the activity and impact of the Association was limited to the old-Transvaal area, as most of the elected office-bearers were from this region, and most meetings were held in this area. SASLHA became stigmatised as a Transvaal organisation. Slowly this perception changed, but then SASLHA fell into the audiology-speech therapy balance trap. Audiologists began wondering whether SASLHA was addressing their issues or not, and how effective the response of the organisation was for them. Once this was resolved, a cycle of mutters of “SASLHA is all about private practitioners” became apparent as therapists in the hospital sector and education sector began feeling that their interests were not being met. Amidst all this, and parallel to these changed perceptions, were changes in the composition and structure of the organisation itself and how the Association was representing the issues of the profession.

Many of these misperceptions resulted from poor communication with the members, despite two different publications which were distributed to members annually. As communication technology and processes have evolved, so SASLHA has adopted a more e-friendly approach to its communication with members, through an efficient and updated website to a monthly e-zine (e-newsletter). This e-zine is e-mailed to 80% of the members, providing information on professional development activities around the country, job opportunities, information about important Council and Exco decisions, updates from the HPCSA and from our own Ethics and Standards Committee and newsy items on members (married, moved, pregnant). With the introduction of a variety of different strategies and activities, focusing on consolidating the activities of the Association has become critical. Over the past five years, and looking at each of the Presidents²², each President has had an overall theme/focus in their approach to leading the Association, and these are detailed below:

²² Taken from Interviews with the Past Presidents and from the President’s Address to the AGM. 2003/2004 taken from first Council meeting of new President.

- 2003/2004 – Professionalising the Association and growing the membership
- 2002/2003 – Developing a long-term vision and consolidating in the short-term focus
- 2001/2002 – The electronic interface and identifying/managing inefficiencies
- 2000/2001 – Keeping the status quo
- 1999/2001 – Marketing the Association and making it work

3.3.3 The role of the National Council in leading SASLHA

The SASLHA National Council is the leadership of the Association. Although strategic leadership and guiding the vision for the association is the primary responsibility of the Presidency (the three presidents), decisions that are made which affect the level and nature of services rendered to members, the finances of the Association, the message of the profession are all developed and supported by the National Council. Each of the branch chairpersons and the Executive Committee of the Association make up the National Council and so represent the interests of the members directly. This is the legislating body of the Association, and so interpretations of the mission statement, of the Constitution, of the Policy Document, are all the domain of the National Council.

3.4 MANAGING THE IMPLEMENTATION OF SASLHA OBJECTIVES

Despite its' size (just over 550 members), SASLHA provides a number and a variety of services and products for its members. The management of this core value proposition needs to be carefully thought through, planned and implemented for the member to perceive the value of the membership.

3.4.1 How does SASLHA create this value for the customer?

Crafting a business strategy that directs the process outcomes of the Association is part of the 'how', how to make the strategic management plan a reality for SASLHA. The strategic management plan has been developed for the Association as a whole, but needs to be operationalised within each functional part of the Association. Low-priority issues and routine managerial day-to-day management of the Association is part of the operationalisation, but ultimately is not basic to the strategy of SASLHA. Within SASLHA, the corporate strategy has evolved and developed and distributed to those

structures responsible for functional strategies of the Associations (publications, continuing professional development, ethics and standards, marketing and public relations; tariff establishment) and to the structures responsible for the operating strategies of the Association (the regional branches, division of work within functional areas).

3.4.2 Levels of responsibility – delegations and decisions

At an Executive and National Council level, responsibility is assumed for building and maintaining a high level of standard in each of the functional units (Standing Committees) and operational units (Regional Branches), and in ensuring that synergies between and among these functional and operational units are captured in order to sustain the Associations' competitive advantage. At this level, responsibility for decisions relating to investment of the Associations' money and the allocation of resources (financial and otherwise) across the functional and operational units is determined so that opportunities for competitive advantage are maximised. Reviewing, revising and coordinating the strategic management plan across these levels and considering recommendations from functional and operational managers (Chairpersons) that could add value to the membership and strengthen the Associations' competitive position are two additional responsibilities of the Executive and National Council.

The Strategic Management Plan clearly spells out the responsibilities, activities, key performance objectives and success checks for each of the functional and operational units of the Association. Each functional manager (Chairperson: Standing Committee) and operational manager (Regional Branch Chairperson) is given the autonomy to manage the planning and implementation of the strategies at that level, and works towards the achievement of the functional or operational objectives for that unit. National Council and the Executive Committee monitor this implementation against the strategic management plan. Functional and operational managers assume responsibility for making recommendations to National Council on improving efficiencies within their units, alternative approaches to performing their functions. The operational managers, as

the closest level of management to the customer (the member), represents the interests and changing needs of the membership through the National Council.

Product line strategies are the responsibility of the functional managers, and include the development of innovations within the communications function of SASLHA, innovations in the marketing/public relations efforts for the association, innovations in the development of continuing professional development opportunities, innovations in the design/layout/flavour and medium used for publications, and finally, innovations in the development of professional standards for practitioners in the field. Growth strategies for the Association take effect at operational level, and are focussed on advocacy for the products and services offered by the Association, recruitment of students and new graduates into the Association, recruitment of older or past members of the Association, and stamping a localised flavour onto the Association for the members in that geographic area. The operational managers (the Branch Chairpersons) need to build the Association, and need to essentially direct and guide the Association according to the needs of the members. They need to show the National Council and the Executive Committee how to grow the Association.

3.4.3 The role of the Executive Committee in managing the operations

The three presidents, the treasurer, the administrative officer and the correspondence secretary constitute the Executive Committee. The Executive Committee is responsible and accountable to National Council and the National Council directs its activities. Each member of the Executive Committee is responsible for certain aspects of the Associations' activities, with the presidents sharing the responsibility of ensuring that the regional branches (operational managers) and the Standing Committee chairperson (the functional managers) are working towards the mission of the Association. The treasurer holds responsibility for managing the finances of the Association and the financial control of the monies of the Association. The administrative officer and the correspondence secretary assist the Executive in managing the Office Administrator (the paid employee of the Association) in the day-to-day office operations, and in managing

correspondence of the Association requiring responses or decisions from Executive or Council.

3.5 PROFESSIONALISING THE PROFESSIONAL ASSOCIATION

For the members and managers of SASLHA, the professional interest is in the field of speech-language pathology and audiology. But, in order for the Association to function efficiently and effectively, there is a need to ‘professionalise’ the management and direction of the Associations activities.

3.5.1 Structuring the organisation

In order to achieve the objectives set down in the new Constitution and the SASLHA Policy Statement, the Association adopted a new organisational structure, best reflected by the organogram (Figure 3.1) below:

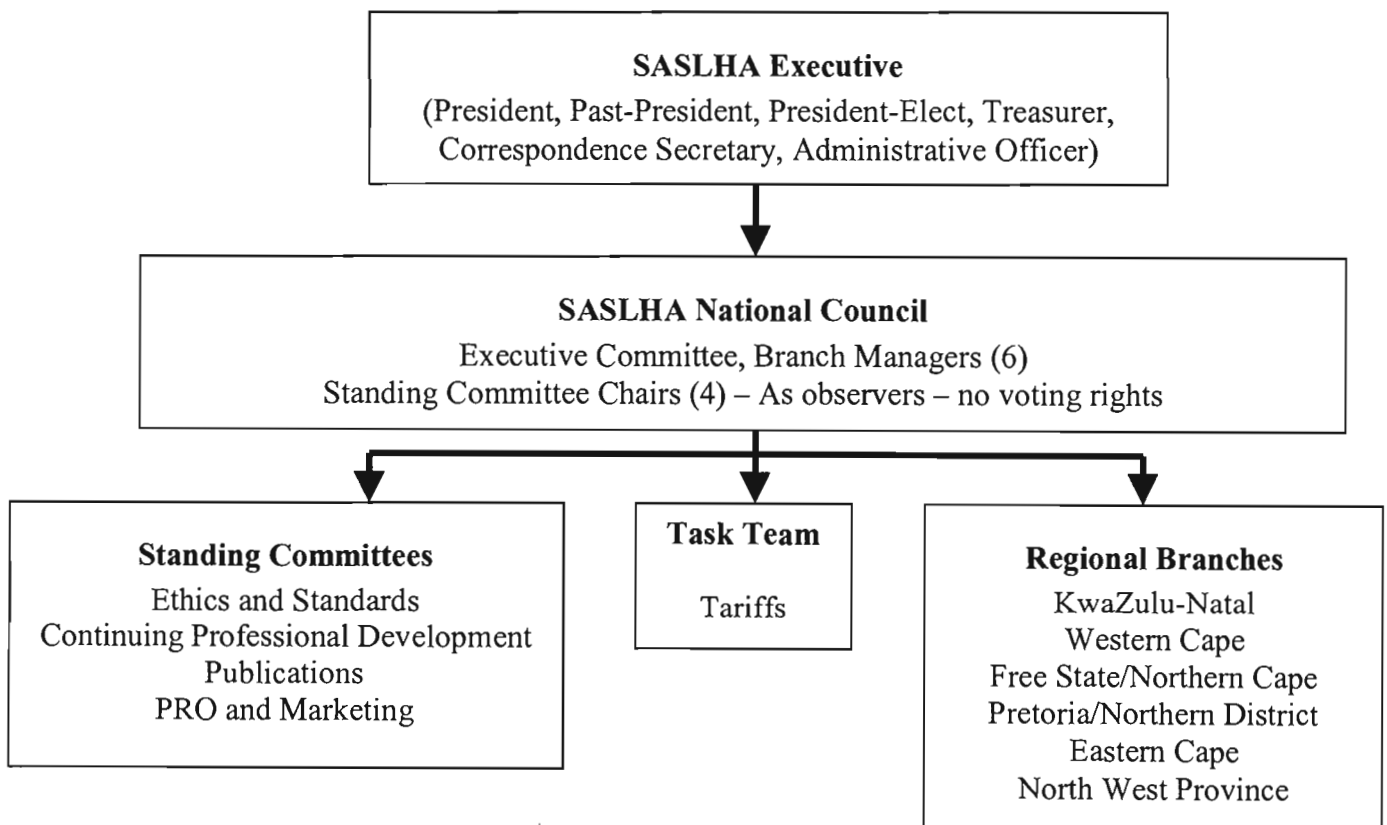


Figure 3.1: Organisational Structure of SASLHA

All office-bearers of the Association are volunteer members, nominated and elected by the membership to hold office for the period of the portfolio. Core descriptions for each

member of the Executive Committee and the general powers and functions of Council are determined by the Constitution. Specific role functions and descriptions have been formally reviewed twice in the past 10 years, with the more recent review including a component of a performance contract. Members of the National Council who do not perform their responsibilities to the satisfaction of Council are subject to regulations in the Constitution which allow for the termination of their term of office. For continuity purposes, the composition of the SASLHA Executive includes a career progression, with the nominated President Elect moving to President and then to Past President over a term of 3 years. However, career pathing within SASLHA is not a pattern repeated in any other of the Standing Committees or Regional Branches.

The Executive Committee oversees the day-by-day operations of the Association (the back-office of the organisation), within the parameters laid down by the Council, and as such executes all decisions and resolutions passed by Council.²³ The National Council is the legislating body of the association, and has the powers indicated within the Constitution (Appendix One). The Regional Branch Chairpersons manage the activities of the Association within the regions where members are located. They are the front-office of the Association. Each Standing Committee is responsible for a functional area of the associations' value chain, as shown on below:

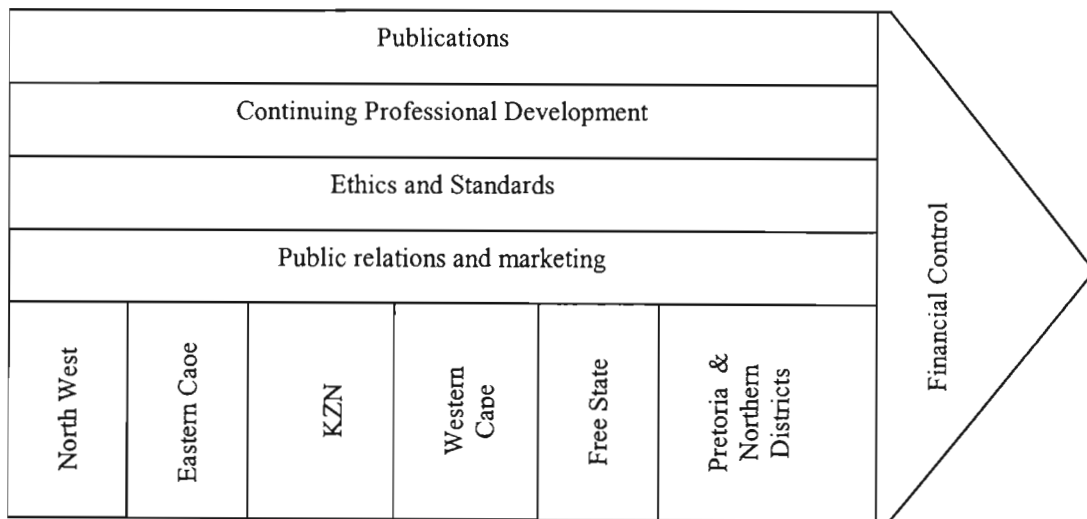


Figure 3.2 SASLHA's Value Chain showing the relationship between primary activities of the Association at branch level and support activities of the Standing Committees

²³ From Constitution, point 10.2.1 and 10.2.2

The Association employs an Office Administrator, contracted to the Association for the purposes of running the administrative side of the Association, particularly membership, responding to phone-calls and queries from the public and from professionals, and managing the Associations' website. In the past, the Association employed a secretary (with UIF, and pension benefits) in a rented office where telephone costs were exceptionally high. In 2001, this was reviewed as efficiency in the office was poor, costs were high and members were disgruntled with the service they were receiving. An advert was placed for a speech therapist/audiologist, with web-design experience, based in the Johannesburg/Pretoria area, able to manage the office from private office/residence, on a half-day basis. The Office Administrator was appointed on a contract basis, renewable annually, and immediately a difference was noted in efficiency and in the response from office-bearers and members alike. However, as we continue to innovate new ideas, as the services offered to members are extended, and as the office is operated so efficiently, so the load for the Office Administrator increased beyond half-day (this has been so for the past year-and-a-half) and beyond a single person's responsibility. At the present moment, our financial situation has not provided for this scenario. At the most recent National Council²⁴ meeting, this situation was reviewed and the proposed contract forwarded by the Office Administrator which called for a significant increase in service fees, was rejected by National Council²⁵. This decision followed intensive discussion on the core value proposition offered to the membership and focused on questioning the value of the Office Administration to each member, relative to the cost to each member.

3.6 FINANCIAL STABILITY: RESOURCING FOR MEETING THE MISSION OF THE ASSOCIATION

One cannot do a thorough review of the association without considering its financial stability. Organisations cannot function without adequate attention being paid to financial control systems, a framework for financial management and its financial position.

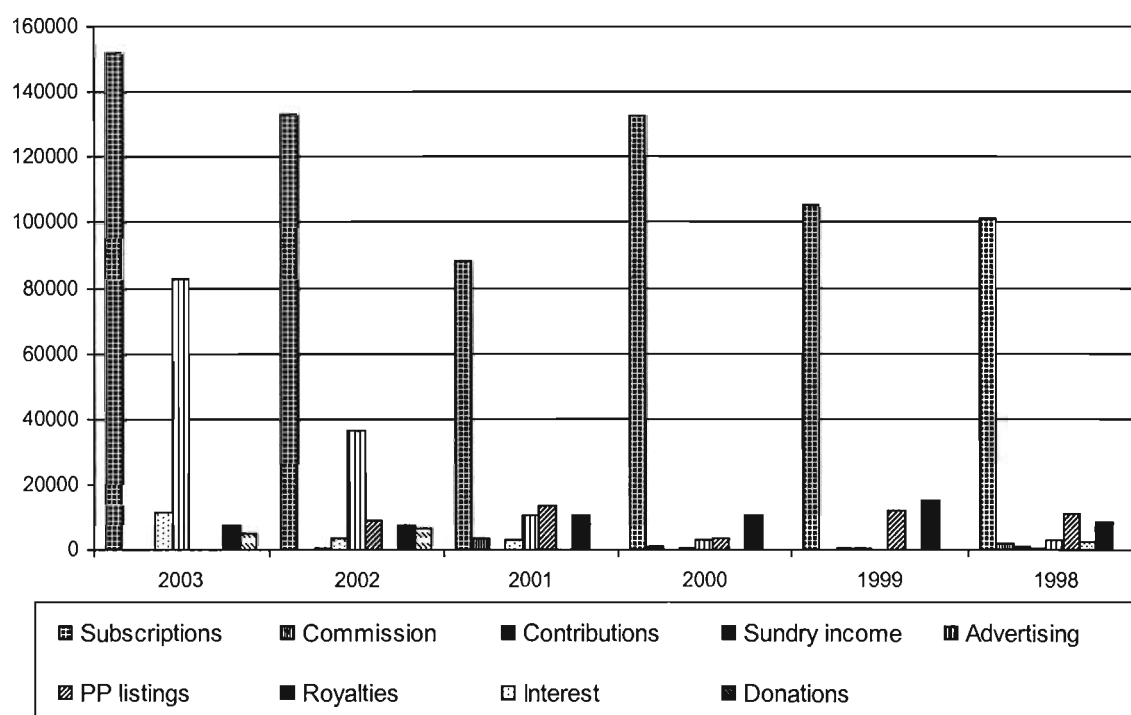
²⁴ 20 June 2003: University of Cape Town

²⁵ See Press Release attached as Appendix Six

3.6.1 The financial position of the Association

In order to provide a comprehensive picture of SASLHAs financial position, it is necessary to review the expenditure and income trends over the past six years.

Chart 3.1: Income trends over the past 6 years²⁶ (with data table)

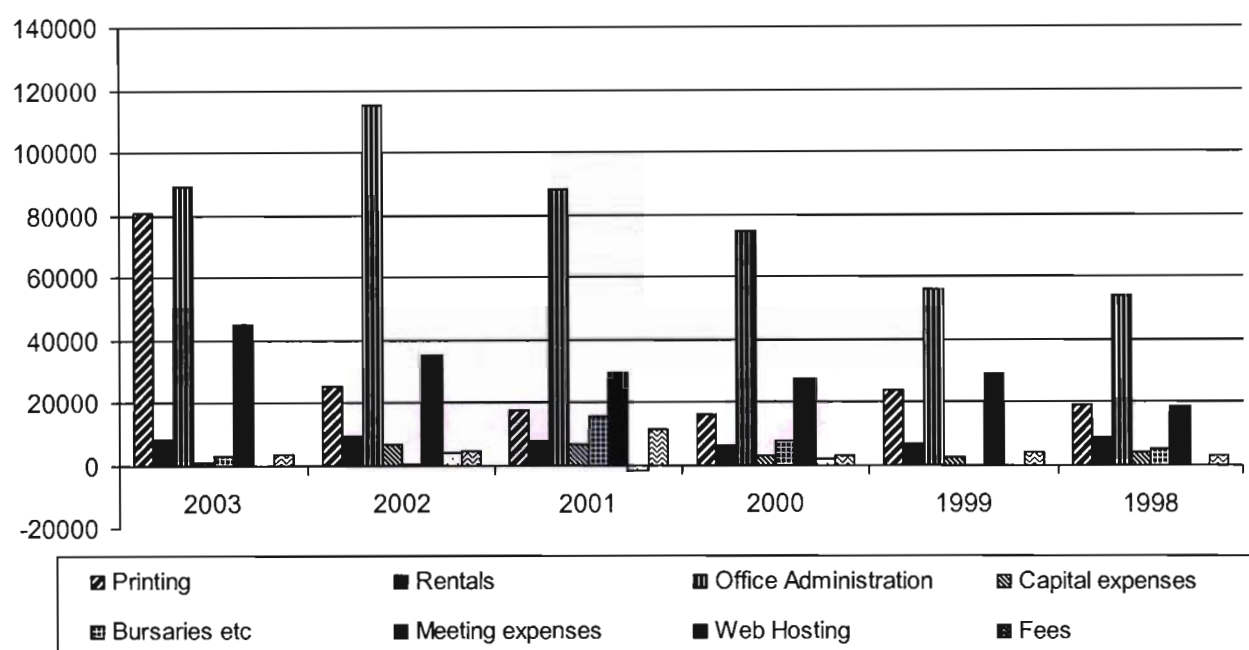


| (* in rand value) | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
|-----------------------|--------|--------|-------|--------|--------|--------|
| Subscriptions | 151973 | 133074 | 88071 | 132490 | 105148 | 101208 |
| Commission | | | 3528 | 825 | | 2121 |
| Contributions | | 530 | 245 | 105 | 385 | 800 |
| Sundry Income | 11703 | 3295 | 3142 | 600 | 353 | 354 |
| Advertising | 82987 | 36276 | 10563 | 3118 | | 2929 |
| Sale – PP list | | 8800 | 13524 | 3266 | 12022 | 10959 |
| Royalties | | 90 | | | | 2500 |
| Donations | 5000 | 6333 | | | | |
| Interest | 7506 | 7262 | 10285 | 10229 | 14822 | 8556 |

²⁶ Figures taken for year ending March (therefore 2002 reflects 2001/2002, ending March 2002)

Chart 3.2: Expenditure over the past 6 years (with data table shown first)

| | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| (* in rand value) | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
| Printing | 80932 | 25369 | 17473 | 15932 | 23388 | 18903 |
| Rentals | 7988 | 9041 | 7383 | 6200 | 6432 | 8663 |
| Office Administration | 89186 | 114851 | 87827 | 74476 | 55914 | 53518 |
| Capital expenses | 759 | 6383 | 6268 | 2695 | 2239 | 4067 |
| Bursaries, gifts, vouchers | 2960 | 327 | 15225 | 7750 | - | 4900 |
| Meeting expenses (incl flights, meals, venues) | 44899 | 35141 | 29411 | 27133 | 28792 | 18312 |
| Web hosting and maintenance | | 3753 | (1997) | 1801 | - | - |
| Insurance and legal fees | 3367 | 4257 | 11251 | 3087 | 3696 | 2676 |



Note: in analysing the financial statements, there was little consistency in terms of how items have been allocated in terms of expenses, with the naming/listing of expenditure items varying from year to year. The discretion of the researcher was used in allocating expenses against the broad categories indicated above, and a full detailed analysis is available (Appendix Three).

Using this financial information, it is important to look at trends in profitability, capital structure and liquidity for SASLHA.

3.6.2 Revenue generation and its impact on profitability

Over the past two years (2001/2002 and 2002/2003), revenue from membership fees and from advertising have been the biggest sources of revenue for the Association. Although revenue from membership fees has increased each year, this can be attributed both to an increase in fees and an increase in membership numbers. A significant drop in revenue from 1999/2000 to 2000/2001 is noted, with a recovery the following year to slightly less than 1999/2000. A true reason for this drop is not known, although it is expected that this was both due to poor recording and reporting of membership data and under-performance of the Association as a whole during that year. What is most significant over the past two years is the dramatic increase in revenue from advertising. The Association has made concerted efforts over the past two years to not only increase the advertising opportunities open to private companies and private practitioners, but also to provide a wider variety of advertising opportunities (through the website and the monthly e-zine). The range of companies placing advertisements and advertorials with the Association has also impacted on the amount of advertising, with a significant portion of the advertising from international recruitment companies, priced at internationally competitive rates.

Expenditure patterns show a drop in office administration expenses in 2002/2003 which reflects the efficiencies created through the contracted relationship with an external service provider. It is also important to note that the higher expenses for office administration in 2001/2002 included retrenchment benefits for the Associations' secretary when her contract was terminated. Printing expenses have increased dramatically in 2002/2003 as the Association managed to keep to printing schedules and deadlines. The printing services were also outsourced and although comparative quotes were obtained, printing costs still remained high. Many of the publications in the preceding years did not go out as scheduled, and it is also likely that the costs of those publications have been recorded under another expense item.

With the increase in advertising revenues, SASLHA has been able to recover from a large deficit in 2000/2001, to a slight loss in 2001/2002 to a positive turnaround in 2002/2003. This upwards trend needs to be continued. It is important to note that although SASLHA

has a non-profit status, all surplus turnover is cycled back into the extension and development of new programmes/benefits for the members.

Chart 3.3: Income vs Expenditure for the past 6 years (with data sheet)

| | | | | | | |
|--------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| (* in rand value) | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
| Income | 259169 | 195660 | 129358 | 150853 | 132730 | 129427 |
| Expenditure | 230091 | 205455 | 172841 | 139074 | 120461 | 111042 |

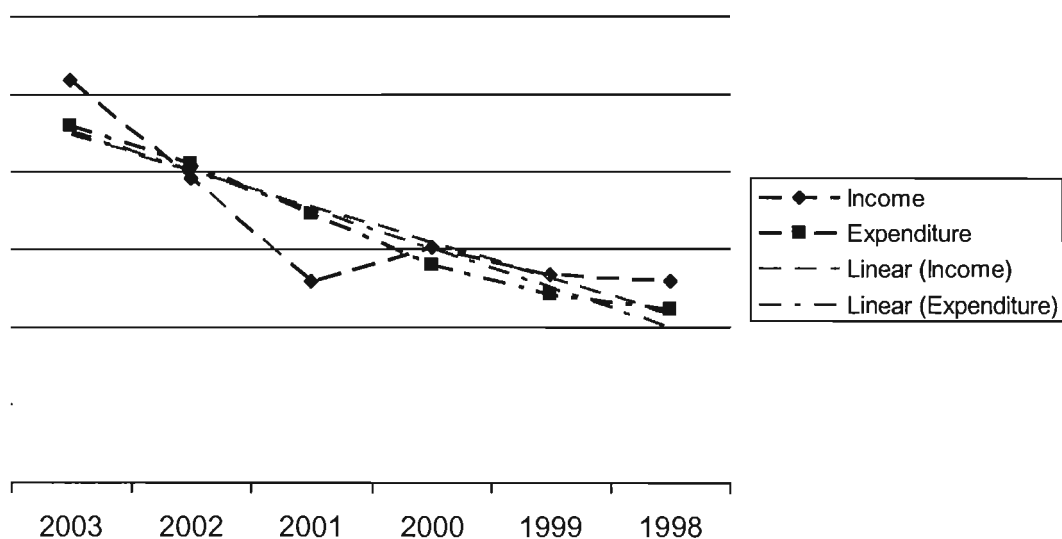


Table 3.3: Statement of changes in equity: for the past 6 years

| | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| (* in rand value) | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
| Net (loss)/surplus for the year | 29078 | (9795) | (43483) | 11779 | 12269 | 18385 |
| Accumulated funds at beginning of the year | 17463 | 27258 | 70741 | 58982 | 46713 | 28328 |
| Accumulated funds at the end of the year | 46541 | 17463 | 27258 | 70741 | 58982 | 46713 |

Records for accumulated funds at the end of the year were traced to 1995, and are shown below:

| | | | | |
|-------------------|-------------|-------------|-------------|-------------|
| | 1995 | 1996 | 1997 | 1998 |
| Accumulated Funds | - R17106 | -R8366 | +R28328 | +R46713 |

It is encouraging to note that the accumulated fund available at the beginning of the next financial year has improved steadily over the past three years, and currently sits at R46541.

3.6.3 SASLHA's Capital structure

SASLHA has not invested significantly in fixed assets, the most recent purchase being the computer equipment purchased over 1998/1999, 1999/2000, 2000/2001 (it is of concern that this capital expenditure cannot be picked up in the financial reports). Two issues are of relevance in the discussion of SASLHA's capital structure. SASLHA holds two cash balances, one used for operational expenses and the second, is an investment account where the funds themselves are not available for the Association, but from which the annual interest is used for payment of bursaries. This call account has increased in value since 1998, from additional contributions to the funds from members themselves. SASLHA holds no accounts, and no overdraft facility and all accounts are paid on invoice or within 30 days (depending on the contracted arrangements).

Table 3.4: Assets, equity and liabilities for the past 6 years

| (* in rand value) | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
|--|--------|-------|--------|--------|-------|-------|
| Fixed assets (computer, office equipment, office furniture) | 1048 | 758 | 2257 | 3975 | 3932 | 5517 |
| Current assets (bank and cash balances) | 131883 | 62151 | 108513 | 107404 | 73018 | 83073 |
| (call account: Myrtle L Aron Bursary Fund) | 54491 | 52454 | 47993 | 49967 | 45140 | 38392 |
| (accounts receivable ²⁷) | 38624 | | | 42580 | 1470 | 1470 |
| (accounts paid in advance) | | | | | | 563 |
| Accumulated funds | 46541 | 17463 | 27258 | 70761 | 58982 | 46713 |
| Current liabilities (receipts in advance ²⁸) | 169505 | 97900 | 121505 | 123165 | 54105 | 71702 |
| (loan from KZN branch) | 10000 | | 10000 | 10000 | 10000 | 10000 |
| (accounts payable) | | | | | 473 | 600 |

²⁷ Membership fees still due and/or payments for advertising not yet received

²⁸ Receipts in advance refer to subscriptions received prior to end of the financial year, for the following financial year end.

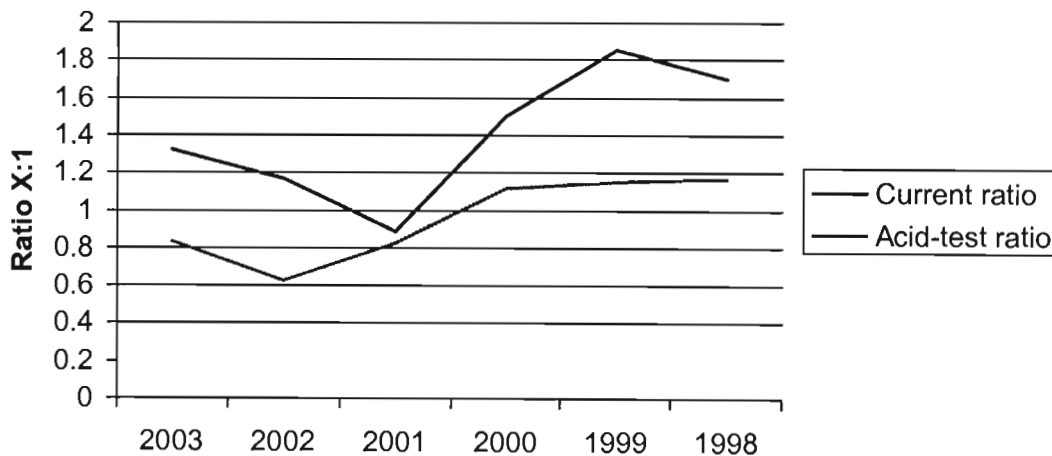
3.6.4 Liquidity

A company's liquidity gives an indication of its ability to meet its short-term debt obligations. For liquidity, we will use both the acid-test ratio (which eliminates inventory, and in SASLHA's case, we will classify the Myrtle L Aron fund as inventory, as this is non-liquid cash) and the current ratio (which includes inventory). It is important for us to use both these ratios to judge SASLHA's ability to meet short-term debt obligations.

Table 3.5: SASLHA's liquidity ratios over the past 6 years (* in rand value)

| | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
|-----------------------------------|--------------------------------|---------------------------------|----------------------------------|----------------------------------|---------------------------------|---------------------------------|
| Current ratio | 224998:169505 1.32:1 | 114605:97900 1.17 : 1 | 116506:131505 0.88 : 1 | 199951:133165 1.50 : 1 | 119628:64578 1.85 : 1 | 123498:72302 1.70 : 1 |
| Acid-test ratio | 131883:159505 0.83:1 | 62151:97900 0.63 : 1 | 108513:131505 0.82 : 1 | 149984:133165 1.12 : 1 | 74488:64578 1.15 : 1 | 85036:72302 1.17 : 0 |
| Current assets ²⁹ | 131883 54491 38624 | 62151 52454 | 108513 47993 | 107404 49967 42580 | 73018 45140 1470 | 83073 38392 1470 563 |
| Current liabilities ³⁰ | 169505 10000 | 97900 | 121505 10000 | 123165 10000 | 54105 10000 473 | 71702 10000 600 |

Chart 3.4: SASLHA's liquidity status over the past 6 years



In the years 1998 and 1999, both in terms of the current ratio and the acid-test ratio, SASLHA was in a good position to cover all outstanding liabilities with current assets accrued through membership fees and revenue earned through other income. In 2000,

²⁹ Current Assets made up of i) bank and cash balances; ii) Call account (Myrtle L Aron); iii) accounts receivable

although both the current ratio and acid-test ratio have dropped, SASLHA was still in a position to be able to cover debt obligations through the associations' cash-on-hand reserves. 2001 through to 2002, SASLHA's ability to meet short-term debt obligations from current assets plummeted, as shown both by the current ratio and the acid-test ratio. Perhaps at this stage, the Myrtle L Aron Bursary Funds' exclusion from the acid-test ratio should be commented on. Professor Aron donated a capital amount to SASLHA in the earlier days of the association primarily for the purposes of distributing bursaries to deserving students studying towards a degree in speech-language pathology or audiology. This Fund cannot be used to finance debt obligations, and only the interest accrued each year is allocated to bursaries. Members are invited to contribute to this fund when renewing their membership, and all funds collected in this manner are deposited into the call account.

McLaughlin also recommends the use of a ratio termed 'days' cash' – this ratio analyses the “number of days average size cash disbursements the organisation can withstand without any cash income” (Dees et al, 2001: 256). It is calculated by applying the following formula:

$$\frac{\text{cash and equivalents} \times 365}{\text{operating expenses} - \text{depreciation}}$$

Applying this ratio to SASLHA, we have the following data:

| (* in rand value) | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
|-----------------------------|----------|----------|----------|-----------------|---------------|----------------------|
| Day's cash ratio | 210 days | 113 days | 235 days | 399 days | 228 days | 281 days |
| Cash and equivalents | 131883 | 62151 | 108513 | 107404 42580 | 73018 1470 | 83073 1470 563 |
| Operating expenses | 230091 | 199122 | 172841 | 139074 | 120461 | 111042 |
| Depreciation | 1048 | 1499 | 4958 | 1907 | 1584 | 3799 |

This ratio is not as clear in its indication of how liquid the organisation is. It does however support the data and the trend hinted at by the current ratio and acid-test ratio, and that is, that SASLHA's liquidity is in jeopardy and is shrinking at an alarming rate.

³⁰ Current Liabilities made up of i) receipts in advance; ii) Loan from KZN Branch

Using these indicators, it would appear as if liquidity may be a serious concern for SASLHA. Servicing interest and service repayments places a heavy burden on the available capital. In order to continue with its current “spending spree” (upgrading the contract of the office administration service and adding additional services to members at a significant cost), SASLHA needs free cash flow. In the past, the organisation has not relied much on financial analysis tools to plan its expenditure or the need to increase cash flow through increased revenue. Using a monthly cash flow analysis, and keeping a careful eye on significant indicators, would be a beneficial exercise for the organisation to engage in. Increased free cash flow is not only essential to the purchase of additional services, but also to support the growth and operations of the organisation, to continue with service innovations and the development of enhanced web technologies. This financing for their working capital needs is not guaranteed and SASLHA must investigate additional options for meeting their liquidity needs.

3.7 EXTERNAL FACTORS SHAPING THE ASSOCIATIONS’ STRATEGY

Although the Association has operated up until recently largely in a monopoly, changing competitive conditions and socio-political-regulatory considerations have impacted on the strategic choices made by the Association.

The Health Professions Council of South Africa is the regulating body for all medical and allied health professions, established in terms of the Health Professions Act, 1974 (Act 56 of 1974). Registration with the Council is statutory and must be renewed annually, upon completion of a continuing professional development programme. Practising within your profession is dependent upon continual renewal of your registration. It is operated by 12 Professional Boards, for each of the recognized categories of medical or allied health profession. The Professional Board for Speech, Language and Hearing was established in 1999 and its current term of office expires in 2004. The Council acts as a co-ordinating body for the professions registered under these 12 Professional Boards. Matters concerning speech therapy and audiology are managed by our Professional Board and not by the Council. Elected members, and members appointed by the Minister of Health and by tertiary education and training institutions constitute each Board. The

Professional Board does not provide a professional support service to the members of the profession per se, but depend on the role of the professional associations to perform this critical function. The Professional Board maintains relations with all three professional associations, which serve the eight categories of registration within this professional grouping.

SASLHA has over its history and development maintained a strong professional relationship with the Professional Board, with many of the Associations' past leaders playing a prominent role in the management and direction of the Professional Board. The Association prides itself on this professional relationship and the Professional Board has on many occasions, used and acknowledged the work and efforts of the Association in maintaining high professional standards. The Council and the Board are essentially responsible for protecting the interests of the public through regulations, gazetted or not, and guidelines that are binding for all practitioners registered under that Board. As the professional support service, SASLHA not only takes responsibility for sharing this information with its members as far as possible, but also has developed proactive strategies to support the members in complying with the regulations. Over the past two and a half years, these efforts have been increased, through regular updates on HPCSA information through the e-newsletter, regular correspondence with the HPCSA, the development of an electronic CPD service (CPD has been regulated by the HPCSA), and the development of a Frequently Asked Questions activity for questions related to ethics, standards and professional practice.

In terms of the external environment of the Association, there are a number of additional dominant players within this professional service sector. As an introduction, these include the third-party customers of the Association (our advertisers – as discussed earlier), other professional associations within this professional field, employer organisations for specialists in the health and education field, the suppliers of service to the Association, special interest groups (such as CACC, Interface), the university sector (both as a training institution and as a developing professional support service), and the employer sector. Each of these will be dealt with separately in relation to their impact on SASLHA.

What is the impact of other competitive forces within the sector? This is an important consideration for the Association, as until recently, the Association operated in a near-monopoly. Although there were splinter interest groups for many years, few of them formalised into an Association, to compete directly for the niche market which SASLHA operates in. One such interest group has recently done just that. In the Gauteng, Western Cape and Free State regions, a group of audiologists in private practise, who operated as Audiologists in Action formalised themselves into a professional association, the South African Audiology Association (SAAA) in June – October 2002. Similarly to SASLHA, this group offers a professional support service to its members, who are effectively a sub-segment of the SASLHA membership base, therefore targeting a much narrower market segment than the SASLHA market, and even smaller in terms of the whole population of registered speech therapists and audiologists. This group provides professional development opportunities for its members, and is involved in a cooperative task team with SASLHA in respect of the negotiation of private practise audiology tariffs with the Board of Healthcare Funders. Like SASLHA, SAAA use a website as a communication medium with their members and with the public. Although their membership is much smaller, SAAA have used their flatter organisational structure and the smaller number of members to advocate and play a lobbying role within the profession and to the Professional Board. In the time that they have been operational, SAAA have developed a reputation for dealing with matters of common interest to their members quickly. This remains a criticism of SASLHA, which because of its need to remain accountable to all members, and to consult and ensure that decisions are made in the interests of the members that processes and issues are sometimes dealt with too slowly. SAAA have found and filled this gap for this niche market.

The Society of Hearing Aid Acousticians (SHAA) is a professional association for the hearing aid acousticians, a subset of the eight categories of Professional Board registrations (a total of 120-odd registered practitioners). The professional ties between SASLHA and SHAA are not very strong and have in the past been slightly oppositional, and as such, there is little information available on the services SHAA provide to their

membership. SHAA communicates with its members primarily through its website and a regular newsletter. SASLHA does not directly compete with SHAA in terms of membership and should therefore look at complementary professional services with this association.

In the employer sector, most speech therapists and audiologists in the public sector are employed by the Departments of Health and Education. Affiliations with employee organisations (trade unions) are offered to practitioners in these state departments. One such employee organisation in the education sector has strong representation from therapists in education (occupational therapists, physiotherapists and speech therapists/audiologists) and so has developed a proactive employee support service for these therapists. The South African Union for Vocational and Specialised Education (SAUVSE) has approached SASLHA with a view to providing support and information to its members across the country. This was initiated as part of their outreach and professional development programme, and with the advent of continuing professional development (CPD), SAUVSE have identified a unique value proposition for its members. This presents SASLHA with an opportunity not only to market itself to the speech therapist/audiologist members of SAUVSE, but also to market itself to the organisation itself as a collaborative partner, and as a channel for advertising the services the union offers to speech therapists/audiologists in education. Relationships within the formal employment sector for the Department of Health and the Department of Education exist in a sense, but have not been formally acknowledged and are not nurtured to the extent that they should be.

In the professional support services field, there are a number of other professional associations supporting the professional fields of occupational therapy (OTASA), psychology (PSYSSA), physiotherapy (SASP³¹), ENT specialists (ENT Association). Within the field of disability, a number of special interest groups exist which act to lobby and provide support to their communities and to the public at large. Such special interest groups include DEAFSA (Deaf Association, South Africa), CACC (Centre for Alternative and Augmentative Communication), Interface, the Downs' Syndrome

Association, the Brain Injury Group (BIG). Although SASLHA has had ties with each of these groups at different levels, the relationships have not been formalized, and act as a network or referral system for the public and the professionals.

The university sector is the final roleplayer in the professional support services sector. There are six universities which provide undergraduate and postgraduate training in the field; three located in Gauteng (Wits, UP, Medunsa), two in the Western Cape (US, UCT) and one in Durban (UDW). These universities have increasingly acknowledged the need to provide professional development opportunities for practicing professionals, and began introducing a variety of post-graduate qualifications in fields of interest to the practicing professional. Specialist courses are offered in a wide diversity of fields, and to different levels. Professional development opportunities outside of formal learning have not been a focus area for the universities over the past few years, as these universities have attempted to consolidate and simultaneously expand on the formal learning opportunities. SASLHA have identified this as a gap in the needs of the practicing professionals and so have increasingly improved their professional development offerings, and in this, have collaborated with the university sector to some extent. SASLHA actively markets its services and programmes to students studying in the field, and has opened opportunities for students to become involved in the local and national management levels of the association. Of concern to the Association is the limited involvement of the staff of the universities in the regional structures of the Association, and the low membership rate of academic staff at each of the institutions. Those staff members that continue to remain members of the Association are valuable to the Association, and many of them serve on the SASLHA national structures, in one of the four standing committees.

3.8 CLOSING REMARKS

In the context of this professional association, and its development and growth pattern over its history, there are a number of issues to consider. The Association is experiencing a big growth spurt at the moment (why is this? what has changed?), the Association has

³¹ OTASA – Occupational Therapy Association South Africa; PSYSSA – Psychology Society of South

always been in a financial crisis (why is this? how can this change?) and recently, the Association has ventured into the realm of managing themselves more professionally and in a more business-like model (why is this? will it work?). In the next chapter, we will consider these issues and attempt to understand the why, the how, the will.

3.8.1 Defining risks for SASLHA

Like all other organisations, for-profit or non-profit, SASLHA faces significant risks, not only financial risk (in terms of financial loss), but also a social return risk (losing the goodwill of members, losing the goodwill of the HPCSA, poor social return from the public). The organisation faces political and/or public relations risk in potentially damaging its reputation with advertisers, other professional associations, community organisations, the university sector and the employee-employer sector. Internally, SASLHA faces organisational risks – by straying away from the core mission and vision of the Association (mission drift), by not nurturing the morale of the volunteers who serve the organisation, and by missed opportunities.

There are a number of factors both internal to the organisation and external which would determine the probability of the risk for SASLHA. Many of these have been discussed, and as a summary, some need to be reviewed. Keeping in touch with SASLHA's core *mission* and vision, and constant evaluation and monitoring of performance against this will hold the Association on track. This clear and focused mission should be combined with an understanding of how the changes in the marketplace and changes in technology impact on the responsiveness of the association. The quality of the *management* and *leadership* of the organisation is critical, not only to build the culture of the organisation, and to resolve conflicting agendas, but to build a team and volunteer force who are ready, skilled, committed and who value the *professionalism* of the organisation. The strength of the organisational structure built to support the strategy of the Association will ensure that members are not over-extended, that time-delays do not become a hallmark of the Association, and that the morale remains strong. Finally, without *financial stability* an

organisation is lost, and is open to open to both member and significant partner backlash and of course, offensive moves from competitors.

Membership with SASHLA is not compulsory and there are large numbers of practitioners who do not belong to their professional association. The SASHLA National Council and Executive must start asking “Why?” In addition, there is a large number of members who have recently introduced a splinter-group, separate to SASHLA, called South African Audiologists’ Association. Moreover, there are a number of changes proposed for the National level and some exciting new initiatives. But for these to prove successful, and to be sustainable, there needs to be a strategy, a structure in place to support these changes and initiatives. In the past, there does not appear to be a plan – strategy formulation was not prescriptive, nor emergent, simply haphazard. This notion needs to be explored further. In the past two years, SASLHA has introduced a component of strategic planning, through a careful exploration of the core objectives of the Association, and translating these into actionable plans for achieving those objectives.

The question essentially is as follows: If SASHLA adopted a more consultative, appropriate, structured approach to strategy development and organisational governance, how would the association continue to add value to the profession and essentially to its membership, and what impact would this have on the financial position of the Association – strengthen or stabilise?

CHAPTER FOUR EVALUATION AND DISCUSSION

“Many organisations may well have avoided answering these questions in the past because they raise awkward, difficult issues about their fundamental purpose and methods. Who are we? What should we be doing? How well are we doing? These are amongst the most painful, introspective questions that most organisations, like most people, prefer to leave unasked. But they must be asked sooner or later. All too frequently, they are addressed only when an organisations faces major problems”
(Herzlinger, 1999: 18)

4.1 INTRODUCTION

In order to fully understand and determine whether or not the professional association under study is indeed ‘doing well’ or if they indeed ‘know who they are’ and ‘what they should be doing’, it is necessary to undertake a comprehensive analysis of the knowledge, skills, attitudes and values the office bearers of the association. This analysis should be in respect of the mission of the Association, how this is developed through its leadership, management and professionalism, and whether the objectives of the Association are supported through adequate resourcing. This is valuable not only as an academic exercise, but in order to determine a set of recommendations for the association which could serve either to confirm its current direction or re-direct the association back to its core mission.

4.1.1 Methodology used for the case analysis

This research employed a case study approach with data being collected from a variety of sources, including documentary evidence in the form of meeting minutes and minute books dating back as far as 1988, semi-structured interviews with selected members of the profession and the association, analysis of structured interviews with past presidents, and an analysis of an organisational checklist/questionnaire. These four stages of research were engaged in over a period of 3 months.

First, an analysis of records from previous meetings of the SASLHA executive and National Council was previewed for significant decisions, strategic markers, relevant comments etc. This analysis provided a timeline of significant events within the

organisation, and from this information, a framework for questions/issues of discussion in the telephone interviews was developed. The minutes included financial statements, reports from regional branches, reports from portfolio holders, records of all National Council and Executive Committee meetings, and some records from previously held Annual General Meetings and Extra-Ordinary General Meetings. These records analysed dated back to 1992, in order to provide a comprehensive coverage of SASLHA management. In addition, Past Presidents from the last 7 years (since the establishment of the current organisational structure) were asked to briefly provide a history of their term of office, with minimal guidance given in terms of direction for this written account. It was expected that each would provide their perspective of planning for their term, a consideration of the significant achievements and decisions made during their period in office, and an emotive description of 'what it is like to be the leader'. However, despite repeated requests for this written account, none were forthcoming.

The second and third stage of the research process was based on selective individual interviews. Second stage interviews were informal discussions with the current Chairperson of the Professional Board, and a past president of the Association, and with various members of the Standing Committees and Regional Branch committees. As these were informal interviews and discussions, there are no transcriptions of the data available as evidence, but this will be used as anecdotal evidence. The third stage group of interviewees represented the elected Presidents of the association from 1995 to present date (June 2001 - June 2002: Natalie Buttress; June 2000 - June 2001: Ursula Zsilavec; June 1999 - June 2000: Marna Brouwer; June 1998 - June 1999: Janet Smith; June 1997 - June 1998: Sandhya Singh; June 1996 - June 1997: Susan Swart; June 1995 - June 1996: Margie Schneider). Of the seven past presidents, six indicated their willingness to participate. However, scheduling problems with two of the past presidents made it difficult to conduct the interviews telephonically, and so the interviewees were asked to respond in writing to the questions. These responses were not received before the analysis of the information was complete and so only four of the seven responses have been used.

The intent was to provide a perspective on how decisions that affected the association were made, if planning had been long-term or short-term, the innovations which were introduced during the time of office, their perception of the value of the association to the membership it was serving, an understanding of their concept on strategic planning, their use of strategic analysis tools (whether conceptualised as such or not), the processes employed by the Executive Committee and the National Council to ensure the smooth running of the association, and to draw out their evaluation on the Association as it stands now. It was also important to determine their perspective on the key success factors/variables affecting success/membership size.

Interviews were scheduled at the convenience of the interviewee (at pre-arranged set times) in order to improve likely participation levels and were conducted telephonically as interviewees were located across the country. In order to maintain consistency, interviews with locally-residing interviewees were also conducted by telephone. Although personal interviews would have been the option of preference, the geographical scatter of interviewees precluded this. The interviews lasted between 45 – 75 minutes, averaging 60 minutes. With the consent of the interviewees, all interviews were transcribed verbatim, producing approximately 36 pages of text.

Prior to the interviews, the researcher developed a set of questions based on findings from the literature and an analysis of SASLHA records. These open-ended questions included ones that focused on the consideration of key indicators of success for SASLHA, factors that the ex-presidents felt had contributed to the success of the organisation, and factors that had lead to difficulties which at any stage threatened the position of the association. Questions were also directed towards a consideration of the styles or approaches adopted by these ex-presidents in problem-solving the difficulties experienced, decision-making on behalf of the members, consultative processes, manner of leading and conducting meetings etc. It was also important during these interviews to investigate the perceptions of the ex-presidents on the organisational structure of the association – was it effective or efficient enough to meet the process and products needs of SASLHA. All records of interviews (including the set of questions addressed verbally

and in the written form) are attached as an appendix to this paper. After transcription, the interview data was analysed according to themes/trends noted within each question.

The third stage in determining the dominant influences on the success of SASLHA was to analyse the statements of the ex-presidents on their perceptions on important prerequisites of a successful and thriving professional association. The analysis focussed on grouping the responses under the five-factor model identified at the end of Chapter 2, and within each factor, the key themes or trends contained in the data was determined. This involved three distinct stages; firstly, identifying which questions related to each of the five factors, and transferring all responses for each question into these categories; secondly, analysing these responses into broad concepts or themes that would fit the categories; and finally, cross-referencing the themes in each category with each other to determine if there was evidence of linkages between them. This last stage would provide information for interpretation as broad strategic issues for the organisation. These influences identified by the interview participants that were most consistently identified were then considered to be the most important factors affecting SASLHA's ability to attract and retain membership and grow the revenue of the organisation to support member activities.

In the fourth stage, a checklist of organisational indicators was forwarded to all members of SASLHA committees, including the executive committee, all Regional Branch chairpersons, and all members of Standing Committees. This checklist was adapted from an example provided by McNamara (2003; online), as a guideline for evaluating non-profit activities. A total of twenty-three SASLHA office-bearers were approached, with fourteen members prepared to participate in the study and two unable or unwilling to participate. Of the fourteen, nine questionnaires were returned completed. In the original scale, McNamara used a relevancy rating for each performance standard or indicator, with the rating scale ranging from essential (E) for the performance of the organisation, to recommended (R), to additional to strengthen organisational activity (A) (www.managementhelp.org). The scale requires participants to rate each performance indicator as either 'met' or 'needs work'. The organisational checklist was adapted

(language and terminology adapted into Oxford English) and modified (statements were modified into SASLHA terminology and referred to SASLHA structures and equivalents). The essentials of the checklist remained the same. For SASLHA, the checklist focused on an outcomes-based evaluation of its performance in strategic management, planning, human resource management, programme/activity planning and management, and financial management. These committee members were asked to judge each performance standard as ‘met’ or ‘needs work’ and were provided with an opportunity to comment on each category of evaluation.

These responses were totalled for each performance standard, and judged as either an organisational strength (S) (score of 6 above in the ‘met’ column) or organisational weakness (W) (score of 6 and above in the ‘needs work’ column). Some indicators were equally rated (had scores of between 3 and 5 on either column) and so were rated as indicating middle-point (M). As with the previous stage of analysis, the indices were interpreted using the five-factor model to serve as a reference point for discussion in this chapter. In a similar fashion to the third stage of the research, the data contained in this more systematic questioning format was analysed using a three-stage ‘coding’ process. Firstly, the data for each performance indicator was totalled and rated S, M, and W with a view to analysing the information for each section of the questionnaire. This analysis would provide a clearer picture of the organisations’ achievement of specific measurable outcomes. The second stage consisted of organising the data into the five-factor model for interpretation. As a third stage, selected items from the questionnaire were analysed in order to provide evidence of the association’s ability to manage its operations, finances, marketing/communications and human resources efficiently.

4.1.2 Results of the analysis of the research data

From the third stage of the research³², a number of core themes or patterns across the Five Factors emerged. These themes are presented below in point form and will be used to construct the SWOT analysis for each of the five factors discussed later in this chapter.

³² See Appendix Four for full documentation

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| <p style="text-align: center; transform: rotate(-90deg);">MISSION</p> | <p>Core of the mission does not change, but the methods used can “Purpose is to bind a group of professionals who have a common set of needs”; “any association that is not flexible in this day will stagnate”; “a lot has changed over the years in terms of reaching those objectives and implementing them”</p> <p>Members of the association are the primary customers, the public benefits indirectly “in order to promote the profession, you educate the public”; “any improvement in standards of the profession essentially benefits the public”; “improve the primary customer and in turn, that improves service to the secondary”</p> <p>Members perception of SASLHA, the role they play within SASLHA, and differentiation of SASLHA from the HPCSA must improve “we treat the members as customers, and they sit back and want to be served”; “our members pay their fees, whether they do anything after that, don’t think so, SASLHA is just something over there that does something” “what should also change is the role of the member – get the members involved in the committees at branch levels and bring them up through the structures” “members did not always realise what SASLHA did”; “for the member, by the member” “members have difficulty differentiating between the two”; “not in competition with the HPCSA” “we should make it difficult to belong to – then they will not take it as a given”</p> <p>Serves the professions of speech, language and hearing therapy - that has implications for the mission “there should not be a split – also what it stands for – the ethos and the professionalism”; “communication pathologists should unite under the professional umbrella body... with interest groups” “by not promoting the professional association, universities are not serving the profession as a whole” “SASLHA’s role is to service its member, not non-members, and not the public” “should have all the professions falling under it”</p> <p>Strategic planning is useful, but to what extent “it needs a limit ... yes, you need to have big ideas on where the path is, but do you have to have it all mapped out ... because people change” “it is important for the continuity – if one has long-term goals, and the next person takes over, they know what it is about and can act on this and in the long term the members will value it” “if you can create a vision and an excitement then people are eager” “a strategic focus for the association developed by the members – what do the members want the association to look like in 5 years time”</p> |
| | <p>Leadership by example and being a task leader “have to be a role model and stand up for what you believe and comply with</p> |

| | |
|--|---|
| <p style="text-align: center;">LEADERSHIP</p> | <p>the rules”</p> <p>“just keeping everybody together and keeping everybody going is a hard task”</p> <p>“understood that I was a leader more than a manager ... we had to have a common vision in order to fulfil a mission”</p> <p>“the philosophy and vision of that person determines how that leadership and guidance process occurs”</p> <p>“initiates ideas and motivates committees, and through them the constituents also have a vision for the association”</p> <p>“any president must give autonomy to the chairs and to Exco, but there has to be someone who refines the process, leading the process”</p> <p>“guides new initiatives and new visions so that they become achievable”</p> <p>Delegation is the key</p> <p>“delegate roles of implementing these ideas back to the National Council and to Executive”</p> <p>“there were specific tasks for the President but there were enough tasks to be delegated to the members”</p> <p>“getting the managers to manage”</p> <p>“subordinate one’s own potential, and develop the team – give them authority”</p> <p>Inability to make unilateral decisions – because always on behalf of membership</p> <p>“one con or negative is the time it takes for any procedure to be realised – more opinions which have to be mediated with logic and clarity”</p> <p>“sometimes one has to make decisions on behalf of all – for certain decisions, the more people you have, the more chaos there is in making decisions”</p> <p>“fairly democratic until things were not done and then often had to do it myself”</p> <p>There is a need to define the process and ensure continuity</p> <p>“SASLHA needed to have a head or Director of operations ... someone who takes responsibility ... should be paid ... in this way, there would be continuity”</p> <p>“especially to overcome the continuity issue”</p> <p>“change in leadership and direction every year”</p> <p>“some years used the president-to-president very well – this was important”</p> <p>“even if there was a business manager, would still need an executive because there is always someone who is closer to the problem”</p> <p>“exec are becoming younger and younger and don’t have the history of the organisation – need to have someone with history on the exec or ask questions”</p> <p>“one doesn’t need to keep re-inventing the wheel, it is both a waste of time and confusing for others because in many situations different paths are followed from those previously taken”</p> |
| | <p>Finding the dead wood is part of the management role</p> <p>“looking at carrying expenses that were not necessary”</p> <p>“and this was the real impact of not having an office that was running efficiently – members were still asking ‘where is the service’”</p> <p>There is a need for an operations manager and administrative officer</p> <p>“this position would be paid and the director would be responsible for the day-to-day running of the Association”</p> <p>“have to have an efficiently run office – as a volunteer you cannot care of</p> |

| | |
|-----------------|---|
| MANAGEMENT | <p>SASLHA 90% of the time”</p> <p>“the office – this is the person to answer the questions, direct the queries – route director”</p> <p>“have communications every day with the secretary”</p> <p>Management of meetings depended on style of the Chairperson – but there were some essentials</p> <p>“agendas and procedures”</p> <p>“always had a secretary, minutes came out very quickly, reports had to come in written 7 days beforehand, if not, don’t come to the meeting”</p> <p>“used teleconferences extensively”</p> <p>Use the existing time more effectively</p> <p>“if there is a job, have a time limit on it and have feedback on it within the time”</p> <p>“do not get bogged down with queries from non-members”</p> <p>Changing the participation of the members in the Association</p> <p>“have to stay responsive to the needs of the members – we now have the technology to do this”</p> <p>“ changing the way SASLHA communicated with the members – our interaction through different media”</p> <p>“ it is tragic that our members do not guide the association because it is their association, needs to be upward-driven, not downward-driven”</p> <p>“have to change the perception that the members have of SASLHA – not approachable and transparent”</p> |
| PROFESSIONALISM | <p>All those involved in the SASLHA structures must contribute to the development of the association</p> <p>“should expect that teamwork is important, therefore member more involved”</p> <p>The organisational structure is good, but the effectiveness of it is affected by the people in the portfolios</p> <p>“structure of how SASLHA operates should be open to change”</p> <p>“should be interest groups but all under the umbrella of SASLHA”</p> <p>“should be representation from different sectors within the formal structure”</p> <p>“idea was that branches should have representation (from the different sectors)”</p> <p>“think that the marketing and publications section too small – branch chairs are useless – there does not seem to be a branch that is up and working”, “the structure is good – but I don’t think that all the committees are producing the goods and that is difficult with people who have jobs”</p> <p>“on paper effective – the breakdown is with the personalities in the committees. If you had all the portfolios filled – work superbly”</p> <p>Office-bearers not trained nor ready for the tasks expected of them</p> <p>“not trained or equipped for it”</p> <p>“need to make sure that you have good people there – make sure that capacity is developed and built up”</p> <p>There was no systematic way of evaluating progress against objectives</p> <p>“we always had a look at previous minutes – if you have a huge problem with minutes – then evaluation will not be effective”</p> <p>“there was no tangible way – mainly through feedback – basically through comments, letters, telephone calls from members”</p> |

| | |
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| | <p>“went back to my strategic planning to see how much we had achieved Determined by asking the people – asked the regions”</p> <p>Success measured by different indicators</p> <p>“watching the change work”, “costs went down”, “measuring the success via the feedback that one got”, “there was an increase in membership numbers”, “kept the members”, “increased market share”, “ we turned a R19 000 deficit into a R40 000 profit at the end of term - so success was measured by both bank balance and membership”, “membership retention increases”, “attendance of meetings – AGM”, “financial statements – how healthy things are”, “ability to fill vacant positions in committees”, “number of projects successfully completed”, “number of publications”</p> |
| | <p>FINANCIAL STABILITY</p> <p>No significant comments or trends noted here – other than need to increase fees, be able to pay for more and improved services</p> <p>“supply and demand constantly in swing with one another – biggest problem is that they have not catered for the supply”</p> <p>“need to create income through advertisements”</p> |

Using the data from the third and fourth stage of the research, those exogenous and internal factors that appeared to have the largest influence on success levels for the organisation were then determined.

| | INTERNAL FACTORS | EXTERNAL FACTORS |
|-----------------|--|---|
| Mission | <p>Clear understanding of the mission – serving the member</p> <p>Open to suggestions and change</p> <p>Prepared to make paradigm shifts</p> | <p>Success/failure in meeting the needs of the members</p> |
| Leadership | <p>Background knowledge of Council/Exec</p> <p>Different leadership styles</p> | |
| Management | <p>Unique personalities</p> <p>Manner of delivery to the membership</p> <p>Communication levels/channels</p> | |
| Professionalism | <p>Commitment and hard work of dedicated volunteers</p> <p>New ideas, new people involved</p> | <p>Attitudes and background knowledge of members</p> <p>Undergrad training of professionals</p> |
| Finance | Funds available to cover expenses | Fees payable by members |
| Other | | <p>External climate of the profession</p> <p>Loss of members to overseas</p> <p>Natural division between audiologists & speech therapists</p> |

Using the Checklist of Organisational Indicators³³, specific items related to the association's ability to manage its operations, finances, marketing/communications and human resources efficiently were analysed, and are presented below:

| Operations | Finances³⁴ |
|--|---|
| <p>Roles of office-bearers clearly understood, with adequate documentation of structures and processes; Unsure as to whether or not there is an “operations” manual for each committee</p> <p>Concerned that there is not a process for dealing with urgent matters between meetings. Some members unsure as to whether/not there was a timeline/calendar for activities – including meetings</p> <p>Process for reviewing and responding to ideas, suggestions and comments from all members not clear</p> <p>Adopted strategic plan – reviewed and participation by all – integrates all activities around mission</p> <p>Does not identify priority areas and critical issues</p> <p>Does not establish clear evaluation process</p> <p>Human/financial resources not allocated to ensure accomplishment of goals</p> | <p>Sufficient resources are not allocated to each programme to achieve goals fully</p> <p>Does follow GAAP and prepares timely financial statements – balance sheet, budget vs actual expenses; has comprehensive operating budget reviewed by Council;</p> <p>Monitoring of per member cost is weak</p> <p>Cash flow projections not adequate</p> <p>Year-end revenues projected</p> <p>Written fiscal policy – just been drafted, not comprehensive enough</p> <p>No plans for eventualities such as reduction of income – unclear as to whether sufficient funds to cover 3 months operating expenses</p> <p>Has an independent audit – but no management letter which accompanies audit</p> <p>Annual financial statements made available to members</p> <p>Training to Council members on accounting not given</p> <p>No review process to monitor that receiving accurate financial information</p> |
| Marketing/Communications | Human resources |
| <p>Unclear as to whether members/potential members were given enough opportunity to participate in programme development</p> <p>Does not actively inform the public of activities</p> <p>Association does not network enough with other associations/organisations to provide a more comprehensive service to members</p> | <p>Training and orientation of office-bearers weak, particularly its mission/policy/programmes, do not have the skills/training to manage their tasks adequately</p> <p>Professional development and training within job skill area not provided</p> <p>Non-discriminatory work practise</p> <p>Job descriptions are available for all – but these do not specify qualifications, reporting relationships etc</p> |

³³ See Appendix Five for full documentation

³⁴ It must be noted that over the past 2 years, the Association has had 3 treasurers and most finances were managed by the office administration services. Regular reports and records were not submitted timeously by this company unless requested. Steps are being taken to tighten up the financial records and control

| | |
|--|---|
| | <p>Respectful of time and other commitments of volunteers</p> <p>Performance appraisals for paid staff – not adequate</p> <p>No written personnel handbook – hiring, firing, work conditions etc</p> <p>Purpose/role of volunteers not clearly defined – performance appraisal? Evaluate & review involvement?</p> <p>No timely process for filling vacant portfolios</p> |
|--|---|

Following from the previous two levels of analysis, for each of the five factors (Mission, Leadership, Management, Professionalism, Financial Stability), a SWOT analysis was performed, using data and information from all four sources of data: the documents and records of the association, anecdotal evidence from the informal semi-structured interviews, the transcription of the formal interviews with the Past Presidents and the analysis of the organisational “Good-Health” indicators. The results of the SWOT analysis are shown over the next few pages.

Table 4.1: MISSION:**SWOT Analysis showing SASLHA's resource strengths, opportunities, areas of weakness as related to potential external and internal threats**

| STRENGTHS | OPPORTUNITIES |
|--|--|
| <ul style="list-style-type: none"> • Vision – clearly identified and understood by all – the mission is to serve the members – shift in the paradigm of the vision and mission • Customer clearly identified as the member only, all other benefits to the public and the advertisers are secondary • Usefulness of strategic plan acknowledged – was a consultative process • Was some indication that SWOT analysis of organisation done during strategic planning • Clear meaningful mission statement | <ul style="list-style-type: none"> • The “why” does not change, but the “how” and “what” can – this provides opportunity to integrate more technology, new innovations into the services provided • Smaller segment focussed on – provide more value and more direct services • Mission can be reviewed to focus on member first, public indirect benefit • Training for all office-bearers on strategic planning as a skill, then on the SASLHA plan as a tool • Further integration and review of the strategic plan with Council, build in systemic, tangible evaluation process • Should make it difficult to belong to – prestige to be a SASLHA member – not taken for granted |
| WEAKNESSES | THREATS |
| <ul style="list-style-type: none"> • Mixed understanding of purpose and process for strategic planning • No formal evaluation built-into strategic plan • Mission statement not known by all members, nor reviewed regularly – places public first • Performance indicators in stratplan not understood as such • Members not involved enough in directing SASLHA activities and programmes • Members don't get actively involved – perceived as 'needing a service to be delivered to them' | <ul style="list-style-type: none"> • Not able to review success of strategic plan adequately • Members cannot evaluate the association in terms of the mission statement • Public understanding places pressure on Association to provide service – mission places public first • Some members not discriminating SASLHA from HPCSA • Not all members know and identify with the mission of the association |

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Table 4.2: LEADERSHIP:

SWOT Analysis showing SASLHA's resource strengths, opportunities, areas of weakness as related to potential external and internal threats

| STRENGTHS | OPPORTUNITIES |
|--|---|
| <ul style="list-style-type: none"> • Role of president more leader than manager – manage the process, policy, planning and programmes • Delegation from president to exco and national council builds accountability and develops the capacity of those bodies • Decision-making consultative – no single person held responsible – support, safety belt • President-to-president succession built the capacity of new president – history and background to the Association | <ul style="list-style-type: none"> • New president brings in new ideas, new approaches, keeps moving SASLHA further forward • Need to consider Chief Operations Officer as a paid post in SASLHA structure in addition to Office Administrator - ensure continuity • Career pathing for the president – bring them up through the structures |
| WEAKNESSES | THREATS |
| <ul style="list-style-type: none"> • Not enough retention of prior skills and knowledge and just as skill has developed, term of president ends • One criticism was that the Exco/President seems to crisis manage (this does not seem to be the case though). • Decision-making sometimes causes chaos – too many opinions, too diverse, difficult to mediate • SASLHA only as strong as its weakest link • Not enough links built with historical past-presidents – research history of association • Nomination process for president – may result in someone inexperienced, without history of the association or the skills necessary for leading and visioning the association | <ul style="list-style-type: none"> • With president changing each year, style and approach changes • Decision-making process slow – failure of the Association to respond quickly to a crisis • Sometimes one person has to take a decision • Presidents becoming younger and younger – don't have the history of the association or the profession • Reinventing the wheel – not learning from old mistakes • Serve without payment? • Nomination process can lead to nomination of a member with a hidden agenda, or member who is “hassled” into the position – not enough head-hunting for this post – important |

Table 4.3: MANAGEMENT:
SWOT Analysis showing SASLHA’s resource strengths, opportunities, areas of weakness as related to potential external and internal threats

| STRENGTHS | OPPORTUNITIES |
|--|---|
| <ul style="list-style-type: none"> • Written agendas, minutes for all meetings – records kept as far back as 1960s • Consultation built into all decision-making to represent interests of as many as possible • Plans are developed by internal (committee) and external (other committees) review • Plans are as far as possible communicated to all members • Job descriptions for all portfolios are available – used to headhunt and recruit specific members into portfolios • Strong acknowledgement of/respect for the time commitment of volunteers • E-zine – good method for obtaining feedback from members | <ul style="list-style-type: none"> • Develop operations manual for each committee (guidelines for meetings, reporting structures, delegations) • Develop a process for handling urgent matters between meetings • Calendar of activities for all committees – holding dates as far as possible • Formal system for performance appraisals – paid staff and volunteers • Develop a process for reviewing and responding to ideas, suggestions and comments from all members. • Challenge: “the way one treats volunteers and paid employees is quit different” • Marketing – find/improve methods of obtaining feedback from members on programmes etc – transparency |
| WEAKNESSES | THREATS |
| <ul style="list-style-type: none"> • The aim is to serve the members needs but not enough frequent evaluation of association programmes by membership • Plan for each programme needs to identify what and how to deal with changing needs – SWOT, how often, who by • Planning process does not identify critical issues for each SC and for NC as a whole³⁵ • Although timeframes provided, and a calendar for the year was drafted – no timeline of how to plan/manage specific activities • Job descriptions do not indicate skills required, reporting relationships, key indicators for the portfolio | <ul style="list-style-type: none"> • HR management is poor – no personnel recruitment guideline • Human/financial resources not always allocated according to goals • Selection and preparation of office-bearers “needs a lot of work” • Unable to fill portfolios timely post-AGM – no process in place to assist • Networking with other associations poor – but vital to sustain and collaborate – more value for money service |

³⁵ SC – Standing Committee; NC – National Council

Table 4.4: PROFESSIONALISM:

SWOT Analysis showing SASLHA's resource strengths, opportunities, areas of weakness as related to potential external and internal threats

| STRENGTHS | OPPORTUNITIES |
|---|--|
| <ul style="list-style-type: none"> • Good role definition • Organisational structure is appropriate for the programmes/activities of the association • Nominating process ensures diversity • Is a process for 'retiring' a member of a SC or NC who is not performing adequately • Teamwork is emphasized and is important in programme development and implementation • Structures for managing year-to-year activities functions well | <ul style="list-style-type: none"> • Develop a conflict of interest policy especially wrt SC and NC members operating in private practise or for hearing aid companies • (perhaps also "restraint of trade"-type agreement to protect against poaching) • Development of interest groups under the umbrella association • Ensure representation from all sectors • Develop an ongoing training and support programme for office-bearers |
| WEAKNESSES | THREATS |
| <ul style="list-style-type: none"> • Training/information/orientation into portfolios not consistent ("very vague about it") • Professional development and training within skill area • No clear indicators of how the Associations' success was measured – each president used different indicators • No formal mechanism for monitoring, evaluation and quality assurance • Marketing and Publications SC needs strengthening – additional people • Not easy to always fill vacant portfolios • Structures to deal with issues raised by the membership eg posts, salaries, undergraduate training, practise regulations etc are not well developed | <ul style="list-style-type: none"> • Evaluation process in terms of performance indicators not understood or adequately planned for – no consistent way of monitoring improvements/changes • Strength/performance of each SC and NC dependent on the personalities and group dynamics – only as strong as the whole • Little training given on-the-job, and little structured pre-service learning |

Table 4.5: FINANCIAL STABILITY

SWOT Analysis showing SASLHA's resource strengths, opportunities, areas of weakness as related to potential external and internal threats

| STRENGTHS | OPPORTUNITIES |
|--|---|
| <ul style="list-style-type: none"> • Do follow GAAP • Financial statements are prepared annually, checked by auditor, submitted to NC for approval before tabling at AGM • Financial statements are on a budget vs actual – reconciled annually • Year-end revenue and expenses are forecast annually at the beginning of the financial year • Have developed a draft financial policy – this details how monies can be spent, max amounts disbursed, rates for S&T³⁶ • Authorised cheque signers identified • Very committed Treasurer – determined to keep a tighter rein on finances | <ul style="list-style-type: none"> • Need to create income through advertising and other means • Unit cost per member needs to be monitored quarterly • To develop a draft policy on investments • To establish a reserve fund – to cover at least 3 months operating expenses and to repay outstanding regional branch loans • Identifying diverse sources of income and expanding scope from advertising revenue – consider sponsorships • “SASLHA needs to be seen as a business” • “tighter control on money spending” |
| WEAKNESSES | THREATS |
| <ul style="list-style-type: none"> • Have not catered enough in the supply – costing too low for the demand of services • Monthly reconciliation of actual vs budget expenditure and income – not done, or not reported on adequately • Unit costs for each member have only recently been established • Insufficient documentation on services rendered per member • Internal controls for deposits, payments, over-spending authorisations inadequate • NC members not trained on financial matters or accounting • Treasurer is an elected portfolio – not filled continuously for a 2-year period – new member elected 6 mths ago with no background • “this is SASLHA’ weakest area” • Audits need improvement – do not receive a management letter – provides | <ul style="list-style-type: none"> • Not always adequate information available to make long-term or significant financial decisions • Cash flow projections not prepared • All billing, follow-up, collection of accounts, reconciling of invoices and payments controlled by Office Administration services – not checked – not in line with Constitution (Treasurer should authorise all payments) • No guidelines on actions to be taken in the loss of funding • No business plans are developed for each SC or NC – indicating long-term, medium-term or short-term financial goals |

³⁶ S&T – Subsistence and Travel allowances

| | |
|--|--|
| no advice on investment, areas for savings | |
|--|--|

Before embarking on a discussion of these results, it is important to comment both on general strategic issues which arose from the research data itself and to consider more closely the indicators which the interviewees and the research participants have used to review and evaluate the success of the Association in the past.

Core strategic themes in the research data include the following:

- The mission of the Association is about the members (“SASLHA has to perform the role of service provision”), therefore the Association must remain responsive to the needs of the members
- Although the mission for the Association is core, the methods, the media and the means of providing the service to the member, by the member, for the member have changed
- The onus needs to be given back to the member to guide the association – during planning stage, implementation stage, evaluation and monitoring stage
- The understanding of strategic management practise in practise for each of the past presidents and the members differed significantly. The value of strategic planning, and its relationship to the organisational structure, leadership style, programme management and financial management of the Association was not clearly understood
- The Association is served by committed volunteers who are the value-adding component of the Association, but, resources to run programmes are not adequately allocated and building the capacity of the members to manage these programmes has not been addressed sufficiently.
- SASLHA has fair written documentation about structures, processes, but needs to adopt a more structured framework for implementation and monitoring – although programmes are running well, structures for dealing with membership issues have not been built up

- The biggest area of weakness is in the financial reporting, recording and management of the Association.

Through the discussions with the Past Presidents particularly, and in the semi-structured informal interviews conducted during the second stage of the research, it was necessary to probe into the understanding of what showed the success levels of the organisation. Some of these indicators are discussed below. Each of the indicators has been tied to one/more of the Five Factors used in the analysis.

“Watching the change work”:

- *“measuring the success via the feedback that one got”*: Verbal feedback, written feedback from members is an important indicator of how the Association is meeting the needs of the members. It is important to note here that both complaints and compliments should be recorded and responded to. (MISSION)
- *“there was an increase in membership numbers”, “kept the members”, “increased market share”, “membership retention increases”*: Membership numbers is probably one of two critical indicators. Here the association needs to consider not only the percentage of change in membership from year-to-year, but also the number of old members returning, the change in attrition rate (members not renewing), new memberships, and the number of members in relation to the number of professionals registered with the HPCSA (and perhaps set as a benchmark a target: x % of HPCSA-registered professionals. It is also important to note that membership numbers do not always reflect changes implemented during that term, but often reflect improvements introduced by the previous term. (MISSION/LEADERSHIP)
- *“we turned a R19 000 deficit into a R40 000 profit at the end of term - so success was measured by both bank balance and membership”, “financial statements – how healthy things are”, “costs went down”*: Income versus expenditure, and the net profit of the Association is the second most important indicator. It should also be noted that the Association’s only financial indicators used from year-to-year are the financial statements, and it would be wise for the Association to consider broader financial indicators, such as liquidity, % change in revenue sources, etc.

Lower costs could also be associated with lower membership, as the economies of scale are not significant enough within a small association, and so all variable costs are directly related to the numbers of members (FINANCIAL STABILITY)

- “*attendance of meetings – AGM*”: Participation of the members in the activities of the Association is another core indicator. Although the Annual General Meeting is not typically considered an “exciting” activity, numbers of members attending the AGM have increased over the past 2 – 3 years, and at branch level, this is an important indicator of how successful the branch is in meeting membership needs (PROFESSIONALISM)
- “*ability to fill vacant positions in committees*”: For an association where the goodwill of the members towards the Association is high, and where there is some ‘prestige’ attached to serving in committees in the Association, the organisation should not have difficulty filling portfolios. It is also an indicator of whether or not the Association has actively head-hunted prospective nominees for portfolios or ‘simply left it to chance’. (PROFESSIONALISM/LEADERSHIP)
- “*number of projects successfully completed*”, “*number of publications*”: The Association sets itself a number of concrete targets within the year (for example, one journal, three communiphons, 12 e-zines, 3 Ethics and Standards Guidelines, provincial awareness campaigns, recruitment presentations to universities etc). A good indicator of it’s’ success is to measure the number of completed projects or activities within the year (MANAGEMENT).

In summary then, it could be said that the success of SASLHA was measured by 2 core criteria:

1. Membership

- size (increase/decrease) – this was determined to be the absolute success measure for the organisation: attracting and retaining it’s membership base – marketing the membership value (membership base), marketing the services value (programmes base)

2. Finances

- % of income relative to expenditure — absolute success of the organisation in generating sufficient income to cover expenses and push back into creating value for the membership
- change in % of how income is derived – change in % of expenditure is allocated – indication of the relative proficiency of the organisation in revenue generation (which includes marketing of membership and marketing of programmes), and reduction of overhead expenditure
- cost per member analysis over the past 5 years as compared to membership fee over the same number of years

The Five-Factors Model which has been used to structure this research, and which will serve as the framework for the evaluation of strategic management practise in this non-profit professional association has proven to be both effective in clearly outlining the factors for success, and has also provided valuable input into indicators of this success. This will now be discussed in relation to both the theoretical background against which most of this investigation has been based and in relation to the comprehensive detail on the Association presented in the previous chapter.

4.2 HOW WELL IS THE PRESENT STRATEGY WORKING?

In considering this question, and in structuring a response to the analysis that has been completed, the Five Factors model must first be reviewed as the framework for the analysis.

4.2.1 The core strategic issues facing SASLHA currently

Using the Five Factors model as a basis, a number of core strategic issues have arisen from this analysis. Each of these will be briefly introduced and then discussed in more detail later in the chapter. Firstly, constant innovation and evolution of the strategies pursued by SASLHA in it's communications with members and its product offering to the membership has supported the 'how' in SASLHA's *mission*. The focus of the Association has become more member-centred, and the challenge to the Association is to

continue with its innovations, maintaining the value inputs and identifying and phasing out those services which are not adding value to the member. Strategic planning is one of the tools which the Association has adopted to achieve this, and to some differing extents this has been used successfully. Secondly, each new president elected into the National Council brings new fresh ideas and innovations, but also new and sometimes vastly different approaches and styles for the **leadership** of the Association. There is a need to create structures and processes which build continuity in the Association, reducing redundancy, learning from experience and skilling the future leaders of the Association. Thirdly, although the Association has placed an emphasis recently on tidying on the **management** processes within the Association, systems are not in place to address many critical aspects for managing the day-by-day functions of the Association, including its marketing, human resources (important when working with a largely volunteer base) and operations. Building the capacity of the members managing the association is crucial to ensuring the **professionalism** inherent in the Association, which is reinforced through constant monitoring and evaluation of the inputs and outputs of the Association. And finally, the **financial stability** of the Association speaks to its' accountability, its' management, its' ability to provide services to the members it serves. Reporting to the members on the financial position is important, but not nearly as important as ensuring that the day-by-day financial management of the Association secures its sustainability.

For an organisation with substantial strengths in the devoted, skilled leadership of the Executive Committee and National Council, there is evidence of strain, with some Standing Committees and Regional branches either showing small but steady losses, or with under-utilised capacity, or poorly monitored in terms of output, and with an increasing dependency on a single source of revenue for all funding. The Association needs to carefully reflect on how and where a model of strategic management practise has or can successfully work. In the following discussion, we will focus on and critically evaluate the mission, leadership, management, professionalism and financial stability of the Association.

4.3 MISSION

It is necessary to first begin with an understanding of the context against which the strategy and the mission of the Association is being evaluated.

4.3.1 Pressures for strategic change in SASLHA

Common to many non-profit organisations is the sole focus on achieving its mission and in sustaining its short-term financing (Hauser, 2003: 62). Without truly focussing on the need for organisational development and strategic change, organisations short-change themselves and suffer the ill-fated consequences. For SASLHA, many of these drivers for change within the organisation were identified early, and through its recent development, many of these pressures have been managed, some with varying levels of success.

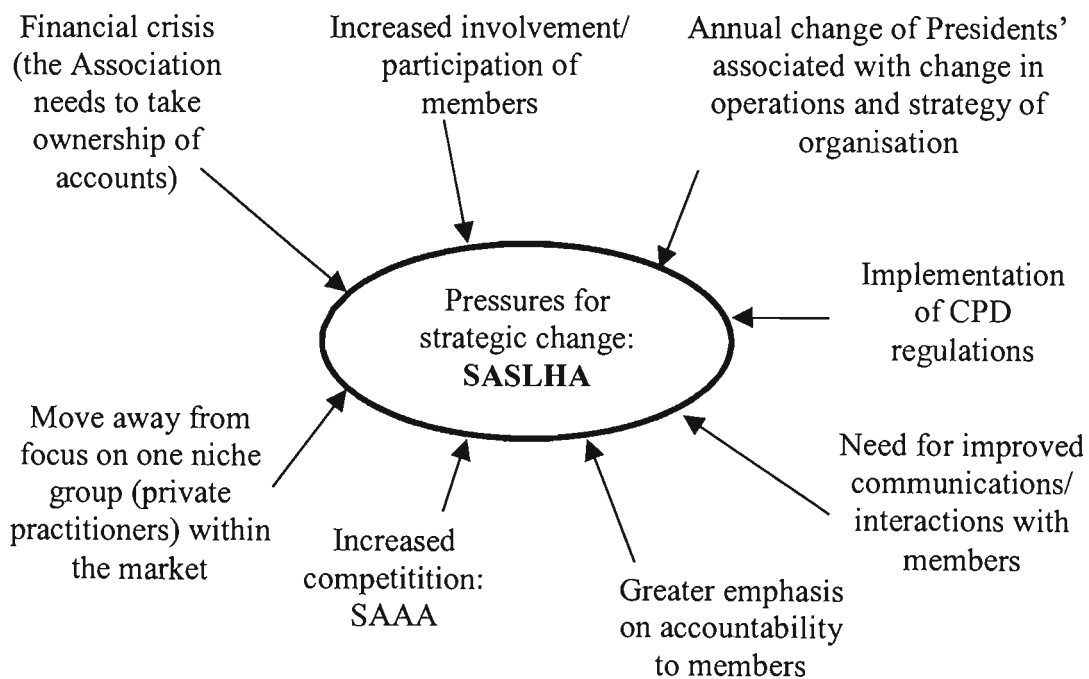


Figure 4.1 Pressures for strategic change exerted on SASLHA

Strategic change is often thought of along a continuum from dramatically revolutionary to slowly evolutionary. The patterns and growth of SASLHA over the past 10 years has been in many respects a yo-yo between evolutionary and revolutionary. Although the

core mission and purpose of the organisation has remained true, many of the strategies and directions followed by the organisation over this time have shown a heterogeneous mix of evolutionary change, and revolutionary change. Much of the latter change has been driven by two macro-trends; the very recent emergence of proactive strategies for increasing the professionalisation of management of non-profits with associated structural changes in organisations and the information technology-communications technology integration. Often the aim of these changes is to change the corporate or organisational image from sedentary/static to dynamic and responsive. It is important to understand how these two trends and the change associated with it, has impacted on the membership of the association.

From the data available, it is evident that the Association has attempted to use some professional management tools to revolutionise the planning, the operations and the evaluation of its activities. Some of these include (from the latest to the last): a strategic management framework, marketing tools for professional associations, developing strategic visions and mission statements. However, this has not been systematic, and relatively inconsistent. The information technology-communications technology integration was one of SASLHA's strongest innovations, and although the website has been in development since 1999, it has not been regarded as the primary means for communicating and distributing information to members. This has changed dramatically in the last two years as the Association developed the infrastructure and paid for services for website development and maintenance.

A question that is important to address relates to where along the value chain most of the strategic planning to date has been (on the input side or the output side). How has this impacted on the membership of the association and what implications are there for future planning? It has been difficult to establish from the interviews with the Past Presidents as to whether SASLHA bases its planning on the demand or supply side of the equation and this has impact on whether strategic planning has been on the input side or the output side. With the focus on the delivery of service to the member, there has been an

emphasis on ensuring that programmes and activities are successfully implemented so that the member sees and feels the difference. This is a tangible output, and so to some extent SASLHA has planned on the output side of the value chain. However, working with a volunteer base, and with limited resources, and with membership fees not covering the per-member cost, the focus on the output side has been tempered by the input side of the value chain.

4.3.2 The SASLHA Mission Statement

Dees et al (2001) recommend that for an organisation to be truly effective and to remain true to the needs of the ‘customers’ it serves, the organisation should revisit the mission statement every 3 years. The purpose of this revisit is to ensure that the mission remains ‘a living guide’, and is not preventing the organisation from moving forward, “not working for yesterday’s purpose” (:23). Does the mission truly guide the organisation towards meeting the present and future needs of the customers it serves, and does it explore the personal level of commitment of the customer to the mission?

Although it is acknowledged that the organisation’s ultimate mission is to meet the membership needs, the mission is broad enough to provide for dynamic innovation in how these needs are met. The mission statement of the Association however places the public as the first customer group, despite an acknowledgement by all that the public is a secondary customer, receiving an indirect benefit from the activities and programmes of the Association. The mission statement has been in place for many years, and has not been reviewed recently, and perhaps has contributed to some of the confusion in the marketplace in the roles between SASLHA and the HPCSA. The HPCSA serves the interest of the public first, and the profession second, whereas SASLHA’s priorities is with the profession first, and the public second. The Association’s mission statement should reflect this. Although 7/9 participants indicated that “the association has a clear, meaningful written mission statement which reflects its purpose, values and people served”, only 5/9 believed that “the Council and the Standing Committees periodically review the mission statement and modify it to reflect changes in the environment”. One of the participants commented: “I know all about the strat plan, but is there a formal

mission statement? Not in the Constitution – or is it?”³⁷ A comment from one of the Past Presidents is important to note: “if you can create a vision and an excitement, then people are eager”.

4.3.3 The SASLHA Business Model

Defining the scope of the business for SASLHA has been set out in the Constitution of the Association and until recently, primarily through the guidance and planning within each Standing Committee. Defining the scope of business for SASLHA was not refined through a clear needs identification from the primary customer (the member), nor through a clear and comprehensive profiling of the target segment. Defining the scope of business for SASLHA also expects that the process by which the needs identification is matched to the market segmentation should be clearly outlined.

Only 5 of 9 participants believed that “the organisations’ purpose and activities meet membership needs”, with one providing commentary on the types of membership needs the organisation should be meeting. Interviews with the Past Presidents supported to some extent the proposals that SASLHA should re-examine its understandings of what the membership needs are. Some of these needs included: involvement with undergraduate and postgraduate student training, salary negotiations, better benefits for members etc. These would need to be evaluated once again in terms of “is this the mission of the Association”, “is this within the core competencies of the Association”, “is this actually a service which provides value for the member”.

Had this analysis been done two years ago, much of the criticism from members may have been along the lines of “I can’t comment on whether SASLHA adds value for me, because I don’t know what SASLHA is doing for me”. Innovations in communications technology, an improved database of membership information, a website that is professionally managed and regularly updated and producing the minimum required publications has improved those communications, and as the branches have become more effective, so the perceived value created by the Association has increased.

³⁷ The Mission Statement is indeed recorded in the Constitution of the Association

4.3.4 What capabilities is SASLHA well suited to provide – its core competencies?

It is important to understand that the Association is managed and run by the members, for the members, by speech therapists/audiologists for speech therapists/audiologists, and this is where the Associations' core competence is derived from. As speech therapists/audiologists, the members who lead the National Council, the Standing Committees and the branches have an understanding of the professional development and support needs that like-minded professionals may have. It is unlike other non-profit organisations where the members who run the organisation and the volunteers who drive the implementation may not be from the target group of the non-profit. So the Association is well positioned to understand many of the needs of the members, as they are members themselves.

The Association understands the professional content of activities and programmes, understands the dynamics of the professional training, understands the dynamics of the professional context and this enables the Association to respond more rapidly to changes in the external environment, and adapt its programmes and offerings to 'constantly surprise' the member with new and better innovations. As such, the Association is well suited to producing a journal of good academic and professional merit, producing ethics and standards guidelines that promote good professional practise and developing appropriate and relevant continuing professional development programmes.

4.3.5 What capabilities are most crucial to the value creation process for SASLHA?

SASLHA's value chain is made up of primary services to the members enacted through the regional branches, and support activities from the Standing Committees which drive the functional services provided by the Association. Critical to the value creation process for the Association is an understanding of the needs of the members, effected through their representation on council, and an understanding of the profession which guides the content and nature of the products the Association creates through this value chain. Capabilities related to administration and financial control are core to managing the

integration of these functional and operational activities of the Association, and so SASLHA needs to ensure that its office administration and the financial control for the organisation is efficiently managed. SASLHA does need to ensure however that in order for the primary and support activities to create the value they are designed for, that resources are in place and that the volunteers driving these processes are skilled and confident in the job task. Since these functions are core to the organisation, and the capability in terms of the professional knowledge is met, and difficulties are still being experienced in managing these processes, SASLHA has two choices – either it can build the capacity of the volunteers managing the value creation process, or it can find a highly skilled partner to provide the needed capabilities. For example, in terms of the communication strategy of SASLHA through the website and the e-zine, SASLHA has the professional knowledge to provide the content, but not the technical skill to develop the site or the e-zine and so this either needs to be outsourced or capacity built within the Association. With the extensive use of electronic media and the specialized skills necessary, it is better to outsource this activity, than to build the capacity within SASLHA.

4.3.6 Which capabilities can be bought cheaper and easier than they can be built?

The SASLHA Office Administration was managed by a contracted firm, where all membership matters, broad administration functions, website design and maintenance and all invoicing, receipting and bookkeeping were conducted. This company is managed by a speech-language therapist and a SASLHA member, and her husband, a business broker. This contractual relationship has been in place since 2001, when the employment of a full-time secretary was terminated. The efficiency and effectiveness of the office in managing member enquiries, public enquiries and enquiries from the advertising agencies who advertise in our publications, improved dramatically. Although the office administration services were considered a strength of the organisation, it also represented a weakness in that the elected members of the National Council and many of the members of Standing Committees took advantage of the efficiency of the office to manage part of their portfolios. As a result, the office services became overburdened and the quality of the work dropped, and the competencies and capabilities of the National

Council members were compromised. Subsequent to negotiations around renewal of contract, at a much higher rate (almost double the fees being paid), the office administration services were terminated.

It is necessary for the Association to “re”-centralise some of the office administration functions back to the office, initiating an employment contract and building up an office once again. However, the principle of outsourcing services which are not within the core competencies of the Association, such as website design and maintenance (core service, but not a core competency), financial accounting (core process, but not a core competency) is upheld, and the Association will be re-focusing its’ energy and time on providing the professional services

4.3.7 Developing a competitive strategy for the Association

SASLHA is ultimately competing on a best-value-for-money strategy – and has developed a strategic plan which aims to offer the best product/service at the lowest cost relative to other competitors. Although little information is available on the other competitor in the professional field, the SAAA³⁸ is a minority group, serving a sub-segment of the broader SASLHA target market. SAAA do not have the infrastructure or the development history of SASLHA and although they are considered a competitor in the industry, they do not have a significant influence on SASLHA strategy at this stage. Despite saying this, the Association has a customer group who is price sensitive, and which has historically expected more for less, and so has developed a strategic plan to create value while generating stability in the financial position of the Association.

The development of this strategic plan was consultative, and this is supported by the research data. However, ambivalence in the following indicators was noted: “the plan identifies the changing community needs including the strengths, weaknesses, opportunities and threats” (3 of 9 participants), “the planning process identifies the critical issues facing the association” (4 of 9 participants), “the plan sets goals and measurable objectives that address these critical issues” (4 of 9 participants). From the

³⁸ SAAA – South African Association for Audiologists

interviews with the Past Presidents, it appears that there is a mixed understanding of the purpose and process in strategic planning, with one participant commenting “I am naturally a strategic planner – very good at delegating responsibility, setting deadlines, monitoring quality ... this is all you need to plan strategically”. Other comments which are worthy of noting include the following: “you can look a certain amount ahead – but not too far – can’t always set these down in a specific plan”. Despite this, there were some relevant insights which must be acknowledged, and which show clearly that there were elements of strategic planning in the approaches by each of these past presidents: “look to identify triggers”, “look into the future over a longer period of time, and break that up into smaller periods of time, and then determine goals and sub goals”, “sit with all the ideas, and then priorities, and then decide which ones to target”.

4.4 LEADERSHIP – Leadership style, Leadership structure and Leadership Development

In a discussion of leadership for this Association, it was valuable to correlate information from the interviews with the researchers’ prior knowledge of the Association during the years in which these presidents lead the Association. Although this information is difficult to record, a few considerations must be noted. Each President’s distinctive style both added and ‘subtracted’ from the value perceived by the members, and each President has taken one core aspect and used that as their focus over their term of office. Although this has been effective in introducing new and innovative elements, it also lead to an element of discontinuity, of unlearning lessons already learned, of seeming directionless wandering. Part of the goal with the strategic planning exercise was to re-focus these energies, so that even when leadership styles change, the Association has a point to which they are directed, and towards which each of the Standing Committees and regional branches can continue to work. Across a number of the interviews, it has become evident that for the Association to continue to manage its operations effectively, and to build in continuity, a post for an operations manager, or executive manager should be created. This would be a management post, more than a visionary leadership role. The president-to-president succession can be a successful strategy, but additional strategies for developing the capacity of the president-elect should be developed: these could include

career pathing/head hunting well-informed, active members of the Association, improving the nomination and election process etc.

Built into the leadership strategy for the Association is a process for consultation and participatory decision-making. This not only builds the capacity of other managers in the Association, but ensures that all interests are represented in decisions taken by the Association. It does allow for different perspectives, and as such, does not fall within a controlling model of leadership. However unless the Association builds a process for fast-tracking the delegations of responsibility for decisions, the criticism of “being slow to move on issues” will persist.

4.5 MANAGEMENT –

“Internal management structures and processes can seem less rewarding than programmes that fulfil an organisations’ mission: the link to performance is harder to see” (Hauser, 2003: 65)

Despite the fact that dealing with the management side of the organisation is less exciting than the ‘missioning’ and leading of an organisation, this area is where the effectiveness of the ‘missioning’ and leading is brought back to basics. Without effective management of the strategic plans of an organisation, without considering how to market the association and how to develop the human resources of the organisation, the Association has little to gain from an elaborate or well-designed strategic management plan.

For SASLHA, there are a number of significant findings from this research which must be considered.

4.5.1 Operationalising the Strategic Plan

SASLHA has essentially taken a ‘best-value-for-money’ competitive strategy, which dictates how it operationalises its publications, its public relations, its standards generation and its continuing education. SASLHA operates in a focused market – a population of altogether 1500 practitioners, of which 550 are currently members of the

Association. These members are price-conscious, and so the organisation needs cost-efficient processes, processes which produce the goods at the best cost. Where these functions can be performed by the volunteer members of the organisation, costs are dramatically reduced. An example is in the design and layout of our publications. All three editors design and layout their own publications and so costs for desktop publishing by the printer are reduced.

However, there are a number of processes which still need to be developed and designed for the organisation to work more effectively. These include the development of an operations manual for each standing committee (only 4 of 9 members believed that this was a performance indicator that had been sufficiently met), establishing a process for managing urgent issues between meetings (again, 4 of 9 members indicated that this had been met), developing a calendar of activities detailing when certain core activities had to be performed (5 of 9 members were happy with this) and developing a process for filling vacant portfolios timely (8 of 9 believed that SASLHA had not achieved this goal). It is also important to note, that most of the participants noted that ‘sufficient resources are (not) allocated to ensure that each programme achieves its established goals and outcomes’ (2 of 9 were satisfied).

4.5.2 Human resource management in SASLHA

In terms of human resource planning, job descriptions for each portfolio were available, and these were used to recruit members into specific portfolios. Despite this, it was still felt that the skills-level of office-bearers was not always considered (all 9 participants indicated that this performance indicator was not met), and that no provisions were made by the Association to develop the skills in the office-bearers (other than through ‘just doing the job’) – 6 of the 9 participants indicated that the organisation had not ‘provide(d) professional development opportunities or training for committee members in their skill area’. One participant commented that the selection and preparation of office-bearers “needs a lot of work”. Most participants did acknowledge however that the Association was ‘respectful of the time commitment and abilities of the volunteer’ (6 of 9 satisfied).

The Association only appoints one full-time office administrator on a paid-basis, all other committee members serve without pay. Providing support to this volunteer base is critical to ensure that morale and commitment levels remain high. Of all the volunteers in the Association, there are clearly a select few who are able and prepared to take a leadership role in the organisation, whereas more of the volunteers commit to working directly with the members, or with specific projects or programmes of the Association. Although the role of the volunteer in the organisation is acknowledged, it was noted by one of the research participants that “many of these sentiments³⁹ are essential for paid employees and may cause difficulties with very sensitive individuals who are volunteers and very aware of the fact ... the way one treats volunteers and paid employees is quite different ... others have expressed their reservations to me”. The importance of teamwork has been recognised through the interviews with the Past Presidents.

Training and development aspects will be addressed under Professionalism later in the chapter.

4.5.3 Marketing Management and Communications with Members in SASLHA

Although no direct assessment of the organisations marketing management was done, a number of important themes were noted across the dimensions of product, price, promotion and place of marketing. It was established in the previous chapter, that for a non-profit organisation, service should not be played as the competitive edge, but should add value to the wider offering by the organisation. So a consideration of product for SASLHA should essentially encompass the outputs of the Association: the newsletters (Communiphon and E-Zine), the Journal, the Private Practitioner listing, website, electronic CPD, and the ethics and standards guidelines. From informal feedback from members and office-bearers of the Association, the Association has at least one sacred cow (the Private Practitioners list), one dog (the Journal), one cash cow (the Communiphon), two stars (the electronic CPD, the e-zine/website combination) and one question mark (the ethics and standards guidelines). The research did not set out to

³⁹ These sentiments included: job descriptions, performance appraisal, in-service training, recruitment policies, etc

establish how the products of the Association are rated by the membership, and this would be an important area for future research.

Price is an important consideration for the Association: as one of the past presidents commented “I think that SASLHA fees are too low to actually offer the services that are required”. Although not a direct commentary on the price, the questionnaire showed that 6 of 9 members did not believe that the Association monitored the unit costs of the programme per member, and as such, an accurate expectation of how to level the costs of the Association would be difficult. In records of minutes from the past 2 years, there has been a greater focus within the Executive to focus on the per member cost, in order to properly value the membership cost to the association, and to determine the cost drivers so that revenue can improve. Another form of pricing is that for the secondary customer, the advertising company. A number of comparative market analyses have been done for other professional associations, and SASLHA's membership fee is the lowest amongst the occupational therapists, psychologists, physiotherapists, ear/nose/throat specialists. When reviewing fees, the Association should consider both user fees for members and advertising fees, and perform a comparative market analysis on advertising fees in other professional fraternities.

In terms of promoting the organisation, the e-zine has been a successful tool for promoting the various activities of the association in the different regions and for carrying across the message of what the Association is about. The website is a tool which can be used more effectively as a medium for promoting the activities and the outputs of SASLHA. However, 8 of the 9 participants in the questionnaire responded ‘that active informing of the public about it's programmes and activities’ needs work, and 6 of the 9 believed that the association has not ‘frequently evaluate(d) by soliciting member input, whether it's mission and activities provide value to the membership’. Although this relates more closely to the quality assurance/monitoring and evaluation aspect of the organisation, a promotion effort by the Association will have no effect unless it is clearly determined that what is being promoted is indeed what is wanted from the target customer segment. In this case example, place refers to where and how the

association has positioned itself and has been considered in terms of its' positioning in the electronic domain. From the interview data, and from informal information gathered during the research process, this place dimension has been increasingly successful not only in retaining the membership of those therapists working overseas, but for therapists in remote parts of the country as well. By placing the association literally at the fingertips of the members, the place dimension has become increasingly more important.

4.6 PROFESSIONALISM – Building efficiencies

In considering the degree to which SASLHA is being managed professionally, the relationship of the strategy to its organisational structure, its provision of opportunities for training and development, and its management of quality control will be considered in terms of building the efficiencies for the Association.

4.6.1 The relationship of strategy to organisational structure

In judging the effectiveness and the appropriateness of the SASLHA organisational structure in relation to the strategies it is pursuing, some dimensions related to organisational structure have been considered.

The first criterion to be investigated is that of degree of specialisation of tasks. In Butler and Wilsons' view (1990), specialisation refers to the degree to which each person in the organisation is responsible for one portfolio and none other. Although the SASLHA Constitution allows for one person per portfolio, and provides for a certain number of Standing Committee members, practise at operational level in the past has often depended on the availability and commitment of members to the Association⁴⁰. In the past, some members took responsibility for more than one task (eg. President Elect also acted as Editor: Communiphon, Branch Chairperson KZN took responsibility for Chairperson Public Relations), and many members of committees are involved in other areas of operationalisation, particularly at local level. While this approach does encourage multi-skilling, it leads to a dilution of specialisation to the extent that one or

⁴⁰ Evidence for this will be found in minutes of SASLHA meetings, and was determined through informal discussions/focus group discussions

both portfolios suffers. A recent effort by the Executive committee has been to limit the number of portfolios different committee members are involved in, so that each volunteer is responsible for one specialist task, can perform that task efficiently and effectively without the burden of an additional portfolio.

Although earlier attempts to formalise the role functions and key performance areas for each portfolio were made, up until recently, the Constitution represented the only formal description of the areas of responsibility for each committee and office bearer. Through a consultative process, the Executive committee negotiated revised role functions and key performance areas for each member of each Standing Committee, office-bearer and regional branch committee in terms of both the strategic action plan for that committee and the operational tasks associated with the committee. The purpose for this has not only been to formalise and have written job functions, but to use these tools in ‘head-hunting’ for prospective members of committees, that they may fully understand their expected role prior to nomination and election. Over the last three to four years, the process of nominating and electing office-bearers at each AGM has resulted in the appointment of inappropriately skilled members and/or members who had little understanding of the responsibility and therefore were not prepared for the tasks that they were expected to do. As a result, inefficiencies crept in and in the Publications Standing Committee specifically has resulted in a loss in revenue (from potential advertisers) due to poor adherence to timeframes, therefore resulting in a cost to the Association.

One of the recommendations that arose from early strategic planning within the organisation was for the decentralisation of the organisation. Arguments in favour of decentralisation for non-profits are “seductive” in the voluntary sector (Butler & Wilson, 1990: 149), and are motivated by a need for significantly improved performance and organisational effectiveness. Changes within the association shortly thereafter reflected a movement from a highly centralised structure, to a decentralised web/matrix structure. This change had its roots in tensions and difficulties that had developed over time under the old organisational structure and as the profession itself developed and grew. Under the matrix system, although core functions such as the development of ethics and

standards guidelines, the management of reports of misconduct, the publications, public relations and the liaison with the HPCSA with respect to the continuing professional development policy are centrally located, all SASLHA activities for the members, and the communication of information to SASLHA members is at a local level. This network type structure enables more participative decision-making. Functionally, there is a marked emphasis towards actioning of the strategic plan within each geographic area. Each regional branch has representation at the National level, and receives a grant from SASLHA central, but must manage its own finances, its own strategic planning and action planning, its own continuing professional development programme and information dissemination. Departmentalisation is therefore both by region (in terms of activities, networking and participation) and by product (at national level in terms of the core services which the Association provides).

The matrix system has resulted in some operational problems, mainly in the logistical arrangements for the Association with members of these committees located across the country. Achieving consensus in the decision-making is sometimes a long-winded process with recommendations being received from Standing Committees, these recommendations going to National Council members (and through them, directly to the members), feedback received from Council and compiled into a joint response by the Executive and going back to the Standing Committee for implementation. The constitution determines how voting is done on an issue, and should an issue be contentious, and agreement not easy to achieve through this process, the National Council will vote on an issue, and a 2/3 majority determines the ultimate decision. Delays in response time have resulted in criticism, the organisation having been termed 'indecisive', 'slow-moving', 'non-reactive' by outside sectors and even by the members themselves. Although necessary, an improvement in this area would greatly benefit the association. Accountability of these Standing Committees is to the National Council, and they are guided by decisions of the National Council.

Despite the opinion that the organisational structure of the Association is good and "on paper effective", concerns were raised by the Past Presidents with respect to: i) two of the

Standing Committees requiring additional capacity (“marketing and publications are too small”), ii) that the committees themselves were not performing their functions adequately (“don’t think all the committees are producing the goods”, “the breakdown is with the personalities in the committees”, “if you had all the portfolios filled”) and iii) that the SASLHA infrastructure does not include sufficient representation from the different sectors of the profession (“there should be interest groups but all under the umbrella of SASLHA”, “should be representation from the different sectors within the formal structure”). Essentially it was agreed that the “structure of how SASLHA works should be open to change”, in order to achieve the objectives established by the mission statement and strategic management plan of the Association.

4.6.2 Training and development

Although the Association has job descriptions, and an established organisational structure, the organisation has not rated well in terms of its ability to meet the training and development needs of the office-bearers in the Association. From the checklist, 6 of 9 participants indicated that the ‘National Council members (do not) receive regular training and information about their responsibilities’, ‘new National Council members are (not) oriented to SASLHA’, ‘the organisation (does) not provide opportunities for professional development and training within the skill area’, ‘office-bearers (do not) have sufficient training and skills levels to manage the programme/produce the required output/outcome’ (all 9 participants). This is an exceptionally weak area of SASLHA’s performance. The first training session for all National Council members in a number of years was in June of this year, and the feedback has shown how important this aspect is: “and now I know more after the recent workshop”, “also the Western Cape Strat Plan workshop helped my understanding of how SASLHA works”.

4.6.3 Managing quality in SASLHA

Quality control and the monitoring of the outputs of the organisation (particularly in the office administration, incoming and outgoing correspondence, responses to queries, publications published on time etc) does not appear to have been a focus area for the Association. Interviews with the past presidents reveal a very informal, non-qualitative,

non-quantitative approach to measuring output against set objectives and against standards or benchmarks. The only year-on-year comparative that is made by the Association is that of membership numbers and income versus expenditure. Each past president had a different approach to monitoring quality, from ‘measuring the success from the feedback we got’ to ‘we always had a look at the previous minutes’ to ‘vital signs such as attendance at AGM or attendance at meetings’. The choice of indicators was wide and varied, yet none of them structured into specific tools for the purpose of monitoring quality in order to effect improvements. Participants in the questionnaire agreed with this finding as 7 of 9 indicated that ‘the organisation (does not) periodically conduct a comprehensive evaluation of its programmes, which measures programme outcomes’, although it was noted that ‘every year, the organisation reviews its activities to determine progress towards goals established’ (7/9 participants).

4.7 FINANCIAL STABILITY

In order to secure the Associations’ financial stability, the diversification of its revenue sources and the growth of the Associations’ revenue streams must be examined against its financial position and its financial management strategies.

4.7.1 Revenue growth and diversifying revenue sources⁴¹

Over the past 6 years, the Association has increased its revenue base and extended the diversification of the funding. Historically, the largest source of funding for the Association was in the form of user fees from the membership. After the drop in revenue for the 2001/2002 membership, it is observed that additional revenue was created in 2002/2003 and then further in 2003/2004 from revenue gained through advertising. In 2001/2002, advertising revenue to membership fees was at 1:8.33, and over the following two financial years, this ratio has increased to 1:3.66 and 1:1.83 respectively, a significant increase. There is potential for this diversification of the revenue base to be increased (income for services such as e-CPD, income from publication subscriptions etc), and to narrow the gap between advertising and membership revenue, if the

⁴¹ Information reported on here is reflected in Chapter 3 of this paper, and is not based on the data from the interviews or questionnaires

association develops these relationships and proves its reliability in publications. Comments from office-bearers and from past presidents' reflects seriously on the under-valuation of the SASLHA user fee, and this should be reviewed, not only to accommodate per member expenses, but to build-in a profit factor to enable the Association to further develop its services and products for the membership.

4.7.2 The Associations' financial management strategies

As indicated by one of the participants, "this is SASLHA's weakest area". Despite regular, annual reporting on the Associations' financial position, with an audited set of financial statements presented to the membership, and the presentation of comprehensive operating budget reviewed and approved by Council, internal systems for monitoring and control of finances needs attention⁴². Participants indicated that the following internal control systems were not met by the Association: 'monitors unit cost of programmes and services', 'prepares cash-flow projections', 'periodic forecasts of year-end revenue and expenses', 'reconciling of all cash accounts monthly' (Note: this is done, however, reports were not forwarded on a regular basis to Exco or National Council), 'documentation of procedures for the handling of cash and deposits, approval for over-spending and disbursements' (Note: a draft policy is in circulation but does not detail some of these specifics), and 'all expenses approved by designated person (s) before payment is made' (Note: the office administration services handled all payments, irrespective of amounts).

The final performance indicator on the checklist reported on 'a review process to monitor that they are receiving appropriate and accurate financial information whether from a contracted service or internal processing' – for this indicator, 6 of the 9 participants indicated that this 'needs work'. Three factors account for the "bit of a mess" that the Associations' finances are in: firstly, the office administration services over the last two years took responsibility for all invoicing, receipting, and payments from/to members, suppliers and advertisers. Accounts were reconciled on a monthly basis using Pastel

⁴² For a detailed analysis of the "Evaluation of SASLHA's financial activities", please see the Checklist of Organisational Indicators (Appendix Five)

software (although not always on time), and reports forwarded to the Treasurer or a member of EXCO on request. Although this sounds exceptionally efficient (and it was), SASLHA did not have direct control on these systems and therefore was not in a position to monitor or manage these records. The second factor provides more background. This situation resulted from the resignation of the long-standing Treasurer at the end of the 2000/2001 term of office, the election of a Treasurer who only remained in office for one year (for the 2001/2002 term), and then an inability to fill the portfolio for six months into the 2002/2003 term of office. Thirdly, neither of the past two Treasurers; had prior financial accounting, management accounting or financial management experience. Despite this, the current Treasurer has in the past six months of office finalized the year financial report, prepared the forthcoming budget, identified inconsistencies and/or discrepancies in the financial reporting over the past few years and plans to introduce stricter financial controls during this financial year⁴³.

4.7.3 Financial position of the Association

In considering the financial stability of the organisation, and the need to match financial resources with the strategic goals of the Association, Herzlinger (1999)⁴⁴ poses four questions that should be addressed.

Is the Association consistent in its allocation of financial resources to meet the identified goals? The Association has identified 8 goals in its strategic management plan. These goals were not prioritised and did not determine a budget for the activities in support of the goals. However, the programmes/activities for each of the Standing Committees are in support of these goals and so the analysis will consider whether financial resources are allocated consistently to meet these goals. The biggest expense recorded by the Association is the cost of the three publications currently produced by the Association. The Communiphon, the Journal and the private practitioners list – although all members receive these publications, there has been no evaluation of the readability of these publications, of the relevance of the publications to the user group. The question to ask is

⁴³ From presentation to AGM, 19 June 2003 and Minutes of National Council 20/21 June 2003

⁴⁴ Herzlinger, R.E. (1999): Effective oversight: A guide for non-profit directors. Harvard Business Review.

“Are there enough members reading/using the publications for the purpose for which they were intended or should the Association develop alternative strategies?” Participants in the study believe that the Association does not ‘allocate financial resources to ensure the accomplishment of the goals in a timely fashion’ (5 of 9 participants), or that ‘sufficient resources are (not) allocated to ensure each programme can achieve the established goals and objectives’. This question would however be better answered by studying the projected income versus projected expenses budgets over the past six years to determine consistency. This information was unfortunately not all available. In answering this question then, it could be said that the Association may not have allocated financial resources adequately to meet the goals of the Association but that it may have been consistent in this misallocation.

Secondly, is the Association losing money in the annual operations that may deprive future members of the benefits currently received by present members? This question can only adequately be addressed by looking critically at the expenses and revenue for each of the operations categories, and through a consideration of the loss vs profit for each of the past five years. Table 1 in Chapter 2 presents the statement of changes in equity for the past six years, and it is evident from this that from the financial year 2000/2001 when the Association recorded a net loss of R43 483, and depleted the accumulated funds from the previous year (R70741), the Association has ‘chipped’ away at that loss, rolling over R27258 into the 2001/2002 financial year so that the Association recorded a net loss of R9795, and built this up to a net profit of R29 078 in the 2002/2003 financial year, resulting in an accumulated funds amount of R46541 for the 2003/2004 financial year. The checklist shows that 6 of the 9 participants did not believe the Association ‘has a plan identifying steps to be taken in the event of reduction of income or loss in funding’, and one of the Past Presidents commented that “I think (the association) is at a cross-road” (during discussions on increasing fees to pay for services). In answering the second question then, it could be said that the Association has not declared a steady or consistent growth in turnover over the past six years, and this could potentially deprive future members of the benefits currently received by present members?

A third question to consider is the degree of match between the sources and uses of funds. Revenue is derived from membership fees paid annually, and advertising commission received from hearing aid manufacturers/marketers, international and local recruitment companies, and to a lesser extent from universities and practitioners. Although there is no formal formula for the allocation of membership fees against the various categories of expenses incurred in the running of these services, the Association only recently (2002-2003) used a cost-analysis model to determine the membership fees. This initial cost-analysis exercise determined a minimum membership fee, with no additional turnover margin included. Many of the Associations' costs are fixed (the office administrator, rent including fixed telephone cost, website) with a fair degree of the costs variable in nature (printing costs, distribution costs, travel and subsistence costs). Most of the revenue is however variable in nature. The total revenue from membership cannot be predicted as membership varies from year to year, nor can the amount of revenue received from advertising. This mismatch between fixed expenses and variable revenue is a source of concern, and should be corrected, either by increasing the fixed revenue (committing members to x number of years of membership through fixed monthly fee) or by increasing the proportion of variable expenses to adjust for this cost (eg hiring temporary staff).

Herzlinger (1999:36) cautions that “councils that concentrated a large proportion of their resources in any one activity put their sustainability in jeopardy”. For SASLHA, a ratio of interest for future benchmarking could be determined as follows: the percentage/amount of money spent on each primary activity (office administration vs publications vs continuing education vs ethics/standards) to the percentage/amount of money received from these primary activities (membership fees vs advertising vs turnover from continuing education vs sales of guidelines). Each activity in itself should remain self-sustaining, and ideally should each show increasing turnover margin each successive year so that the Association can effectively invest its revenue for ‘rainy days’. Ratios such as the liquidity ratios used in the previous chapter are useful indicators and benchmarks of a company's performance, particularly if tracked over a number of years. Their usefulness is increased however if comparisons are made with similar

organisations. This would serve as an additional recommendation for SASLHA's financial reporting and management in the future.

Finally, the Association must ask “Is the organisation sustainable?” Herzlinger (1999: 45) believes that “if the answers to the first three questions are satisfactory, the status quo of the organisation can be sustained if it is maintained”. SASLHA's performance on these three questions is not satisfactory, and as a past president observed “SASLHA as it stands now has a 50/50 chance of surviving as a professional association” (Editor: with the changes that have been implemented since the interviews were done, this ratio is more like 75:25 in SASLHA's favour). Herzlingers' recommendation is that the organisation should “prepare a strategic plan and pro forma financial statements ... present a plan that discusses the separate financial consequences of each of the programmes and their combined effects on the organisation ... (that) the very discipline of creating a plan that integrates strategic and financial planning often identifies some activities whose impact has not yet been fully considered” (Herzlinger, 1999:45). In support of this, one of the participants recommended a “business plan with long-term, medium-term and short-term financial planning”.

4.8 IN SUMMARY THEN ...

4.8.1 What are SASLHAs resource strengths and weaknesses? And what are its external opportunities and threats?

For us to adequately address this question, we need to look across all the Five Factors and identify the common threads that bind the Association together. SASLHA has a clear mission statement upon which all strategies, programmes and activities are built. This mission statement is not familiar to all the members, has not been reviewed recently and identifies firstly the public as the focus of the Association. Although the members are acknowledged as the driver of the Association's direction, the membership of the Association do not participate actively in the planning or directing of SASLHA activities – these members perceive the Association as “providing a service” with them ‘needing a service to be delivered to them”.

Although the leadership structure provides for a degree of continuity and an opportunity to learn the skills required to professionally manage the Association, there is a need to develop further strategies to ensure continuity in the leadership of the Association. Such strategies could include career pathing within the regional and standing committee structures. With the president changing each year, and ‘becoming younger and younger’, this not only brings in fresh ideas, new innovations and approaches which move the Association forward, it has also brought in some mistrust in the direction and experience of the Executive and National Council. Leadership of the Association and the management of the Association are related yet distinctive tasks, and although suggestions were made with respect to the appointment of a chief operations officer, this portfolio would provide the management support necessary, but not the leadership visioning for the Association. Management approaches in terms of human resources planning and management, marketing planning and management and operationalising the strategic plan of the Association have shown that there are many aspects which the Association have recently begun to critically engage with, but that there are many aspects which still need careful thought and consideration. The commitment, resourcefulness and dedication of the volunteers who drive the Association is acknowledged, and their needs deserve careful attention, thereby preserving the goodwill which ‘keeps them going’.

SASLHA has clearly defined its role, and defined to some extent the interactions between the various structures it has established to plan and implement the goals of the Association. There is a need for the professional capacity of the office-bearers and managers within the Association to develop the skills and capabilities which would improve their performance within the roles that have been determined. For the Association to evaluate itself against the goals and mission statement requires a committed, concerted, structured programme, with clearly defined indicators.

Critical to making an idea into an opportunity, and making that opportunity work to the advantage of the organisation is to create a network of people and relationships with other organisations. Through the SASLHA National Council and its network with outside agencies, associations, the Professional Board and its fair relationship with the South

African Association of Audiologists, many opportunities are available. It is the responsibility of SASLHA to find them, and turn them into innovative steps forward.

“whilst at the centre of an opportunity is an idea, not all ideas are opportunities ... an opportunity is attractive, durable and timely, and is anchored in a product or service that creates or adds value for its buyers or end-users” (Timmons, 1994: 20)

CHAPTER FIVE RECOMMENDATIONS AND CONCLUSION: PAVING A WAY FORWARD FOR SASLHA

“The actions you take today can pave the way to success tomorrow. Or they can lock you into a doomed business model” (Sull, 2003: 82)

“the decision by a non-profit organisation to produce a particular output, make it available to particular consumers, and finance it through specific finance mechanisms, reflects (its) choices”
(Weisbrod, 1998: 47)

5.1 INTRODUCTION

For professional associations, and for SASLHA, it is imperative that a framework for planning, managing and ‘doing’ the tasks for which they are responsible is considered. By perceiving themselves as professional service providers, by identifying their target markets, by identifying their strengths and weaknesses, and creating opportunities from threats, professional associations can only add value to the members whom they serve. This project has addressed these issues, and prepared a set of solutions to the management dilemma encountered by one professional association.

“Changing an organisation is a complex task” (Koeck, 1998), and organisations that only consider a part of the process, without considering all the dynamics of the issue, commit the change process to failure from the beginning. Simple cause and effect logic does not prevail in systems that have complex factors that interplay constantly. For change to be successful, a number of small and simple steps need to be conceived of within a series of learning cycles. The very nature of organisations and the clients that they serve has proven one thing: strategic problems and issues and the opportunities that present themselves to organisations primarily result from the changing nature of the client.

It is important now to reflect on the evaluation of the Association as it is currently standing and provide some recommendations both for the way forward for the Association, and some recommendations for further research in this field.

5.2 MISSION

Redefining and consolidating the focus of the Association is the essence of the following recommendations for SASLHA. Although the Association has achieved some significant growth in the last eighteen to twenty-four months, some fine-tuning of critical aspects related to the mission of the organisation will result in many more successes.

5.2.1 Using strategic management as a tool

Reviewing the mission statement for the Association must be the first step of the process – this is important not only to clarify the role of the Association in providing services to its members and potential members, and should be restructured with some of the following considerations in mind: it should ideally be the length of two sentences, preferably one sentence, which will clearly provide one direction for the Association, and show to the member (and potential member) that it is the only (SAAA does not provide for non-audiologists in private practice), the biggest (membership of over 500 and growing), the first (established in the mid-early half of this century), with a national scope and clearly outlining the core value the Association provides for its members. This should be through a process of consultation with the membership, and once finalized, should become part of the core branding of the Association, thereby creating an awareness, an excitement, an understanding of who and what SASLHA is.

Secondly, the Association needs to focus the strategic management plan under review currently – it is necessary to identify particular areas of emphasis and priority programmes and activities for the organisation as a whole yet balancing this with an acknowledgement that all activities are important for the success of the organisation. The strategic plan needs to be aligned to a business plan, clearly showing financial indicators and performance markers for the objectives set.

Thirdly, both the mission statement and strategic plan should be communicated thoroughly to all members, through workshops in regional branches and standing committees, electronic communications, publication and through a press release to

advertisers, non-members, other associations, the HCPSA and the Professional Board, employers (Departments of Health and Education, nationally and provincially).

5.2.2 Renewing the customer focus and refocusing the business model

Through this study it has become apparent that the SASLHA primary customer is the member. It would be important to carefully identify all the direct beneficiaries and indirect beneficiaries of SASLHA operations and more clearly articulate the core value proposition to each of these groups of consumers. As a reflective task, it is also necessary that the Association objectively reason which of these customer groups can be adequately served through the core competencies of the Association. This is essentially a market segmentation exercise, valuable to assisting the organisation in renewing its customer focus. Within a broader market segmentation exercise, it would be useful for the association to investigate the different member categories using different segmentation variables. For example, it could be of interest to the association to determine whether geographical location of the member affected participation or perceived value of the association, or it could be of interest to determine the proportion of members who use only a particular part of the service/product offering from SASLHA. It may also be of interest to determine whether the type of practise (private practise, public health, public education, student, lecturer) affected use of the services/product offerings of the organisation.

Pure demographic information may also provide interesting information on the use profile of members in that the older members may not appreciate the information technology advances made by the Association and so prefer to receive correspondence and news purely through the hard-copy medium. This is important information and may provide a clearer picture of the needs and wants of members, and should it be necessary, SASLHA could then investigate different membership options based on this analysis. In conjunction with this, it could be useful for the association to describe variables such as “who uses all the services SASLHA offers”, “who only uses the most successful programmes”, “who joins the Association and then does not participate”, “who uses only

the cheaper options” and “who refers other practitioners to the Association for membership”.

For a small organisation such as SASLHA, a practical method for conducting this market segmentation could be as follows: the Public Relations and Marketing Standing Committee with the administrative officer, collect all the membership information available, including practise information, geographic area, type of membership, or any information that the Association has about its members. As an initial information search, it may be useful to forward this survey to all registered practitioners on the HPCSA database. Using all the information gathered through these different techniques, the Association could then allocate member segment names, and these segment characteristics could then guide membership drives, package offerings etc.

As a follow-up to this, it may be recommended that, as part of the function of the administrative officer and the Branch Chairpersons, queries and comments from members are recorded systematically in one database so that at any stage, information is available on the types of queries and services members are expecting and demanding from the Association. At this time, no such quantitative or qualitative information is available. This may provide information on the times and days of the week when the office is most busy.

Perhaps most disturbing is that there has not been a recent qualitative analysis of the members needs. Although a channel exists through the National Council for members at local level to communicate their needs and their opinions on policies and programmes, the Association has not embarked on a formal analysis of the member’s needs and wants for the Association. With a new Chairperson for Public Relations and Marketing in place, it is strongly recommended that SASLHA formalize an enquiry into its performance, and whether it is matching up to the expectations of the members, what areas members believe the Association should be focusing on etc.

5.2.3 The strategy of being a best-value provider for this sector

SASLHA's strategy to extend its campaign as a best-value supplier of professional support services could include some of the following elements:

Firstly, to achieve a cost advantage, and to reduce the cost of the professional services to the members, SASLHA must consider its cost structures across its value chain to determine where costs can be minimized without impacting significantly on the services to members. This can be achieved in one of two ways – either SASLHA can ensure that the internal value chain activities are accomplished more efficiently through managing the factors that drive the costs of value chain activities up or SASLHA can review the value chain activities so that some activities are eliminated altogether (or costed and therefore 'sold' separately).

Secondly, there are a number of options for achieving cost reductions through centralization of certain activities, and through the geographic-bias within some of the Standing Committees. Presently, the CPD Standing Committee are all located within the Western Cape with the exception of one member, based in Johannesburg, strategically determined in order to play the liaison role with the HPCSA. Attempts to geographically place other Standing Committees has had some success, but with the increased use of e-mail and telephone conferencing, the impact of this is less evident than it may have been a number of years ago. Telephone conferencing was introduced just over one year ago and has had a dramatic impact on the travelling costs incurred by the Association.

Thirdly, the cost of performing various SASLHA activities will drop over time as learning and experience curve effects kick-in. The Chairperson: Publications portfolio is one portfolio where experience and learning curve effects are most evident. This portfolio is one where the second biggest form of revenue is generated, through advertising is the SASLHA publications, and for the past two years, this portfolio has not been successfully filled (three chairpersons in less than two years) and so revenue through advertising has dropped significantly. By appointing an appropriate and well-chosen Chairperson, with time, learning and experience curve effects will dramatically

improve the revenue through this channel. The career pathing within the Presidency hopes to capitalize on learning and experience curve effects by enabling the President-elect to learn and develop the skills necessary for Presidency. Career pathing and learning need to be carefully tied together within the Association. Although the nomination and election process allows for democratic representation of members in the committees and therefore improved accountability, it does not take sufficient advantage of the learning and experience curve effects of members already working in SASLHA portfolios. A recommendation for future structuring of the Association should include a career progression ladder from Regional Branch committees to Standing Committees and/or Executive Committee or within the branch committee or standing committee.

As a fourth consideration, SASLHA could reduce the costs of input or process resources within the value chain and investigate the sharing of work processes amongst different activities of the Association as another approach to cost cutting. Up until recently, the SASLHA office contracted in the service of an office administration company where all membership records are maintained, where all records from each of the organisations committees are managed and maintained and to whom all invoices and payments for the organisations' printing and distribution is organized. This will now be positioned within a SASLHA central office, staffed and resourced by the organisation directly.

The biggest driver of costs for the Association is the strategic choices and operating decisions which have been made in the past and which have impacted on the increasing costs. In order to maintain its position as a best-value service provider, should this be the competitive strategy of choice, is to review the number of services or products offered to members, or adding or reducing the services provided to advertisers and other service providers (such as the e-CPD service provider), or increasing/decreasing the number of communication channels (distribution of information being a core service) to members.

If SASLHA decide to review the value chain offerings, it could consider “stripping away all the extras and offering only a basic, no-frills product or service, thereby cutting out activities and costs of multiple features and options” (Thompson & Strickland, 1999:

142). Alternatively, by dropping the ‘something-for-everybody’ approach, the organisation could effectively focus on a limited service and product to meet the specified need of the member.

As the use of technology in business has mushroomed, SASLHA has adopted an effective low-cost value chain for the financial management of the organisation and for the communication strategy of the association. Electronic communications technology has allowed SASLHA to use e-mail to communicate on a monthly basis with all members, and has improved the financial tracking of payments into and from the SASLHA account. A new development has taken SASLHA one step further into the use of electronic communications technology through providing for continuing professional development opportunities through the SASLHA website to members only.

However, there is still much more that the Association could do to not only cut costs, but to reduce the amount of time currently up by answering “frequently asked questions” telephonically, and to reduce the expenditure incurred through some of the paper publications. By developing the website into the primary member interface, and to some extent, the primary interface for not only the public, but also our advertisers, SASLHA could reduce the time-on-telephone aspect of the organisations’ service. By using a frequently asked questions section on the home page of the associations website, and by providing specialist FAQ pages for the member, the public and advertisers, this service can be provided more efficiently, more effectively and to more than one customer at a time. Currently all membership applications are in hardcopy, and by providing an electronic membership form on the website with direct hyperlinks to various banking facilities, SASLHA could easily increase the number of members through click-throughs on the website.

Paperless invoicing and receipting could be an additional cost-saver for the organisation, and is a more immediate means of communicating outstanding payments to members. This would possibly reduce the time delay between invoicing and receiving of payments which would improve the organisations’ cash flow. In addition by using electronic funds

transfer technology, SASLHA is able to effect cost-savings previously incurred through cheque requisitions and on-site banking. To assist members with electronic funds transfer for the payment of fees, hyperlinks could be established on the electronic invoices to the bank of the members' choice and these hyperlinks could be repeated on the website to facilitate easier and more immediate payment of fees.

One of SASLHA's more expensive products are the publications that the Association produces. Three publications are produced annually, and besides the Association newsletter that on occasion is a form of revenue through advertising, these publications are a cost-burden to the Association. A number of strategies for eliminating these costs can be recommended. Should advertising revenue improve dramatically, and the costs of publication are covered completely by revenue from advertising, the Association must consider either alternate media or alternate pricing. The Private Practitioners Book is a listing of members in private practise (members pay a listing fee) which is distributed annually in hard-copy to all members as part of their membership fee and then the balance are sold to medical doctors, schools, clinics. One recommendation is that the Association should perform a cost comparison for the printing and distribution of a user-friendly CD-Rom that would contain a listing of all private practitioners, all health institutions and educational institutions where SASLHA members are based, and this would be at a fee to the institution or the individual who lists. The same distribution would be used, but it is possible that the costs for this could be reduced, and by inviting advertisers to use this medium to advertise a specific product, the Association could create more revenue than this publication does currently. Alternatively, the Private Practitioners listing could be published on the website, with a limited number of hardcopies available for purchase. Once again, institutions or individuals wishing to list would be required to pay a listing fee. This Private Practitioners listing could be updated whenever a new practitioner became a member, and charged at a pro-rata rate for the balance of the year. The Private Practitioners listing would be available on the public pages of the website.

5.2.4 SASLHA as an adaptive, innovative organisation

Schumpeter (cited in Dees et al, 2001: 163) identified 5 possible categories of innovation. An organisation can be “innovative by (i) creating new and/or improved services, programmes or products; (ii) introducing a new or improved strategy or method of operating; (iii) reaching a new market, serving an unmet need; (iv) tapping into a new source of supply or labour; or (v) establishing a new industrial or organisational structure” (new meaning new to those most directly affected). These can be applied to the professional association and to SASLHA in particular.

Firstly, some of the new/improved services/products/programmes have already been discussed in detail as part of SASLHA’s best-value competitive strategy. However, as an addition, by creating a channel for members to provide innovative solutions to dilemmas either within the branch or within a Standing Committee, SASLHA will not only effectively be encouraging member discourse in the strategic management of the Association, but will obtain valuable insight into the types of innovations members are looking for.

Secondly, SASLHA needs to consider new or improved strategies or methods of operating, in terms of how a product/service/programme is designed, tested, produced, marketed, distributed, and evaluated by members. For example, the Ethics and Standards Standing Committee have for many years determined what guidelines need to be developed, have drawn up these guidelines, accepted them and then distributed them to the membership. By mandating a process whereby members are given an opportunity to identify areas where policy needs to be developed, and then given an opportunity to input into that policy, the Ethics and Standards committee will have created an improved method for producing guidelines.

Thirdly, SASLHA should strategise about who and how to reach a new market, serving an unmet need. New target segments could include community service students, community speech and hearing workers at MEDUNSA, practicing therapists in other southern African countries, as affiliated members.

Tapping into a new source of supply or labour could include students within the Communication Pathology departments at each of the universities, who could assist with distribution tasks, spend office hours assisting administrator, or alternatively where students could assist one of the Standing Committees in preparing marketing brochures, students preparing articles for the Communiphon. A relatively new outlook could be to consider the employment of Deaf adults, persons with cerebral palsy, or head injury for some of these tasks as mentioned above. This provides an opportunity for social empowerment in this community, and can be showcased as a promotional tool.

One of the themes that came across quite strongly in the interviews, is the need to consider the establishment of a new industrial (professional) or organisational structure within the field. Comments such as “SASLHA should be the umbrella body” bear relevance here. SASLHA needs to develop closer relationships with other organisations, especially SAAA, with an ultimate view to, if not uniting, then complementing the services each provides the professional body.

It developing these strategies, the Association should always judge these new innovations according to the three C’s: competence (does it require substantially different skills and knowledge – are these skills competence enhancing or competence-shifting), competition (does the innovation compete with the old approach or replace it – complementary or competitive), and an adherence to core values (does the innovation require a shift in values or culture – so is it core value consistent or core value changing)? It is important to consider this as each of these has implications for the Association: i) if the new innovation is competence-shifting, then SASLHA needs to build the capacity of the responsible volunteers, or headhunt members who are competent in that skill or knowledge, ii) if the innovation is competitive, then SASLHA needs to consider the implications for demand for the ‘old’ product/service/programme and its demand on the organisational resources, and iii) if the innovation is core value changing, then SASLHA must give serious attention to time frames for implementation as values are difficult to change. This has been evident through some of the discussions with the past presidents:

one older member of the profession commented that “SASLHA does nothing for me now” in reference to the e-zine, which in her opinion, although a good innovation, the hardcopy was much more preferable! Managing the internal resistance of members to some of the innovations may require the following: SASLHA needs to identify a champion for the innovation and assist that individual to recruit the right team, and develop an approach in which the members are able to have a voice in the process, and to then track the experiences of the members with the innovation.

The advent of Internet and fast-paced changes in telecommunications are creating opportunities for improved, efficient and effective communications channels, and have opened a channel for information dissemination unlike any other. The success of the e-zine, the electronic newsletter of the association has proven that the members are, for the most part, embracing this more efficient use of technology. Although one-to-one communications with the member and to some extent the public will always remain a critical part of the organisations’ value proposition, a greater amount of information can now be carried through the website and through the e-zine. Information such as the Ethics and Standards Guidelines, HPCSA News Bulletins, branch activities, conferences, continuing education programmes can be updated onto the website easily. In addition, hardcopy publications which create a cost-burden on the Association can readily be converted into electronic format and placed on the website, thereby reducing printing and distribution costs. Members who do not have access to the website can then still receive paper copies, but at an additional cost.

The website can also become a greater avenue for revenue generation. Although advertising rates are available for website advertising, this is an aspect which has not been pushed by the organisation, and has the potential for increasing income through advertising, at very little additional cost to the Association. The website does not currently allow for membership growth as there is no information or opportunity for non-members to join the Association through the website, check on their membership status, find other members (and their contact details) or interact with other members through a chat-room facility. This latter facility could provide support to members isolated from

other members, either as a result of community service or due to personal circumstance. By building a members-only access to the site, these services can be linked up and will increase the value of the SASLHA membership to non-members contemplating membership. These innovations in existing services have emerged from changing membership behaviours, attitudes and needs.

5.2.5 Using a consolidation strategy for stabilising a mature organisation

Over the past one and a half years, SASLHA has built up its “social capital” (Dees et al, 2001: 85), “a reservoir of goodwill and trust ... through (the organisations’) relationships with other people”. Within the short term, SASLHA should aim to consolidate these relationships and build depth within the relationships. Only once the organisation is satisfied that it has built depth into these relationships, should it consider extending the breadth of its social capital, through extension of the network of members, affiliated local associations, international affiliations, business relationships with advertisers and possible sponsors etc. In the President’s address of June 2003, the importance of consolidation of SASLHA programmes and services was addressed. Consolidation across aspects such as the organisational structure of the Association, the financial commitments of the Association, the development of a financial policy (always spoken, never written), the strengthening of standing committees needing support was recommended.

Within a consolidation strategy, SASLHA should develop and continually update viable competitive strategies, through analysing actions and developments within SAAA, SHAA⁴⁵, the HPCSA and determine if and which offensive strategies would be most appropriate to protect the position of the Association with the members and advertisers. Scenario planning would be a useful tool for SASLHA to use in developing effective responses to changes in the competitive, external and internal environments of the Association. In doing this, SASLHA could implement a concerted effort to learn from other professional associations or similar organisations, and critically engage with these strategies.

⁴⁵ SHAA – Society for Hearing Aid Acousticians

One activity that is necessary as part of the consolidation strategy is to re-establish the partnerships with other associations including SAAA, SHAA, SAUVSE, HOSPERSA⁴⁶, and develop closer working relationships with the Department of Health and Education both nationally and provincially, and with special interest groups such as CACC, BIG and DSA⁴⁷, Interface on a national and local level

5.2.6 Using turnaround strategies to organise the organisation

Although SASLHA is not in crisis, it does have a number of significant financial and operational/competitive weaknesses. It is possible that these are largely the result of inadequate forward planning in the latter few years, in a marketplace context which has changed quite noticeably over the last 3 years. One way of addressing this is through strategic revision and combining this with a closer monitoring system for future crises. For each of its programmes and activities, SASLHA should set both financial and operational benchmarks. These benchmarks guide the Association in the deployment of additional or further turnaround strategies. A turnaround strategy is one where the specific problem areas within the business plan or strategic plan are identified, and steps are implemented to address those specific areas of weakness.

5.2.7 Building resource capabilities and structuring the organisation

“companies don’t implement strategies, people do”
(Thompson & Strickland, 1999: 269)

Answering questions which probe into the capabilities that the organisation must develop, capabilities which the organisation can more easily procure from outside suppliers and contractors, and capabilities which can be delivered by partners, will assist the organisation in building the resource capabilities necessary to deliver the core value added services. For example, SASLHA’s strengths do not lie within the domain of web-design and maintenance, and as this is a core medium for the delivery of services to the members, this needs to be outsourced to an efficient service provider.

⁴⁶ SAUVSE – South African Union for Vocational and Specialised Education; HOSPERSA – Hospital Personnel Association

SASLHA needs to address carefully the adequate resourcing of the core activities of the association, and provide for human, physical and financial support to these core activities. The strategic plan needs to identify clearly the allocation of the human, physical and financial resources to these core activities (either as a percentage of total, or in actual terms). Additional policies should be developed to support the implementation and actioning of these core strategies.

5.2.8 Strategies for managing risk in SASLHA

“Non-profit information is scattershot, non-systematic or comprehensive ... the outcome measures, to the extent that they exist, are focussed on process rather than on outcomes” (Herzlinger, 1999: guest lecture).

Risk in a non-profit organisation can be derived from a number of sources. One of the primary sources of risk is in the lack of disclosure of information related to the non-profit organisation, and the information organisation within non-profits. This is particularly so when the information held by the organisation, such as SASLHA, is directly linked to its customer base (such as a membership base), where the development and communication of the information is a core capability and service to the member. SASLHA is an information organisation. As a rule, the lack of transparency amongst non-profit organisation does not build up trust or a sense of measured expectation within the stakeholder population for a particular non-profit group. Information needs to be presented in a “systematic, comprehensive, relevant way (and) should be comparative (and) disseminated very widely” (Herzlinger, 1999: guest lecture). SASLHA needs to develop a comprehensive information management system which will be transportable easily between presidents, between National Councils, between office administrators. This system and database should be flexible and able to provide information efficiently and effectively on all aspects and matters dealt with by the organisation.

⁴⁷ CAAC – Centre for Augmentative and Alternative Communication (University of Pretoria); BIG – Brain Injury Group; DSA – Downs Syndrome Association

5.3 LEADERSHIP – Leadership style, Leadership structure, Leadership Development

As part of the human resources plan for the Association, SASLHA should consider a progression tree for members of the Association to ensure that members nominated into portfolios such as President-Elect have the familiarity with the Associations' programmes and activities, have experience in managing teams of volunteers, in reading and using financial information etc. Such a progression model would not be only for portfolios such as President, but could be developed for each of the Standing Committee Chairperson portfolios, and regional branch chairperson portfolios.

Although the decision-making model used by SASLHA presently supports a consultative, participatory decision-making protocol, it is necessary for the Association to more closely examine the levels of decision-making with a view to developing a delegations document. This delegations document would prioritise decisions that need to be made by the National Council, providing guidelines for communicating these decisions and response strategies and deadlines, and then similarly detail decisions which can be made by the Executive Committee, the President, each of the Standing Committees, Standing Committee Chairpersons and branch chairpersons. This is crucial to addressing the criticism levelled at the Association regarding its slowness to respond to items brought to its attention from members, or the Professional Board.

5.4 MANAGEMENT

By adopting a best-value competitive strategy, SASLHA has to develop efficiencies not just as a strategy in itself, but to create a more viable integrated service.

5.4.1 Operationalising the Strategic Plan

To do so, requires not only a dedicated operations manager but an effectively functioning team of volunteers. In terms of operationalising the strategic plan, the implications for SASLHA are more in terms of building the human resources and the professional capacity of the members themselves. There a number of processes which need refining,

and an operations manual which could assist each branch and standing committee, but these are not as critical as some of the following recommendations.

An important management tool is the development of a comprehensive monthly planner. SASLHA should review the calendar of critical activities at both branch and national level for a period of three years, tie these into capabilities and costs (including the important administrative functions: notices, printing distribution, membership invoicing, tax status, audit) as a means of establishing a generic activity sheet detailing what needs to be done in each of the months within the 3-year cycle.

5.4.2 Human resources

A more aggressive approach needs to be taken in terms of assuring that members with the appropriate skills and knowledge are nominated and elected into the vacant portfolios. Regional branch chairpersons and Standing Committee chairpersons need to become more pro-active in identifying members with potential and to create opportunities for these members to develop the necessary skills. Since these are all volunteer members, once elected into the SASLHA structures, a more careful definition of their roles and the expectations should be integrated into an orientation programme and this should be designed around handling potential issues or conflicts of interests that these volunteers may have. A careful analysis should be completed into identifying which functions of the organisation can be effectively managed by volunteers, and if SASLHA determines that it is not resource-smart to use volunteers in certain portfolios, this needs to be explored further.

5.4.3 Balancing compensation and performance

It is important in an organisation that is maturing and needing to stabilize for the need to compensate volunteer members with the skills, attitudes, and knowledge. Those members of the organisation who have shown and achieved the objectives set for them during their term of office should have their efforts acknowledged and rewarded. SASLHA needs to develop policies and budgets for acknowledging and recognizing the achievements of Standing Committees or branches. This could be either through benefits

to the committee or branch itself through additional funding or grants, or to individuals through honoraria, or ‘in lieu of payment’ benefits.

5.4.4 Marketing strategies

This is critical and was discussed in detail under the section on renewing the customer focus for SASLHA. Using theories on identity salience in relationship marketing (Arnett et al, 2003), SASLHA should further develop its efforts at undergraduate, post-graduate and community service level, as the active involvement of members at this stage is more likely to result in their promotion and full membership of the association at a later stage.

Some alternative marketing tools could include the following:

- By approaching a technikon, technical college or university, SASLHA could introduce a strategy whereby students in public relations or even students of Communication Pathology (SLTAs) are invited to develop a PR programme for the organisation.
- The Association should continue to publish general interest articles in magazines, and possibly extend this to on-air time.
- For special events, such as the annual mid-year AGM, late-year national conference, or branch activities, where a mixed bag of professionals are likely to be involved, SASLHA needs to set up a exhibition stand with corporate gifts, membership forms, the website on display, copies of the publications
- Developing a fresh corporate image for the Association.

5.5 PROFESSIONALISM

Aligning the organisational structure of the Association with its mission to meet membership needs, and its need to develop accountabilities throughout its programmes and activities will move SASLHA towards a more professional management approach.

5.5.1 Structuring SASLHA to support the mission of the organisation

Although SASLHA has a number of organisational structures in place to guide the operations of the organisation as a whole (Executive and National Council) and to guide and implement the services and products of the association (the Standing Committees and regional branch committees), the organisation lacks a structure whose primary function is the strategic management and planning for the organisation. Such a strategic management team's (SMT) core purpose would be the focus on strategic issues for the Association, review the current strategic plan with a view to making recommendations based on future strategic direction to National Council for their decision. The issues identified as strategic from this research and from further National Council deliberations should form the basis of these discussions. Some of these could include policies or programmes directed towards improving the financial resources of the organisations, how to continue to grow the membership of the association, how to continue to expand the support to the membership. As a caution, the SMT's focus needs to be clearly understood as non-executive and non-operational.

Decision-making delegations should also be made clear, through a formal policy that outlines delegations and lines for delegation of decision-making. The Executive committee should remain responsible for the execution of operational plans (and take decisions related to this scope only), and should be responsible for making recommendations to National Council on introducing efficiencies for the day-to-day management of the Association and general system support. All policy issues, such as statements on the future direction of the organisation, are considered the domain of the National Council, with the Strategic Management Team then using these policy guidelines and determining alternative ways of achieving these policy outcomes.

It is recommended that the roles and responsibilities of each Standing Committee, regional branch, Executive committee are expanded to include aspects such as the broad area of responsibility (key responsibility areas are already included, but this could extend into specific outcome measures), intended reporting relationships to other levels of the SASLHA management structures, the intended horizontal relationships with other

committees/interest groups in SASLHA and a detail on the main accountabilities (Goold & Campbell, 2003: 353).

5.5.2 Training and Development

In order for SASLHA to improve not only its efficiency and effectiveness, but also the quality of the programmes, services and products of the Association, there is a need to plan a training and professional development programme. This would be aimed at all National Council members, and would include components on financial management for non-profit organisations generally (looking at aspects such as costing services, cash-flow, reading financial statements etc), successful marketing/promotions/communications for the non-profit organisation, fundraising for the non-profit, e-commerce for the non-profit, commercialising the non-profit, desktop publishing/web-design and maintenance, and professional ethics in the health sector (for the ESC committee). This would need to be included within the organisations budget, although it is possible that sources of alternative funding could be secured for training programmes.

5.5.3 Improving accountability and assuring quality

SASLHA needs to identify ways in which it can measure the organisations' performance in meaningful ways. This will enable the Executive and the National Council to be able to answer 'the why' and 'the what' questions on SASLHA's programmes and activities. One possible method for accomplishing this is to engage groups (such as the advertisers, the members, the non-members) in discussions of the types of information the organisation should make available, information that would provide an understanding of the challenges the organisation faces, how the Standing Committees and National Council operate. By so doing, the Association becomes more accountable, and reduces the uncertainties that plague organisations without regular reporting systems. Building accountability is essentially a matter of engaging constantly with these stakeholders and is not only a matter of evaluating what the organisation is doing as much as building adequate management information systems to track what is being done. Within this strategy, the Association also needs to determine methods for obtaining concrete

feedback from the members, by gathering information and measuring performance in the external environment and saying to members “Hey, How are we doing?”

It is important to communicate to the key constituencies, the members, an understandable, timely and accurate account of SASLHAs performance, and although the AGM serves as one opportunity for reporting, membership attendance is usually poor. In the mode of business models, it is recommended that the first publication post-AGM become the Associations’ annual report to all members – financial, standing committees, national council, and branch committees. As part of introducing accountability measures, SASLHA could develop a policy statement on Communication to members, detailing when financial reports will be made available and how, schedules of meetings for standing committees, national council, executive, branch committees. In addition, members need to be reminded regularly of how to use the channels in place for voicing their concerns or comments, and encouraged to use these channels.

Building issue and information management systems that respond to both internal performance information and the external feedback from the members to whom we are accountable will also improve the accountability of the Association. SASLHA should encourage public discussion of the decisions of the National Council or any of the Standing Committees. As a member of a standing committee, branch regional committee or National Council, this may initially not seem wise, but it will ensure greater participation and ownership of the association by members previously not recognized or included. These committees and Council need to remain focused and although open to public discussion on matters, should set parameters within which information shared is used, or not used, take in the different perspectives, integrate that which is valuable and move forward.

It is important not only to understand how to institute accountability, but to integrate steps towards managing accountability as part of the management processes within the organisation. Accountability measures and reports should form the basis of decisions and discussions on policy making, strategic planning, budgeting and developing reward and

compensation systems. Bowen (1999: 88) notes that “non-profit boards have much to learn from certain disciplined characteristics of corporate boards – especially the routine use of benchmark data and the constant monitoring of discrepancies between results and planned outcomes”

5.6 FINANCIAL STABILITY

SASLHA has to improve its financial position, its financial management systems and its financial control. This was one of the weakest areas in the organisations’ performance and without adequate information on, or access to financial resources, SASLHA will not be able to fulfil its role.

5.6.1 Creating additional revenue streams

Herzlinger (1999)⁴⁸ writes on the consistency of the relationship of financial resources to the goals of the organisation and cautions against the securing of funds through means that may not be consistent with the mission of the organisation. For SASLHA, it is important that all revenue created, whether through funding from universities, third-party contributions (either grants or sponsorships) are consistent with the overall goals of the Association, and which in no way can be interpreted as a ‘perverse incentives’. Additionally, SASLHA should protect itself from a too-zealous focus and over-investment of time in the generation of funds to support the organisations’ activities as “these activities can take on a life of their own and dominate the agenda of the organisation” (Herzlinger, 1999: 39).

As part of diversifying the revenue stream of the association, SASLHA should consider various avenues already within the core services offered by the Association. In order to prevent this ‘over-zealous’ focus on creating revenue, SASLHA needs to expand the two areas in which revenue is generated: user fees and corporate fees. Diversification of these two core strategies is through expanding the range of fee service options within these. For example, user fees can include not only increased % escalation on membership fees, but additional fees for e-CPD, fees for attending other types of CPD

⁴⁸ Herzlinger, RE (1999) Effective oversight: A guide for nonprofit directors

activities, fees for publications in hard-copy (if SASLHA opts to produce a publication in electronic version only). Corporate fees can be expanded through advertising rates, sponsorships of special events, sponsorships for ongoing running costs, donations, grants, and sale of SASLHA-branded merchandise (for example, beaded logos, backdated copies of Journals etc).

Investing for the future management and needs of the Association should also be considered. Should revenues improve, and the independent programmes of the association become self-sustaining, SASLHA must begin to invest apportioned amounts of all membership fees for future programme development. This should be proportionate to current programme expenditure as SASLHA needs to provide benefits to its current members and should not deny these benefits in order to fund future programmes for future members.

5.6.2 Managing the money

SASLHA should adopt a policy of ‘collect early, pay only when due’ (unless offered a discount for earlier payment or if wish to build a strategic relationship with a supplier), so that maximum interest can be earned on daily balances.

SASLHA should consider investment which would facilitate the availability of cash-on-demand, and then maintain a cash balance so that the Association has cash available for immediate needs – all other cash should be working for the Association in an investment account. This would maximize the cash invested while managing cash flow wisely.

To reduce unnecessary expenses, SASLHA should ‘shop for bargains’, taking advantage of special deals, and without leaving an “unprofessional taste in the mouth” request sponsorships for furniture and other resources donated, using quality second-hand materials and equipment where necessary and appropriate. SASLHA should also use the non-profit status to negotiate better deals with suppliers, advertisers and the member.

Although the SASLHA turnover at the end of the financial year was less than R300000, the Association should consider applying for VAT registration early, particularly as turnover is expected to increase sharply in this financial year. Although the initial benefit versus long-term has its advantages and disadvantages, it may benefit the Association to finalise this matter earlier than later.

Reporting/recording of the Associations financial position is critical. Systems need to be developed so that regular, accurate reports of the financial position of the Association are available easily and can be interpreted immediately when needing to take decisions with financial implications. This internal system needs to include a monthly reconciling of actual versus budgeted expenditure (monthly total and cumulative total), and so needs to be built upon a carefully constructed cash flow chart. These reports should be made available to the Executive Committee, to the National Council and to each Standing Committee Chairperson. Without the necessary knowledge and expertise, this function needs to be outsourced or developed as part of the office administrator's role. However, it would still be advised that regular reports are prepared by a professionally-trained book-keeper.

5.6.3 Strategic cost analysis and value chains

An important step in capturing the value created by the organisation and in re-organising the revenue stream towards core values, is to carefully re-examine the different set of benefits to the organisations' different client/customer bases, determine whether this is a service that could be charged additional for, and to then determine what cost would be appropriate while still serving the needs of the members.

5.6.4 Improving the financial position of the Association

To improve liquidity, the organisation must either increase the current assets, or decrease the current liabilities. There are a number of strategies which could be pursued by SASLHA would which ensure both an increase in current assets, and a decrease in current liabilities. By increasing profitability, SASLHA will generate additional funds within the current assets balance.

By making the process of collecting membership fees ‘simpler, better and faster’, SASLHA will improve its’ current asset balance: this can be achieved through tightening up the invoicing and receipting process, invoicing electronically enables cheaper and more immediate notice served on outstanding accounts, monitoring payments electronically allows for rapid updating of accounts receivable, enabling members to make electronic payments by registering as a company on the Internet banking sites for all the major banks and placing a hyperlink to the site on the electronic invoice.

By ‘stretching’ the accounts payable period to the maximum allowed by the service provider, without incurring penalties, will allow SASLHA to retain funds in the account, and so slowdown the cash-outflow. In order to improve the ratio of fixed costs to variable costs (in relation to the ratio of fixed income to variable income), SASLHA needs to identify methods by which it can convert fixed costs to variable costs: this can be done by changing the way members pay for services, fixing the rate at x cost per member. The Association variable costs go up/down depending on the level of activity: for example, at the moment, printing costs are a fixed cost (the Association prints x -number of publications per annum), however if the strategy of the Association is to ‘go web-based’, a hard copy would only be offered to those that wish to buy a hardcopy, and as a result this cost then becomes a variable cost as it is dependent on the number of members prepared to pay for the cost. Ultimately, the philosophy would be to only incur costs when the Association is delivering the service.

By actively sourcing external funding from outside agencies or corporates for one or more of SASLHA programmes, the association will be able to either increase current assets (if this donation is in the form of cash) or decrease liabilities (if the donation is in the form of direct payments for services provided to the association) In addition to this, increasing advertising revenues for the associations publications will also decrease the liabilities associated with these publications, as the advertising revenue should be directly attributed to the costs of the publications.

SASLHA needs to review the performance targets for the Association, for up to three years in advance of now, linking this up with both the calendar of activities and the SASLHA strategic and business plans. Both social and financial goals should be specified, stated in concrete terms and should include indicators such as the number of new members, number of old members renewing, number of members leaving, number of members joining new services offered, participation levels. Once this is established, it will be easier for the Association to put into place monitoring checks at regional and national level, and to generate quarterly reports on these indicators, and linked to financial records (reconcile activity with revenue/expenditure). From this month to month activity cycle, SASLHA would be able to draw up a cash flow projection for each of these months – year by year. This would improve the Associations ability to report on the movements of funds through the organisation and to monitor whether this movement is according to the projected expectations. Deviations from this could then be investigated earlier rather than later.

Some of these financial goals could include ensuring all costs for publications covered by advertising income, ensuring all costs for CPD covered by electronic CPD, ensuring all branch budgets paid out and % of their profit paid back to National, % of revenue from income that is accrued into a project budget increases, an increase capital savings of the Association, narrowing the margin between revenue sources etc. However, SASLHA has not only cash-resource needs, but also human resource needs and this calendar of activities (as part of the strategic management plan) would be tied to activities as well: SASLHA would need to identify these human resource needs and determine where and if there is a resource gap. Where there is a resource gap (both financially and in human resources), the Association could source excess capacity and under-utilised resources – for example, identify suppliers who have recently expanded premises or lost a big customer, and who may have additional capacity and be willing to negotiate a lower rate; source members who are currently unemployed and who may be more willing than those currently employed, and extend this to services such as the bookkeeping, with recently retired accountants etc may welcome the chance to put their skills to work for the Association.

In terms of supplier relationships, it would be in the interests of the Association to source efficient deals and sustainable relationships with specific suppliers. This would create leverage with these suppliers to offer more competitive rates and a faster and more efficient service. SASLHA needs to ensure that crucial outsourced functions are provided reliably and should therefore tie compensation for services to this priority. These relationships should be structured so that the Association is assured of high-quality, reliable performance, and the relationship should develop to a point where it is valued by both the organisation and the supplier. SASLHA should structure these relationships so that the association is valued as a low-cost customer, for example, if the organisation needs a service such as printing, it could consider co-ordinating its print runs when the printer is in a low/off-peak season, and so negotiate better rates. As a follow-up, the association should aim towards becoming a value-added customer through marketing tools such as “cause marketing campaign”, encouraging more valued relationships by playing the non-profit card, therefore using this to leverage itself in the for-profit market.

Of recent, the SASLHA Office Administration Services, which were provided by an external agency, tendered their resignation to the organisation. Potentially a threat to the continued management of the organisation, the SASLHA National Council, through brainstorming, collaboration, and using the needs and interests of the members to guide the decision-making, have created an opportunity in which the administration services can be re-organised to improve efficiency and effectiveness, and to outsource services which are not within the core competency of the organisation, but which are nonetheless critical to the value proposition for the member. Similar to an incubator relationship – shared resources with other companies that they were servicing – this did not work out. Although initially a difficult decision, it is preferable that an organisation use its limited financial resources to provide services to the member, rather than allowing administrative expenses to grow while the expenses of the service component are forced to shrink to accommodate this. Herzlinger (1999) also advises that mature organisations, such as SASLHA, should not spend a large proportion of its budget on administration, unless the administration expenses include salaries of people engaged directly in services to the

members. The counter-point to this argument, and a recommendation contained in this chapter already, is the future appointment of an executive manager for SASLHA's affairs should the Association continue to grow at its current rate.

5.7 GENERAL RECOMMENDATIONS FOR FURTHER RESEARCH

For SASLHA itself, there are many possibilities for further research. Some of these include:

- a market segmentation analysis (this was detailed earlier in this chapter)
- developing a set of core indicators of success, and plotting historic performance against these indicators to test their validity
- investigating more closely the link between the leadership styles and approaches of the Past Presidents, and the direction and strategy of the Association.

Within a general context, longitudinal research into the use of strategic and financial benchmarks for non-profit organisations, even possibly specifically for professional associations would be valuable. Within the healthcare industry along, there are numerous professional associations from which valuable industry information should be researched. Further research into marketing strategies for professional associations, and even looking at the establishment of human resource practices for volunteer 'workforces' in both professional associations and non-profit organisations generally would contribute to the development of guidelines for human resource practice in these types of organisations. Developing and piloting an instrument for monitoring the performance of professional associations and non-profit organisations would be a significant contribution to the field of non-profit management.

5.8 SUMMARY

Looking at what makes for the best practise in non-profit organisations, SASLHA possesses some of the hallmarks of success. As an organisation, SASLHA has a clear sense of mission, which serves as the focal point of reference for its committees, its management style and which will become clearer to the membership as a whole over

time. As its leadership changes constantly, SASLHA has developed a set of guiding principles which frame the leadership and provide direction to the leadership of the association. As SASLHA embraces a professional management approach to its leadership and execution of its programmes and activities, so shall its communications with members and within the organisation improve and ultimately support the achievement of its' objectives.

Through the strategic planning process and through engaging in reflection, SASLHA has gained a more fundamental appreciation of what it is, and the unique role it plays in the lives of the members, and society as a whole. SASLHA's central and enduring mission is to enhance the profession of speech language therapy and audiology, and in so doing, enrich the professional development of its members. SASLHA has overcome many challenges and difficulties, and has many more yet to overcome, but has also shared in a significant number of successes and highlights for members both individually and collectively.

But SASLHA is not taking its current success for granted: the National Council and the executive are aware that conditions could deteriorate. So it is necessary to continually ask two important questions: are the members of the Standing Committees, National Council, branches truly expanding the quality of the services and products to the members, in the short run and the long run. And, is the organisation building its internal capacity to realize its goals, today and in the future? Continually reflecting on and answering these two questions will guide the Association towards sustainability, accountability and long-term success.

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MINUTES OF MEETINGS

Guidelines and Principles for the Future Functioning of the Regional Liaison Forum, Annexure F – LFPA/1 (1993)

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Note: The above two minutes have been specifically referred to in Chapter 2. It is impossible to list all the minutes previewed as part of this research study, as they date back to 1992 – it should suffice it to record that all minutes of National Council and Executive Committee meetings between 1992 and 2003 were previewed as part of the data mining exercise for this research.

WEBSITES

| | |
|--|---|
| www.hpcsa.co.za | Health Professions Council of South Africa |
| www.saslha.co.za | South African Speech-Hearing-Language Association |
| www.audiologysa.co.za | South African Audiology Association |
| www.shaa.co.za | Society for Hearing Aid Acousticians |
| www.rclst.co.uk | Royal College of Speech Therapists |
| www.asha.com | American Speech Hearing Association |

| | |
|--|--|
| www.speechpathologyaustralia.co.au | Speech Pathology Australia |
| www.ialp.com | International Association for Logopaedics and Phoniatics |
| www.physiosa.co.za | South African Society for Physiotherapists |

APPENDIX ONE

South African Speech-Hearing-Language Association Constitution, as amended June
2002

***CONSTITUTION OF THE
SOUTH AFRICAN SPEECH-LANGUAGE-HEARING
ASSOCIATION***

21 June 2002





TABLE OF CONTENTS

| CLAUSE NO. AND DESCRIPTION | PAGE |
|---|------|
| 1. NAME | 3 |
| 2. AIMS AND PURPOSE OF THE ASSOCIATION | 3 |
| 3. MEMBERSHIP | 3 |
| 4. SUBSCRIPTION | 3 |
| 5. POWERS AND PRIVILEGES OF MEMBERS | 4 |
| 6. TERMINATION OF MEMBERSHIP | 4 |
| 7. SUSPENSION OR EXPULSION FROM THE ASSOCIATION | 4 |
| 8. OFFICE BEARERS OF THE ASSOCIATION | 4 |
| 9. THE NATIONAL COUNCIL | 6 |
| 10. THE NATIONAL EXECUTIVE COMMITTEE | 6 |
| 11. COMMITTEES | 7 |
| 12. REGIONAL BRANCHES | 7 |
| 13. MEETINGS | 8 |
| 14. PROCEDURES | 8 |
| 15. FINANCE | 10 |
| 16. DISSOLUTION | 11 |
| 17. INTERPRETATION | 11 |
| 18. AMENDMENT | 11 |
| 19. REGULATIONS | 11 |

NAME:

- 1.1 The name of the Association shall be:
THE SOUTH AFRICAN SPEECH-LANGUAGE-HEARING ASSOCIATION
(SASLHA)

AIMS & PURPOSE OF THE ASSOCIATION:

The objectives of the Association shall be:

- 2.1 maintenance of professional standards.
- 2.2 provision of a means for informing members on matters relating to the profession, and exchanging information between members.
- 2.3 ensuring continuing education promotion and
- 2.4 protection of the interests of the profession and professionals.
- 2.5 liaison between the Association and other professional and government bodies.

MEMBERSHIP:

- 3.1 There shall be the following categories of membership:
 - 3.1.1 *Full Membership* of the Association shall be granted to Speech-Language Therapists and Audiologists and /or Community Speech and Hearing Workers registered with the Professional Board for Speech-Language Therapy and Audiology of the Health Professions Council of South Africa (hereafter called HPCSA).
 - 3.1.2 *Student Membership* shall be granted to registered students studying at Universities in the Republic of South Africa offering courses approved by the Professional Board for Speech-Language Therapy and Audiology of the HPCSA for qualification as a Speech-Language Therapist and Audiologist, or as a Speech-Language Therapist only, or as an Audiologist only.
 - 3.1.3 *Honorary Membership* shall be granted to those persons who have promoted the interests of the profession, and have been invited to join the Association as honorary members.
 - 3.1.4 *Life Membership* shall be granted to any member who attains the age of 65 years, or who has been a member of the Association for at least 20 years.
- 3.2 Application for membership:
 - 3.2.1 Application for membership and acceptances thereof shall be made in the manner prescribed by the Council from time to time. Once a full or student member has been accepted as such, he/she shall continue to be a member and be liable for subscriptions until notice of his/her intention to discontinue membership has been given in writing to the Association, or until his/her membership is terminated in terms of Clause 6 of this constitution.
 - 3.2.2 In the case of honorary members, such persons may be nominated by the Council at an Annual General Meeting or Extraordinary General Meeting and be there elected by a majority of SASLHA members.

SUBSCRIPTION:

- 4.1 For the purpose of this clause, a year shall mean the period: 1 April – 31 March, the following year.
- 4.2 Each full member shall pay:
 - an initial registration fee
 - an annual subscription fee
- 4.3 Each student member shall pay an annual subscription fee.
- 4.4 Honorary and Life members shall not be liable for registration or subscription fees.
- 4.5 The amount of the initial registration fee and the annual subscription fee for the various categories of membership shall be determined by the Council, and may be varied from time to time in the sole discretion of the Council.
- 4.6 Registration fee shall be payable, where applicable, within two months of the applicant being notified that he/she has been accepted as a member of the Association.
- 4.7 Subscription shall be paid within 2 months of acceptance of application or of the 1 April of each year whichever is applicable.

POWERS & PRIVILEGES OF MEMBERS:

The Members of the Association shall be entitled to:

- 5.1 elect the office bearers
- 5.2 attend and, in the case of fully paid up full members of the Association, vote at the Annual General Meetings and Extraordinary General Meetings of the Association.
- 5.3 attend all functions arranged by the Association for its members
- 5.4 receive, subject to any charges which may be imposed, the South African Journal of Communication Disorders and the Association's newsletters.
- 5.5 make representation to Council via the Regional representative or in person on matters relating to the aims and purposes of the Association.

TERMINATION OF MEMBERSHIP:

Membership shall be terminated upon:

- 6.1 the written resignation of a member addressed to the secretary of the Association
- 6.2 default in payment of any subscription fee, provided that where a member has not paid any subscription fee due to financial hardship, the Council may, in its sole discretion, allow such member to remain a member for such period as the Council shall determine.

SUSPENSION OR EXPULSION FROM THE ASSOCIATION:

- 7.1
 - 7.1.1 Any member who has been convicted of an offence by the Professional Board for Speech-Language Therapy and Audiology of the HPCSA and, for that or any other reason, has been suspended or struck off the register of Speech-Language Therapists and/or Audiologists, shall upon such suspension or striking off automatically cease to be a member of the Association.
- 7.2
 - 7.2.1 Where it is alleged that a member has been guilty of misconduct, or conduct which has brought or is likely to bring the Association or the profession into disrepute, the matter shall be investigated by the Association.
 - 7.2.2 The member shall be advised, in writing, of the nature of the alleged misconduct and shall be given a fair hearing by the Ethics and Standards Committee or the Council, and a full opportunity to respond to the allegations.
 - 7.2.3 Subsequent to a hearing, the Ethics and Standards Committee shall submit a detailed report of its findings to the Council.
 - 7.2.4 The Council shall be entitled to suspend the membership of the member for a specified period of time or terminate the member's membership of the Association.
 - 7.2.5 Any member so expelled shall have a right of appeal against such expulsion to the Council
 - 7.2.6 The name of any member expelled shall be forwarded to the HPCSA
- 7.3 Upon ceasing to be a member in terms of clause 7, the member shall forfeit all rights and claims against the Association. The member shall not be entitled to a refund of any subscription paid for any period beyond the date of cessation of membership.

OFFICE BEARERS OF THE ASSOCIATION:

8.1 The office bearers shall consist of the following offices:

- President Elect
- President
- Past President
- Treasurer
- Administrative Officer
- Secretary

These members shall be full members of the Association and shall constitute the Executive Committee.

8.2 The office bearers shall hold such offices for the following terms of office and cycles:

- 8.2.1 The offices of President Elect, President and Past President shall each comprise of one term of office of one year in duration;

Appendices

- 8.2.2 The President Elect shall by automatic process proceed to the office of President;
- 8.2.3 The President shall by automatic process proceed to the office of Past President;
- 8.2.4 The complete process shall therefore ordinarily consist of a three (3) year cycle comprising three (3) terms of office;
- 8.2.5 A cycle must ordinarily be completed by each person nominated to the office of President Elect;
- 8.2.6 A period of one term of office must elapse before the Past President may stand for election as an office bearer;
- 8.2.7 The treasurer, Administrative Officer and Secretary shall hold office for one (1) year only;
- 8.2.8 The Treasurer, Administrative Officer and Secretary shall be eligible to hold such office for three (3) consecutive terms of office, but shall not be eligible to hold such office for more than three (3) consecutive term of office.
- 8.3 Should any office bearer cease to hold office for any reason whatsoever during his/her term of office or cycle, the vacancy shall be filled by a person appointed by the Council and such person shall hold office until the expiry of such term of office or cycle in the case of a President Elect or President.
- 8.4 Should the performance or attendance of any Council member or Standing Committee member be unsatisfactory, or in the event of incapacity to hold office due to any unforeseen circumstance, then the term of office may be terminated by agreement of all Council members.
- 8.5 In this event, an Extraordinary General Meeting shall be called to appoint a new office bearer to the office, and such office bearer shall hold office until the expiry of that term of office or cycle in the case of a President Elect or President
- 8.6 PRESIDENT
 - The President shall:
 - 8.6.1 preside at all Council Meetings, Executive Committee Meetings, Annual General Meetings and Extraordinary General Meetings of the Association. If the President is unable to preside at the said meetings for any reason whatsoever, the Past President shall so preside.
 - 8.6.2 The President shall, together with the Past President and President Elect:
 - 8.6.2.1 represent the Association at meetings with State, Provincial and other authorities, and at meetings with the public, the media and representatives of major employing organisations and at national and international functions
 - 8.6.2.2 be fully conversant with the Associations constitution and by-laws, as well as with committee procedure
 - 8.6.2.3 act in all matters according to the decisions of the Council and Executive Committee
 - 8.6.2.4 direct the Association's Administrative Officer, Secretary and Treasurer and assist them in the performance of their duties
 - 8.6.2.5 ensure that individual members of the Council carry out the duties which they have undertaken.
- 8.7 SECRETARY:
 - The Secretary shall:
 - 8.7.1 attend to the secretarial duties of the Association, including correspondence and keeping all records properly filed
 - 8.7.2 keep and control a register of all members of the Association. This register shall record members' addresses, date of enrolment and date of cessation of membership and the reason thereof. It shall be incumbent upon all members of the Association to notify the Secretary in writing of any change of address. Such register shall be available on reasonable notice to every member of the Association at its head office.
 - 8.7.3 keep minutes of the proceedings of all meetings of the Association.
- 8.8 TREASURER:
 - 8.8.1 The Treasurer shall keep such books and accounts as may be prescribed by the Council.
- 8.9 ADMINISTRATIVE OFFICER:
 - 8.9.1 The Administrative Officer shall carry out such duties on behalf of the Association as are assigned to him/her by the Council or the Executive Committee.

THE NATIONAL COUNCIL:

9.1 Composition

The Council shall consist of:

9.1.1 the Executive Committee

9.1.2 the Regional Representatives: two from Gauteng and one from each region presently represented on the Council.

9.2 General functions

The Council:

9.2.1 is the legislating body of the Association

9.2.2 shall prescribe the parameters within which the Executive Committee shall carry out its functions and exercise its powers.

9.2.3 shall have the power to determine changes to regional representation to accommodate demographic shift

9.3 Powers

Without in any way limiting the generality or scope of Clause 9.2, the Council shall have the following powers:

9.3.1 to determine from time to time the specific duties and powers of each office at the Executive Committee level

9.3.2 to control all assets and funds of the Association provided that written consent is obtained from all the Council members.

9.3.3 to employ an Office Administrator to perform the required clerical functions of the Association.

9.3.4 to appoint an auditor of the Association for each ensuing year.

9.3.5 to approve the formation of special groups and/or committees of Speech-Language Therapists and Audiologists for special purposes to which non-members may be co-opted in an advisory capacity.

9.3.6 to elect representatives of the Association onto national and international bodies or organisations.

9.3.7 to appoint a person as a representative of the Association in its transactions with other organisations.

9.3.8 to prescribe rules for the conduct of Council Meetings, Executive Committee Meetings, Annual General Meetings and Extraordinary General Meetings of the Association.

9.3.9 to approve the establishment of awards for outstanding service or achievement by members.

9.3.10 to determine and, in its discretion, to vary the amount of the initial registration fee and annual subscription fee payable by members of the Association.

9.3.11 to admit or refuse membership of the Association and/or to suspend or expel any member from the Association.

9.3.12 to lay a charge against any member of the Association.

9.3.13 to respond to disputes and endeavour to settle disputes between members inter se, and between members of the Association and the public, alternatively at the discretion of Council, disputes may be referred to the Ethics and Standards Committee.

9.3.14 to institute legal proceedings, the President shall be empowered to sign all documents and processes necessary for that purpose, following written approval from all Council members.

9.3.15 to acquire and dispose of movable and immovable property and pledge or encumber the same, subject to prior approval being obtained at an Annual General Meeting or Extraordinary General Meeting of the Association.

9.4 The Council shall meet at least twice annually.

THE NATIONAL EXECUTIVE COMMITTEE:

10.1 Composition

The Executive Committee shall consist of the:

- President Elect

- President

- Past President
- Treasurer
- Administrative Officer
- Secretary

10.2 General Functions

The Executive Committee shall:

- 10.2.1 conduct the day-to-day business of the Association within the parameters laid down by the Council. All decisions or matters falling outside the scope of its authority shall be referred to the Council.
- 10.2.2 carry out and implement all decisions and resolutions passed by the Council and shall be accountable to the Council.
- 10.2.3 on a regular basis, as determined by the Council, submit reports of its activities to the Council.

10.3 Powers

Without in any way limiting the generality or scope of clause 10.2, the Executive Committee shall have the following powers:

- 10.3.1 to convene and arrange the meetings of the Association and prepare the agendas of such meetings.
- 10.3.2 to convene and arrange functions.
- 10.3.3 to collect subscriptions (annual or otherwise) from members.
- 10.3.4 to pay out of the funds of the Association such monies as are required for the welfare or needs of the Association or for furthering the Association's objects, subject to limits that shall be determined by the Council.
- 10.3.5 to invest, in approved securities, monies of the Association with the prior approval of an Annual General Meeting or Extraordinary General Meeting.
- 10.3.6 to conduct all other business in the interests of the Association, subject to the limitations determined by the Council.

10.4 The Executive Committee shall meet at least eight times annually.

COMMITTEES:

11.1 The Association has 4 standing committees:

- 11.1.1 Ethics- and Standards Committee
- 11.1.2 Continuing Professional Development Committee
- 11.1.3 Publications Committee
- 11.1.4 PR & Marketing Committee

11.2 General

- 11.2.1 Members of the Standing Committees shall be elected at the Annual General Meeting for a three-year term of office
- 11.2.2 Specific tasks, powers, responsibilities, membership of these committees and terms of office of Committee members or amendments to these, shall be defined by the Council; amendments shall be approved by an Annual General Meeting.
- 11.2.3 Members shall be eligible for re-election at the end of each term.
- 11.2.4 The Chairpersons of these Committees shall likewise be eligible for re-election as a Committee member, but not for re-election as Chairperson until at least a period of one term has lapsed.

11.3 Composition

- 11.3.1 *Ethics- & Standards Committee*
Shall consist of no more than 10 members including the Chairperson.
- 11.3.2 *Continuing Professional Development Committee*
Shall consist of no more the 5 members, including the Chairperson.
- 11.3.3 *Publications Committee*
Shall consist of no more than 5 members including the Chairperson, two of these members shall be the Editors of the Association's Journal and Newsletter; these Editors shall be appointed by the Council for a 3 year cycle which may be renewed.
- 11.3.4 *PR & Marketing Committee*

Shall consist of no more than 3 members, including the chairperson
one member, being a Speech Language Therapists
one member, being an Audiologist
Additionally to the core committee, there will be one liaison officer representing each branch.

REGIONAL BRANCHES:

- 12.1 Provisions are made for establishing of branches in different regions and the Council shall be empowered to establish or reorganise new regions as necessary.
 - 12.1.1 A branch consists of all full members of SASLHA living in that region.
 - 12.1.2 In order to carry out regional functions, financing to be determined by Council will be made available to each Regional branch annually.
- 12.2 Functions
The functions of Regional Branches shall be:
 - 12.2.1 promotion of the aims and purposes of the Association in the region.
 - 12.2.2 election of a representative to the Council.
 - 12.2.3 representation of branch members at Council meetings.
- 12.3 Dissolution of a Branch
 - 12.3.1 Should a branch decide it can no longer operate in terms of the Constitution, it may apply to Council for dissolution of the branch.
 - 12.3.2 Any funds pertaining to that branch shall be transferred to the Association. Under exceptional circumstances the Association may withdraw Regional Branch status.
- 12.4 A decision to withdraw regional branch status shall be taken at an Annual General Meeting on a majority vote at the recommendation of the Council. The loss of regional branch status shall mean that branch shall have no representation on Council nor funding by SASLHA.

MEETINGS:

- 13.1 Annual General Meetings
An annual General Meeting of members, at which the President presides, shall be held within three months of the end of each financial year at such a time and place as the Council may deem expedient for the purpose of, inter alia:
 - 13.1.1 presenting the President's report on the activities of the Association during the previous year.
 - 13.1.2 tabling and approving the Treasurer's annual report.
 - 13.1.3 transacting any business required by the Constitution or deemed necessary or expedient for the welfare or needs or aims or objects the Association.
- 13.2 Extraordinary General Meeting
 - 13.2.1 All other general meetings, which shall be called Extraordinary General Meetings.
 - 13.2.2 An Extra Ordinary Meeting shall be called by:
 - the Council or Executive Committee upon written request by at least ten full members.
 - the Executive Committee with the consent of Council
 - 13.2.3 The motion shall be circulated to all members as stipulated by 14.1.2
 - 13.2.4 Such meetings shall be called at such place and time, as the Council may deem expedient, but not later than one month after the receipt of the request.
- 13.3 Council and Executive Meetings
 - 13.3.1 Subject to clauses 9.4 and 10.4, meetings of the Council or Executive Committee shall be called by the President as and when deemed expedient by him / her.
 - 13.3.2 Meetings of the Council or the Executive Committee may also be called, if so requested in writing by at least two members of the body concerned.
- 13.4 Motions
 - 13.4.1 Any member wishing to propose a motion at a Council Meeting or Annual General Meeting should submit this beforehand in writing to the President, supported by documentation if necessary and seconded by 2 members.
 - 13.4.2 This motion should reach the office of the President no later than thirty days before the date of the meeting for inclusion on the agenda to enable the Executive Committee to

circulate the documentation to the Council (Council Meeting - as stipulated by 14.1.3) or to the members (Annual General Meeting - as stipulated by 14.1.1).

PROCEDURES:

14.1 Notice

14.1.1 Notice Annual General Meeting

All members will be given 21 days written notice of the date, time and venue of the Annual General Meeting. The notice will be sent by ordinary post and posted no later than twenty-four days before the date of the meeting.

14.1.1.1 *The notice must contain the following information:*

- Date of the meeting
- Time of the meeting
- Venue of the meeting

14.1.1.2 *The notice must include the following documents:*

- The agenda of the meeting
- The minutes of the previous Annual General Meeting and any subsequent Extraordinary General Meeting
- Any motion received for inclusion in the agenda in terms of par.13.4
- A proxy vote form in terms of 14.3.1.3
- Call for nominations for vacant portfolio's where applicable

14.1.2 Notice Extraordinary General Meeting

All members will be given 14 days written notice of the date, time and venue of the Extraordinary General Meeting. The notice will be sent by ordinary post and posted no later than seventeen days before the date of the meeting.

14.1.2.1 *The notice must contain the following information:*

- Date of the meeting
- Time of the meeting
- Venue of the meeting

14.1.2.2 *The notice must include the following documents:*

- The agenda of the meeting
- The minutes of the previous Annual General Meeting and any subsequent Extraordinary General Meeting
- Any motion received for inclusion in the agenda in terms of par.13.2
- A proxy vote form in terms of par. 14.3.1.3

14.1.3 Meetings of the Council

14 days written notice to members of the Council

14.1.4 Meetings of the Executive Committee

14 days written notice to members of the Executive Committee

14.2 Quorums

14.2.1 The quorum of members at any Council or Executive Committee Meetings shall be at least half the total elected membership of such a body.

14.2.2 The quorum of members at Annual General Meetings and Extraordinary General Meetings shall be 25 members of the Association present and entitled to vote, provided that should a quorum not be present when any such meeting is called the same shall be adjourned to the same day and the same time in the immediately following week at which adjourned meeting no quorum shall be necessary.

14.3 Voting

14.3.1 Annual General Meeting and Extraordinary General Meeting

14.3.1.1 Only fully paid up full members shall have the right to vote at the Annual General Meetings and Extraordinary General Meetings. For the purpose of voting at the said meetings, each full member present or by proxy and entitled to vote shall be entitled to exercise one vote.

14.3.1.2 Members shall be entitled to vote by proxy. Proxies shall be in writing, and shall be dated and witnessed and lodged with the Secretary prior to the commencement of the Annual General Meetings and Extraordinary General Meetings.

Appendices

14.3.1.3 The proxy shall as far as possible, be in the following form:

| |
|--|
| I, _____ of (address) _____ being a fully paid up member of the South African Speech-; Language-Hearing Association, in good standing, hereby authorise _____ to cast my vote at the _____ meeting of the Association for the following purposes: _____ _____ _____ Dated at _____ on this _____ day of _____ 20_____ AS WITNESSES: 1. _____ 2. _____ _____ SIGNATURE OF MEMBER |
|--|

14.3.1.4 Voting at Annual General Meetings and Extraordinary General Meetings shall take place by members voting in person or by proxy by way of a written ballot.

14.3.1.5 At Annual General Meetings and Extraordinary General Meetings, all resolutions passed by a majority of members present shall be binding. In the event of an equal number of votes the President shall have the casting vote.

14.3.2 Council or Executive Committee Meetings

14.3.2.1 For the purpose of voting at any Council or Executive Committee Meeting, each member present and entitled to vote shall be entitled to exercise one vote.

14.3.2.2 Voting at Council or Executive Committee Meetings shall take place by members voting in person by way of a show of hands or, if so demanded by the President, by way of a written ballot.

14.3.2.3 At Council or Executive Committee meetings all resolutions passed by a majority of members present shall be binding, In the event of an equal number of votes the President shall have the casting vote.

14.4 Minutes

Minutes of all Annual General Meetings and Extraordinary General Meetings of the Association, and all Council and Executive Committee meetings shall be kept by such a person appointed by the Executive Committee.

FINANCE:

15.1 All monies collected or received by the Association shall, as soon as practical, be paid into a banking account.

15.2 Funds available for investment may only be invested with registered financial institutions as defined in section 1 of the Financial Institutions (Investment of Funds) Act, 1984, and in securities listed on a stock exchange as defined in the Stock Exchanges Control Act, 1985 (Act No.1 of 1985).

15.3 No profits or gains will be distributed to any person and the funds of the association will be utilized solely for investment or the objects for which it was established.

15.4 The association will not carry on any profit making activities; or participate in any business; profession or occupation carried on by any of its members, or provide any financial assistance, premises, continuous service, or facilities to its members for the purpose of carrying on any business, profession or occupation by them.

Appendices

- 15.5 The association may not have the power to carry on any business, including, inter alia, ordinary trading operations in the commercial sense, speculative transactions, dividend stripping activities as well as the letting of property on a systematic or regular basis.
- 15.6 All cheques shall be signed by the Office Administrator and one member of the Executive Committee, who has authority to sign. All cheques shall be authorised by the Treasurer by means of cheque requisitions.
- 15.7 All documents concerning financial issues shall be signed by the Treasurer and one other Executive Committee member.
- 15.8 The financial year of the Association shall end on 31 March of each year.

DISSOLUTION:

The Association may be dissolved only by a General Meeting of the Association. On dissolution of the association, the remaining assets will be given or transferred to another organisation with objectives similar to those of the association and which itself is exempt from income tax in terms of section 10(1)(cB)(I)(ff) of the Income Tax Act.

There shall be no financial advantage accruing to any members of this company, society or association.

INTERPRETATION:

In case of doubt as to the meaning or interpretation of any of the provisions of this constitution, the interpretation of the Executive Committee shall be binding on all members of the Association.

The masculine shall include the feminine and the plural shall include all singular and vice versa unless the contrary is expressed.

AMENDMENT:

The constitution may be amended by a two-thirds majority of those members present and voting at an Annual General Meeting or Extraordinary General Meeting. All proposed amendments shall be circulated in writing to all members at least four weeks before such meeting. Section 18 shall be read in conjunction with Section 13.4 of the Constitution. All amendments to this constitution will be submitted to the Commissioner for the South African Revenue Service.

REGULATIONS:

The Executive Committee shall be empowered to draw up regulations governing procedural matters arising out of this constitution which are not inconsistent with this constitution or the South African Medical, Dental and Supplementary Health Service Professions Act, No. 56 of 1974, or the regulations promulgated there under, or any other law.

CONSTITUTION OF THE SOUTH AFRICAN SPEECH-LANGUAGE-HEARING ASSOCIATION Amended, 21 June 2002

APPENDIX TWO

Strategic Action Plan: SASLHA

Annual Plan



SOUTH AFRICAN SPEECH-LANGUAGE-HEARING ASSOCIATION
SUID AFRIKAANSE VERENIGING VIR SPRAAK-TAAL-GEHOOR

Strategic Action

These goals and objectives have been determined in line with the SASLHA 1994 Policy Statement and the Constitution of the Association (amended June 2002).

Goal 1: **To improve communications both within the Association and with outside stakeholders**

Objective 1: Effective, immediate communication with members through electronic media (or other)

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|--|---|---|--|--|
| Inform members of developments within the SASLHA | 1. Monthly communication with members through e-mail 2. Update website regularly | Members are informed of developments within SASLHA on a monthly basis Website is updated regularly | By the 20 th of each month | 1. President-Elect 2.SASLHA Office |
| Standing committees, Execo and Chairpersons of branches are regularly in contact | Teleconference with <ul style="list-style-type: none"> • EXECO • Standing Committee Chairpersons • Branch Chairpersons | Reports on updates of progress in each of these organisational structures. To be communicated to members through e-zine | By the 10 th of each month (by arrangement) | President Members of each committee |

Objective 2: Responses to queries received verbally or in writing are dealt with effectively and efficiently

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|----------------------------|-------------------------------|----------------------------|------------------|-----------------------------|
| National and international | 1. Acknowledge correspondence | Correspondence immediately | | Correspondence |

| | | | | |
|--|---|---|--|--|
| correspondence/professional enquiries responded to as soon as possible | 2. Conduct necessary background info search 3. Respond to original message | acknowledged. Information required found. Response to original message made | | Secretary |
| Portfolio holders respond to e-mail/written enquiries efficiently | Download e-mail messages regularly and respond to all messages within 7 days | All messages are responded to within 7 days | | Any member of the Association to whom correspondence is directed |

Objective 3: Minutes of all meetings are accurately recorded and forwarded to all members involved in meeting

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|---|---|---|------------------|--|
| Minutes of meetings held by all Council members | Minutes of meetings recorded and accepted at next meeting 1. Execo 2. National Council 3. ESC 4. Other standing committees 5. Branches | Minutes for each meeting kept in the SASLHA office and forwarded to all members | | Office Admin. Office Admin. SASLHA office Secretaries of committees |

Goal 2: To create a greater awareness of the profession within the public sector, and with other professional and/or non-members of the Association

Objective 1: Clear strategies are determined annually for the participation of the Association in annual speech and hearing awareness campaigns

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|--|--|---|---------------------------|-----------------------------|
| Determine the involvement of SASLHA in annual speech and hearing | 1. Brainstorm ideas for annual theme at Council level 2. Formulate into clear plan of | Ideas for annual theme discussed at Council, theme decided Standing Committee formulates | January/February March | PRO Standing Committee |

| | | | | |
|-----------------|---|--|---------|--|
| awareness theme | action | these into clear proposal | | |
| | 3. Cost these expenses into a proposal | Costs are determined | April | |
| | 4. Forward proposal to Council/ membership for decision | Proposal forwarded to Council. Council approves project | June | |
| | 5. Project implemented 6. Evaluate success and report to Council | BS&HAW completed | October | |

Objective 2: Relevant media exposure is used to inform the public of disorders of communication and the professions involved

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|--|--|---|----------------------|--|
| Inform public through a variety of media | <ol style="list-style-type: none"> 1. Brainstorm suggestions for media exposure 2. Formulate these into clear plan of action 3. Cost these expenses as part of formal proposal 4. Forward proposal to Council, ESC and/or membership 5. Project implemented 6. Evaluate success + report | <p>Suggestions for media exposure tabled to Council, with costings.</p> <p>Council approves proposal</p> <p>Project completed Project reviewed. Report to Council</p> | In six monthly cycle | <p>PRO Standing Committee</p> <p>Branch PRO members</p> |
| Articles/information sessions written for publishing in public magazines | <ol style="list-style-type: none"> 1. Identify public magazines which will publish articles on a regular basis 2. Produce a series of articles on communication 3. Forward these to Publications, ESC and EXECO for final editing 4. Publish articles | <p>Magazines houses identified</p> <p>4 articles written (one per quarter)</p> <p>Editing by other Committees complete</p> <p>Articles published</p> | Once per quarter | <p>PRO Standing Committee</p> <p>ESC, Publications EXECO</p> |

Objective 3: Networks with other professional associations, support groups, interest groups, HPCSA and non-members are developed and maintained

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|--|--|--|---|--|
| Identify relevant professional associations, support groups, interest groups | <ol style="list-style-type: none"> 1. Log all correspondence from these organisations received by SASLHA Central 2. Brainstorm suggestions as to how to develop these relationships 3. Propose to Council 4. Interact with these groups on a regular basis | <p>Information/requests from these groups received are centrally logged, and information forwarded to PRO Standing Committee</p> <p>Proposal accepted</p> <p>Networks maintained through regular contact</p> | <p>As arise</p> <p>Once per quarter</p> <p>On a monthly basis</p> | <p>SASLHA office</p> <p>PRO Standing Committee</p> <p>Correspondence Secretary</p> |

Objective 4: Comprehensive resource listing of all practitioners (members/non-members) for distribution within the Association and to other identified stakeholders

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|---|---|---|--|--|
| Publish PP Booklet, A-Z of Special ED, "Wealth of Health" Directory | <ol style="list-style-type: none"> 1. Branch Chairs to contact Provincial Heads of Dept of Health and Education and to obtain list of all provincial provision of service centers (ie. hospitals, clinics, schools, special education). 2. Forward information to Past President 3. Past President to obtain complete HPCSA listing of | <p>Contact made with provincial HoD</p> <p>List received by Past President</p> <p>List available at SASLHA office</p> | <p>End January</p> <p>End January</p> <p>Feb</p> | <p>Publications Standing Committee</p> |

| | | | | |
|--|--|---|---------------------------------|--|
| | Sp, Lg and H professionals with areas of practice. 4. SASLHA to contact members in health and education, as well as their managing institutions, re: names in booklet 5. Handover to publications for layout, advertising, editing and production. | Contacts and replies logged Publications Standing Committee produces new booklet for distribution. | March April to June- AGM | |
|--|--|---|---------------------------------|--|

Goal 3: To market the Association to practicing speech therapists and audiologists who are non-members of the Association

Objective 1: Members of the Association actively promote the achievements of the Association to non-members

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|--|---|---|---|-----------------------------|
| Communication to non-members through other means | 1. Contact HPCSA to determine if/when can submit report on activities for inclusion in SHOUT 2. Write report on activities 3. Submit to EXECO/HPCSA | HPCSA approval obtained Report written and submitted Published in SHOUT | Once annually – exact timeframe determined by HPCSA | PRO Standing Committee |

Objective 2: Greater participation of the membership in the governance structures of the Association

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|-----------------|-------------------|-----------------------|------------------|-----------------------------|
| | | | | President EXECO |
| | | | | |

Objective 3: Active recruitment campaigns to elicit membership from low-participating sectors

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|---|--|--|--|--|
| Recruitment drive in the Health and Education sector | <ol style="list-style-type: none"> 1. Branch chairs to make contact with therapists in the DoE, DoH and the university sector 2. Arrange meeting with these sectors to promote SASLHA activities - Take membership forms, editions of e-zine, Communiphon, PP Book, SAJCD and CPD calender 3. Consider innovative ways of encouraging recruitment | New members from these low-participating sectors are recruited | <p>February</p> <p>March – April</p> <p>June</p> | <p>Branch PROs</p> <p>PRO Standing Committee</p> |
| Cooperative relationship with SAAA and SHAA developed | <ol style="list-style-type: none"> 1. Maintain regular contact with SAAA Chairperson 2. Consider joint marketing efforts | | | <p>President EXECO</p> <p>PRO Standing Committee</p> |

Goal 4: To develop appropriate support strategies for different sectors of the membership of the Association

Objective 1: Members in community service programmes/at university are supported through various means

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|---|--|-----------------------------|------------------|-----------------------------|
| Support programme for Community Service | <ol style="list-style-type: none"> 1. Branch Chairs: When doing Goal 2, Objective 4, to obtain list of all provincial institutions providing Community Service posts; and | List reaches Past President | End Jan | President-Past |

| | | | | |
|---|--|---|---|---|
| | <p>forward to Past President (co-opted coordinator)</p> <p>2. Gather names for support network from e-zine</p> <p>3. Provide list of names to new graduates in each region (SASLHA office)</p> <p>4. Develop Q&A Web form with support personnel with relevant experience: (route through SASLHA central?)</p> | <p>Replies received and organized regionally.</p> <p>Form on Website- password SASLHA members?</p> | <p>End Feb</p> <p>End March</p> | |
| Administration of bursary scheme | <p>1. Make contact with all universities heads re student bursary/prizes</p> <p>2. Send out correspondence to student members</p> <p>3. Process applications and award prizes</p> | <p>All universities acknowledge receipt of information related to student services</p> <p>Correspondence/application forms sent out</p> <p>Applications forms processed</p> | | Correspondence Secretary |
| Interaction with student membership at universities | <p>1. Arrange to meet with all students at university to discuss SASLHA services</p> <p>2. Ask universities if can participate in Student Research Day (?) as SASLHA</p> | <p>Presentations made to students – students take forms and fill in applications</p> | <p>March</p> <p>August</p> <p>September</p> | <p>Branch PROs</p> <p>Branch Chairs</p> <p>Executive Committee members when available</p> |

Goal 5: **To develop the competencies of members through offering appropriate, relevant continuing professional development**

Objective 1: Needs of the membership with respect to continuing professional development is determined

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|---------------------------------------|-----------------------------------|-----------------------|------------------|-----------------------------|
| Canvass membership to establish needs | Articles in ezine and Communiphon | pending | current | CPD Standing Committee |

Objective 2: Close cooperation with the HPCSA with regards to the administration of the CPD programme

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|--|--|-----------------------|------------------|-----------------------------|
| Committee member has been nominated to attend meetings | Member will attend meetings and report to SASLHA CPD members | | current | CPD Standing Committee |

Objective 3: Opportunities for the accumulation of CPD points, through existing and new channels are created by SASHLA

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|--|--|---|---|--|
| Publications are adapted to provide CPD opportunities: SAJCD | 1. Members/academics invited to publish in SAJCD | Invitation published in e-zine/ January Communiphon | March | Chairperson: Publications |
| | 2. Submissions for SAJCD are received by Editor, with appropriate CPD questions | Articles received | May/June | Editor: Journal |
| | 3. Peer review of all articles, and forwarded to HPCSA – CPD accreditation committee | Articles accredited by HPCSA accreditation committee | August | CPD Standing Committee |
| | 4. Editing and layout of articles and questions 5. Printing of SAJCD 6. Distribution to members | Layout and final edit complete with updated CVs of authors SAJCD printed Distributed to all members | November January February | Editor: SAJCD SASLHA Office |
| Publications are adapted to provide CPD opportunities: Communiphon | 1. To source articles and book reviews for Communiphon 2. Edit and layout Communiphon 3. Apply for CPD accreditation for Communiphon | Articles received and layout completed. | 2 months earlier 1 month earlier | Editor: Communiphon Chairperson: Publications |

| | | | | |
|--|--|---|--|--|
| | 4. Make necessary changes 5. Print and distribute Communiphon | | February, May September | |
| Publications are adapted to provide CPD opportunities: Website | All articles in SAJCD and Communiphon placed on website Website also acts as portal to Internet CPD site | | | Website Administrator |
| Using the Internet to accumulate CPD points | Articles sourced by contributing editors (speech/audio) and questions will be set by committee Members register with service provider Members complete activity | A minimum of 2 articles per month will be provided on the website – 2 points per month Points awarded by HPCSA | | Chief Editor: CPD Editorial Committee Service Provider |
| Q & A articles available to all members | Q&A articles developed for the e- zine, Communiphon, website and in booklet distributed to all members | 1. One Q&A in e-zine every month 2. New Q& A to be published in Communiphon (3 per year) 3. All Q&A to be published on website 4. Q&A guidelines to be published at end of year | Monthly January April August As required December | ESC Standing Committee |
| Members are informed timeously of CPD activities | Year planner and e-zine | Published in Summer Communiphon and on website, changes announced in e-zine | Feburary | Branch Chairs CPD Standing Committee |

Goal 6: **To establish networks with other professional associations and professional bodies for the purpose of sharing of resources**

Objective 1: Relevant associations and professional bodies are identified and contacts initiated with these groups

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|-----------------|-------------------|-----------------------|------------------|--|
| | | | | Branch Chairs PRO Standing Committee SASLHA Office |

Goal 7: To consider, review and respond to queries and complaints about ethical behaviours of members of the Association

Objective 1: Guidelines for practise in a range of contexts are developed

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|---|---|--|--|-----------------------------|
| Guideline documents | Task teams established to draft guidelines for practice, to be presented to Committee for approval | Guideline documents approved by Standing Committee and forwarded to membership via e-zine, website and publications | As completed | ESC Standing Committee |
| Q & A articles available to all members | Q&A articles developed for the e-zine, Communiphon, website and in booklet distributed to all members | <ol style="list-style-type: none"> 1. One Q&A in e-zine every month 2. New Q& A to be published in Communiphon (3 per year) 3. All Q&A to be published on website 4. Q&A guidelines to be published at end of year | Monthly January April August As required December | ESC Standing Committee |

Objective 2: Review and respond to queries and complaints of and by members of the Association

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|-----------------------|--------------------------|-----------------------------------|------------------|-----------------------------|
| Referral to the HPCSA | Assist members in making | Complaints are properly forwarded | As requested | ESC Standing |

| | | | | |
|--|-------------------------|----------|--|-----------|
| | complaints to the HPCSA | to HPCSA | | Committee |
|--|-------------------------|----------|--|-----------|

Goal 8: To improve the financial position of the Association in order to provide more efficient and valued service to the members

Objective 1: Cost determinations are made for each aspect of the Associations' functioning, in terms of cost per member

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|-----------------|-------------------|-----------------------|------------------|--|
| | | | | Admin Officer Standing Committee Chairs Treasurer |

Objective 2: Regular review of membership fees are made in relation to the costs per member to run the Association efficiently

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|-----------------|-------------------|-----------------------|------------------|-------------------------------------|
| | | | | Treasurer EXECO SASLHA Office |

Objective 3: Regular reporting on the financial status of the Association

| Strategy | Activities | Success checks | Timeframe | Responsible person/s |
|-------------------|-------------------|-----------------------|------------------|-----------------------------|
| Financial reports | | | | Treasurer |
| SARS | | | | Treasurer |

APPENDIX THREE

Expenses Record Sheet 1998 – 2003

SASLHA Expenses Record Sheet – 1998 – 2003

| (* in rand value) | 2003 | | 2002 | | 2001 | | 2000 | | 1999 | | 1998 | |
|---|--|---|--|---|---|--|---|--------------------------------|---|--------------------------------------|---|-----------------------------------|
| Printing | Advertising Postage Photocopy Journal Communiph PP Book | 12022 1790 19000 31120 17000 | Advertising Postage Photocopy Journal | 1529 1896 3619 18325 | Postage Photocopy Journal Communiphon | 2291 4315 10867 | Advertising Postage Photocopy Journal Communiphon | 1100 3607 3515 7710 | Postage Photocopy Journal Communiphon | 675 1584 16298 4831 | Postage Photocopy Journal Communiphon | 3044 4221 10681 962 |
| Rentals | Property Photocopier | 1470 6518 | Property Photocopier | 3600 5441 | | 7383 | | 6200 | | 6432 | | 8663 |
| Office Administration | Consulting Suitegum Salaries Stationery Telephone Training | 2223 79595 5181 2187 | Consulting Suitegum Salaries Stationery Telephone Training | 2565 47250 39291 6427 17950 1368 | Salaries Stationery Telephone training | 58785 5795 23247 | Salaries Stationery Telephone Upgrade office | 50069 3023 20020 1364 | Salaries Stationery telephone | 44529 2480 8905 | Salaries Stationery telephone | 42739 3099 7680 |
| Capital expenses | Software Depreciation Repairs Sundry | 643 116 | Software Depreciation Repairs sundry | 1989 1080 303 116 1480 1415 | Software Depreciation Repairs sundry | 818 3376 1466 116 352 140 | Depreciation sundry | 325 1466 116 788 | Depreciation sundry | 2 1466 116 655 | Depreciation sundry | 2726 957 116 268 |
| Bursaries, gifts, vouchers | Bursaries Donations Discount allowed Gifts/flowers Regional grants | 2650 60 250 | Bursaries Donations Discount allowed Gifts/flowers Regional grants | 1075 (6333) 2410 100 3075 | Book voucher Bursaries Donations Gifts/flowers | 2950 4000 7980 295 | Book vouchers Bursaries Gifts/flowers | 1750 6000 | | | B/ voucher bursaries | 1000 3900 |
| Meeting expenses (incl flights, meals, venues) | Council S/Comm AGM Travel - gen Catering Execo | 24135 9268 2700 3417 5379 | Council s/comm. AGM Travel catering | 9822 11411 12053 1810 45 | Council s/comm. AGM Travel Catering | 5598 9683 13782 270 78 | Council s/comm. AGM catering | 6630 14102 6276 125 | Council s/comm. AGM Travel workshop | 4166 11532 12048 142 904 | Council s/comm. AGM Travel catering | 6277 7084 4466 467 18 |

Appendices

| | | | | | | | | | | | | |
|--|--------------------------------------|--------------|--------------------------------------|--------------|--|----------------------------|------------------------|--------------|--|--------------------------------|--|---------------------------|
| Web hosting and maintenance | | | | 3753 | | (1997) | | 1801 | | | | |
| Insurance, legal fees, bank charges | b/charges Insurance Legal fees | 1724 1643 | B/charges Insurance Legal fees | 2614 1643 | b/charges insurance legal fees SARS penalty | 2713 1451 7032 55 | b/charges insurance | 2056 1031 | b/charges insurance indemnity commission subscription to other body | 1706 1579 191 220 | b/charges insurance Finance charges | 956 981 739 |

APPENDIX FOUR

Stage 3 Documentation:
Interview questions and a transcription of all responses.

ANALYSIS OF INTERVIEW DATA

MISSION

Define your understanding of SASLHA's mission when you were in office? Do you believe that this has changed? If not, what has changed that may impact on SASLHA's mission?

| | |
|------|---|
| PP 1 | <i>Well I think the fundamental core of SASLHA has remained the same – as it is in the Constitution – it is there to bind a group of professionals with a common set of needs and information – with both information and guiding them towards future trends in the profession and some level of academic service post-university to keep profession growing and benefiting from goals. I think that any association that is not flexible particularly in this day and age where so much is changing constantly - it would stagnate and not retain services to the membership – core does not change, but the manner in which this core mission is delivered should change. Some of the services that are demanded has changed and impacted on the mission – for eg community service – but then again, it has to be constantly changing. Core mission remains the same, what those needs are, definition of needs, manner of delivery – meetings, print, e-zine, the definition of the “what” and “how” change but the “why” does not or should not.</i> |
| PP 2 | <i>Okay, offhand I can just mention – primarily, SASLHA is about being there for the members. Yes, I do believe it has changed somewhat – it does more for the public now – but I think that we should do more for the public.</i> |
| PP 3 | <i>1 - I looked at maintenance of the professional standards and ethics; 2 - informing members on matters related to the profession, exchange of information and improving the communication, using new tools for communicating with members; 3 - attending to members needs; 4 - coordination between members in different sector – special education, schools, hospitals, private practice, the universities; 5 - identifying and exploiting new opportunities and initiatives; 6 -integrating and managing a marketing plan for the profession and for the association; 7 -protecting the interests of the professional and profession; 8-ensuring continuing professional development of the members; 9 - marketing the profession to the public and other professions</i> <i>If you look back over the years, I believe the mission statement has remained the same – but that the methods have improved. Mission statement over the archives – a lot has changed over the years in terms of reaching those objectives and implementing them. If you look at informing members – we started using technology that is available now that was not before – and in that way it might have impacted on the delivery of the mission. Also for CPD – it was not compulsory then, now it is and this will change the deliver. Protecting the interests of the profession – there were significant things in the external environment – at the time in Gauteng they were closing centres and although we tried as SASLHA to negotiate with the departments to prevent the losing of the posts – there were some things that the profession could not change</i> |
| PP 4 | <i>My mission was to head and guide a professional association whose mission was to serve the members – it is a voluntary organisation, with a democratically chosen committee. At that time this was my focus – the focus may have changed in 5 year cycle as the members needs have changed. This probably works in 5 –yr cycle.</i> <i>No, I don't believe the mission has changed – but the needs of the members have changed.</i> |

What should never change about SASLHA (2 things) and what should be open for change (2 things)?

| | |
|------|--|
| PP 1 | <i>Never change – that SASLHA is a professional association open only to these professions it was originally intended for. SASLHA should always strive to represent and provide for it's membership</i> <i>What should change - The structure of how one provides for it's membership should be open to change and the dynamics of meeting the needs should constantly change</i> |
| PP 2 | <i>Never change – I feel very strongly about – that SASLHA should always stand for speech, language and hearing – there should not be a split – and also what it stands for – the ethos, the professionalism, it is important that that stays.</i> |

Appendices

| | |
|------|---|
| | <p><i>Must change - I don't think that these were – from your own experience - it seems as though it is perceived that SASLHA is not approachable and transparent – it needs to be more transparent; Also something that must change is the members perception of SASLHA. It is a difficult one – The money – we need to run much more like a business – a lot more of the older members still criticize because we don't have the finance to run like the medical doctors association – the consistency of officeholders over a number of years is not there – largely because it is a not paid portfolio</i></p> |
| PP 3 | <p><i>Never change – Always believe that communication pathologists should unite under the professional umbrella body because then they can have a voice – there should be interest groups but all under the umbrella of SASLHA, audiologists and speech therapists – should be representation from different sectors, within the formal structure. The idea was that the branches should have the representation (universities, health, education, special education) – but if that has happened – don't know. We really tried to address that – I do know through all the negotiations that we did – things that were also raised - raised the matter that SASHLA needed to appoint a chief operations officer – paid President – not just an office administrator – especially to overcome the continuity issue – change in leadership and direction every year.</i></p> <p><i>What should also change is that the role of the member – should be stipulated – not just their rights – you know, never do we say to the members – “we expect you to be a,b,c,” - expect that teamwork should be important – get the members involved in the committees at branch level and then bring them up through the structures.</i></p> <p><i>Winter 1999 – Communiphon 324 – p22 – Heading – another SASLHA project – Speech and Hearing Project – ask the member – their opinions – faxed it back</i></p> <p><i>Take the e-zine for example – never have 100% response – if have 5% response</i></p> <p><i>Put the onus back on the members to give the association it's direction</i></p> |
| PP 4 | <p><i>Never change - That it serves the members</i></p> <p><i>Ease of access to it's members – that it is not in competition with HPCSA.</i></p> <p><i>I think the members have difficulties differentiating between the two, this not a fault of either SASLHA or the HPCSA. This has been explained ad infinitum by both groups – it is the members who don't listen. Maybe the confusion stems because the gene pool for both organisations is quite small, with only a 1000 – 1500 odd professionals – often it is the same people who have served on the 2 organisations. In the bigger professions – more choice of members for serving the two bodies, and so there is not a difficulty in differentiating the roles.</i></p> <p><i>What should be open to change:</i></p> <p><i>Open to societies change – in other words: at the moment CPD is the most NB thing for the organisations – and I believe that SASLHA has to perform the role of service provision. The role of Universities in promoting the professional associations should be investigated. By not promoting the professional association, universities are not serving the profession as a whole. In some instances Universities have been known to actively not promote the association – either amongst staff membership or with the students. I don't think this will change, in the short term. We have in my opinion, a fundamental problem with university clinical training – I don't believe our training reflects recent trends within the profession or the needs of the profession to change with technological advances etc.– Supervisors of clinical training are often not on the cutting edge of the profession. A change in the clinical training of students has to be investigated by the varsities. Perhaps the needs of the new graduates completing their community service will encourage Universities to review the process. SASLHA must go and actively promote the association and the service it provides to students.</i></p> |

Who was the customer, and who should our customer? What value did SASLHA provide for the customer and how did it provide that value? Differentiate between the primary customer (the person whose life is changed through what SASLHA does) and the supporting customers? Did you ever engage in research to determine what the 'customers' valued?

| | |
|------|---|
| PP 1 | <p><i>Our members are our primary customers, probably actually our only customers. Maybe we should see as our secondary customers – maybe advertisers – but they are only customers in the sense that they use some aspect of SASLHA – the publications. Everything else kinda has to fit in with that. I don't think that we have an interest in the public other than through education as secondary to our activities. Indirect benefit to the public – the idea would be in order to promote the profession you educate the public – but once again this is service to the membership. Impossible to take on secondary customer.</i></p> <p><i>Research is done all the time – the e-zine is probably our best innovation in terms of gauging membership feelings – too much trouble for members to do through print media – with the e-zine you can respond as you are looking at it – it is a really good thermometer of members.</i></p> <p><i>One of my primary visions was to change the way SASLHA communicated with it's members – to try and overcome the cyclical issue of everyone asking the question "What is SASLHA doing for me". The product itself has not changed – it is just the way we communicate to our membership – our interaction through the different media.</i></p> |
| PP 2 | <p><i>Primarily the customer is the member. I think generally all round, members did not always realise what SASLHA did – to protect them and get them information – which has improved dramatically – get the information, if you have not got an e-mail address – people should have a computer. Secondary customers are the clients out there – SASLHA's function is to improve the primary customer, and in turn that improves service to the secondary. No research was done – I think things have changed a lot – SASLHA is more aware of running it like a business – I went on gut feelings and increased membership numbers. There should be varied representation on the Exec – representatives from universities – there seems to be a barrier between SASLHA and the PB – I know that there are certain things that are confidential – but there should be much more communication between two</i></p> |
| PP 3 | <p><i>That is exactly the problem – we treat the members as customers and they sit back and want to be served – But that is actually the case that SASLHA is there for the customer, who is the member, and the public is serviced by HPCSA. The public and the advertisers and sponsors are our secondary customers.</i></p> |
| PP 4 | <p><i>For the members, by the member – voluntary.</i></p> <p><i>Members are the primary customer, not the public – if talk about public relations to the public – you are essentially promoting the profession. Any improvement in standards of the profession essentially benefits the public. Educating the public is only a by-product of the public relations effort ... serve the public through promotion of the profession. The HPCSA protects the public. For instance CPD provides better therapists, therefore the public benefits. The role of the Professional Board is to protect the public and it has legal standing. SASLHA has no legal standing. SASLHA's role is to service its member, not non-members, and not the public. If the public want information, provide them with contact details where they can get the information.</i></p> |

Did you have a plan for developing this value (value to the customer)? What did the plan look like and how did you develop the plan?

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| PP 1 | <p><i>Silly question - of course we had a plan - first of all along with Ursula – the first thing we looked at was the dead wood, carrying expenses that were not necessary. Unfortunately the secretary fell into this category – too expensive and was not able to deal with a lot of the questions being asked – she would phone members of the committee – to get the answer. All through the cellphone. Very expensive. Members were still asking where is the service? And this was the real impact of not having an office running efficiently. With the new approach – we were initially proportionally able to provide more service for the money.</i></p> <p><i>Vision – centralise the office so that queries could be managed at the office – continuity in terms of all the office-bearers – e-mail addresses for each office position (not fiona @.... but president@saslha.co.za) able to track mail as each new term changed – make the organisation</i></p> |
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Appendices

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| | <i>electronically capable – electronic banking and to create a clear and dynamic way for the central and top-level structure being able to communicate bottom-level.</i> |
| PP 2 | |
| PP 3 | <p><i>Yes, there was a (just before I came into the office) – Lynn Holmes she did a study – Sept 1999 – UCT – Bachelors – on the marketing of the profession. That gave me a nice wakeup call – despite all our efforts to market – people were still under these incredible ideas – clueless members – you know we did – we worked from a document – (copy) – marketing professional associations in a changing SA – seminar Dr Aubrey Wilson – Mrs Streda Prekel – Oct 1994 – that was fabulous – things that we did was to profile prospective members and formulate a marketing plan – so what we then did – government changed borders of provinces – so we went back to membership lists and restructure the memberships of the provinces – looked at representation and grouped branches together – then, profiling the members – regular renewing members, non-members, sporadic members, discontinued members, overseas members, and the non-members divided into failed attempts to recruit and not approached. For the regular renewing members – we took the feedback from the different sectors – we sat down and took the HPCSA list and we phoned that list – so under each of these headings we put the name and telephone numbers – why did you not renew and what do you think about SASLHA – they did not like the image of the SASLHA – and then started upgrading the Communiphon, SASLA office a revamp *(325 – Communiphon) – Wits dumped all the archives on us and it looked terrible. Had a sponsor and we had a whole make-over – from curtains and all.</i></p> <p><i>They also said things like stationery – letterheads, proper invoices, small things to improve the image – also improved the indemnity coverage – did a lot of research and changed all of that – in the Communiphon had standing articles – from the President's Desk – section from the HPCSA, section current issues being addressed – negotiations, SASLHA news – branch chairpersons reports, had regular articles from ESC – QA, printed CPD calendar for the year – book reviews, new products, new tests, classifieds, ask for posts, advertise audiometers, created revenue, also created the website – have an exclusive membership page – how we can give the member something more than the non-member. Upgraded the office equipment – bought new computer, software and new fax machine. PPlist – on the website – Psychologists and professional therapists directory – Communiphon 326 page – Autumn 2000. Hyperlink from SASLHA – from the public page. We did a lot of talking to people in different areas – one of the biggest things – SASLHA was more of a private practitioners association – this was one of the main things that came from that.</i></p> <p><i>I remember some non-members – they get nothing from us – we put together packages – packages –with all ESC guidelines – bright yellow paper – all the benefits –</i></p> <p><i>Discontinued members – send them a letter with the old-Communiphon – personal telephone calls – some renewed – for the overseas members renewed because the website- direct contact. Those non-members that we headed under failed attempts to recruit – we went to specific leaders in say Health and Education – would publish a special article in Communiphon (Communiphon 320 – whole thing on education, C 321 on health – C 325 – article from DOH) – tried to give them a forum – but they did not use it as much</i></p> <p><i>What we found when we talked to the therapists – needed to give the scope – re services to the public – awareness week, competition at schools, speaking talking to TV, Rand Easter Show – the advertisements on the Communiphon and the website – keen to give us money –</i></p> <p><i>Then also the private practitioners – had lots of liaison with allied health professionals – pharmaceutical association – and that gave us more scope – gave us more recognition then they see you as the voice of the profession – needs to be more of edification of the profession – building it up – get the culture of edification – President is edification, Chairperson is edification – I think it was the last Communiphon – letters from the members, starting publishing the letters from the members.</i></p> |
| PP 4 | <i>This “value” is clearly set out in the constitution</i> |

Comment on whether you believe strategic planning is important for SASLHA

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| PP 1 | <i>Once again, but it needs a limit – in terms of how it is done – possibly first 2 months – strategic planning, 10 months to carry out the plan – do what you do have planned at the end of the 2 month. Need to have big ideas on where the path – is it necessary to have it all mapped out. Because people change.</i> |
| PP 2 | <i>Yes, it is important for SASLHA because the continuity thing is a problem and if one has specific long-terms goals and if the next person takes over, they know what it is about and can act on this and in the long term the members will value it.</i> |
| PP 3 | <i>Yes, and I think we need to believe to learn more about project management – need an operations manager. If you can create a vision and an excitement then people are eager. Take ownership for it. If you can achieve that then you will have people who will serve on committees and do their bit.</i> |
| PP 4 | <i>Yes, but it has to be broad enough, otherwise the president in 5 years time inherits something that was not theirs to begin with - so it needs to change – dynamic, you either have a three-year strategic plan so that all presidents within the cycle were involved was developed or make it broad enough, so that the specifics can be developed by future presidents. Have it as a vision for developing the process. Can't define it so specifically to allow the executive to adapt it (may not necessarily have been part of the original plan). I think it should come from the members - a strategic focus for the association developed by the members – what do the members want the association to look like in the next 5 year – they should be developing mission and vision. I think, that our members pay their fees, whether they ever do anything after that, I don't think so – SASLHA is just something over there that does something – it is tragic that our members do not guide the association because it is their association – they moan at decisions but they have not been part of it. It needs to be upward-driven, and not downward-driven. The way to change this is through the students and that is where the varsities are letting us down. We need to make it difficult to belong to – then they will not take it as a given – should have all the smaller the associations falling under it – eg Speakeasy, hospital therapists, school therapists... the profession as a whole served by Exec, members drive the smaller focus group – because that is where they identify their role. If SASLHA became the umbrella body – have power in numbers. Audiologists and speech therapists have different needs and very different personalities – SASLHA needs to address the conflicts in interests within the 2, people don't want to know about the other. ASHA have recently restructured to cater for the needs of both professions rather than utilizing a single body. Proposal for this type of structures was passed by Exec, but it was seen as splitting the profession, so (1990) not passed by the powers that be. Now in the 90's – the association seemed focused on the needs of private practice – addressing crisis within private practice, and it is only recently since you became president that that focus has changed – and that is because you bring in the other dimension.</i> |

In the future, how do you think SASLHA can create value for its members – and how do you think it can best achieve this?

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| PP 1 | <i>It is a strange paradox – the value SASLHA must create must come from it's members – they must recognise the reason that the association exists – and work towards it. The financial aspect must be recognised – even if half the members and double the fees – eventually – realistically measured against other professional associations – it is a per member service – how much you need per member to run the association properly and then run it well – quality service. Can't expect to run it for peanuts. If want to make it a service for all – and for it to not cost your anything – degrade the value that you are getting. Pay for a service of value. Respect for the committee – through paying – accountability is the other side of the scale – need to provide so that you can be accountable. Pay committee members for their time. I incurred easily R10 000 worth of expenses for the association – but this is unfair.</i> |
| PP 2 | <i>I think the Communiphon and the Journal are the 2 main things that give a lot of information to the members, and I know that is difficult sometimes on branch level, but they need to contribute more in terms of workshops, journals club, pp meetings.</i> |

Appendices

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| PP 3 | <p><i>I think training the office bearers in project management and administration – more equipped can give better value. If I think of CPD – the company that I work with at the moment – business skills training – four tapes in a pack sent to each members – seminars recorded – do at any time, any place.</i></p> <p><i>Chief operations officer !!!!</i></p> <p><i>Have a file that you can actually hand down – to the next person – guidelines for the AGM, guidelines for meetings, guidelines for this and that – if it was not clear or thorough – we tried to bring these things to office-bearers. Things were good on paper – but never put down.</i></p> |
| PP 4 | <p><i>Things that we need to market:</i></p> <p><i>Should be working towards better benefits for members</i></p> <p><i>Better healthcare for members</i></p> <p><i>Better working conditions in hospitals and schools - What do people want – they want better working conditions.</i></p> <p><i>SASHLA should be on the bargaining council – people feel it in their pocket and if the association is there</i></p> <p><i>Yes, SASLHA works towards negotiating on the fees – but this assists the private practitioners – not the others.</i></p> <p><i>You need to convince non-members that the benefits in joining are worth the money.</i></p> <p><i>For the youth – SASLHA needs to look at the market and what we are doing there. These girls come back from overseas – what do they get from SASLHA – need to be critical in your reflection of what you really offer new members – Does SASLHA get a list of newly registered speech therapists from the HPCSA, and send them information, give them a call, see if they want to be part of it – need to be proactive – working on.....</i></p> |

LEADERSHIP

As President, what did you believe or understand your role to be?

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| PP 1 | <p><i>I have a clear understanding of the difference between task and maintenance leadership – so I think that a leader of any organisation should be a task leader – somebody who initiates ideas and motivates committees and through them the constituents, and then also have a vision for the organisation. But I do not think that the president's role is singular or functions on its own - relating it to committee and membership. As a leader be approachable and communicate well. Have to be a role model and stand up for what you believe and comply with rules</i></p> |
| PP 2 | <p><i>Basically – coordinator, there were specific tasks for the Presidents but there was enough tasks to be delegated to the members. Somebody said it was a figurehead – but it is not just a figurehead, just keeping everybody together and keeping everybody going is a hard task.</i></p> |
| PP 3 | <p><i>I understood that I was a leader more than just a manager – read books by John Maxwell – on teamwork and leadership – I basically had a team that were elected – they were not appointed or interviewed – and we had to have a common vision in order to fulfil a mission – You know, if you interview and appoint – then you know they have the skills, but this was more difficult. Rather appoint then elect.</i></p> <p><i>If you elect - then you can always work with a person who is willing to work but they need to be developed so that by the time they have been through the committees, they have learned a little – have learned to run meetings, have learned to do projects. We are asking a lot of these people, members expect us to be administrators but we are not – not trained for it or equipped for that.</i></p> |
| PP 4 | <p><i>One of guidance – but SASLHA also needed to have a HEAD or director of Operations for the association – things needed to be directed, also one of leadership – someone who takes responsibility. The philosophy/ vision of that person determines how that leadership and guidance process occurs. Each President commences in with a vision - mine was communication, and I think the Ear to the Ground was a forerunner to e-zine. Any chairperson must give autonomy to the chairs and to the EXCE but there has to be someone who refines the process, therefore role in guiding and leading the process. There is a need to define the process. In my opinion SASLHA should appoint a director. This position should be paid and the director would be responsible for the day to day running of the Association. In this way there would be continuity. The Association can no longer be 'run by volunteers.' The standing committees, exec and structure of the Association would remain but continuity would continue thro the management of the Director. This would be very much like the AAA Director of Business.</i></p> |

How did this role relate to the Executive Committee and to National Council?

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| PP 1 | <i>Exec and National are the maintenance leaders to the task leader. It is not the President's only who can bring ideas – the National and Exec also bring ideas – the President then tries to guide new initiative and new vision so that they become achievable and to delegate the roles of implementing these ideas back to the National and Exec. The President helps to set out a method for meeting goals. And then take all the credit !!!!</i> |
| PP 2 | <i>On that level, I never had any problems – that is where the buck stopped – the interaction and coordinating was fine on Exec and council level - but need to involve more members and more people. If I look into the future – the President should be someone who is like a business manager and is a long term post – it is only the year when you are president that you learn and act.</i> |
| PP 3 | <i>I think that it boils back to the leadership – manager managers the problem, leader develops the leaders and keeps them to the vision and objectives, that is the role of the leader – getting the managers to manage Budd Wilkinson – if a team is to reach it's potential – subordinate own potential and develop the team - Build them up and give them authority, better representation – talk for themselves, represent their own groups. That was really the whole thinking behind the changes we had made.</i> |
| PP 4 | <i>Still need a leader – make sure everyone doing the tasks of the committees.</i> |

As President, can you describe how decisions that affected the organisation were made? Comment on decision-making on behalf of the membership.

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| PP 1 | <i>Yes, I was very well guided – not only by Ursula but also guided by Susan – spent about 2 hours with Susan when I first became president. We discussed how SASLHA developed and all the problems and it was drummed into me not to do anything without committee decision – so that both blame and accolade to the committee. Never ever took a decision without consulting the exec – and if exec decided too big went to Council – if Council thought too big – took it to the members – depending on how much of a decision it was – went right down to the members. The one con or negative is the time it takes for any procedure it takes to be realised – more opinions which have to be mediated with logic and clarity. Can't make unilateral decisions because it is always on behalf of members</i> |
| PP 2 | <i>I think at the time when I served – the exec was a very supportive group – decisions were never made on their own – input from different people – if not sure, would follow-up and find out more. It is quite important to do it this way. Sometimes one has to make decisions on behalf of all – for certain decisions, the more people you have, the more chaos there is in making a decision.</i> |
| PP 3 | <i>I think it was through questionnaires, dissemination through the branches, feedback through Council and then of course, the AGM – membership decisions, day-by-day decisions could be made by the exec</i> |
| PP 4 | <i>Work was done by Exec – two meetings per year with Council – worked closely with Exec – on a monthly basis, worked closely with regional chairs. Acted as leader/ director and conduit. We communicated a lot amongst the committee members and I was fairly democratic until things were not done and then often had to do it myself.</i> |

What decisions were made to abandon certain programmes and projects, and how were these decisions determined?

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| PP 1 | <i>For eg. Rand show – I think that both executive and presidents are responsible for evaluating how any process is going - to make sure that it is working like it was meant to work – and if at any time the relative risk would overcome the benefits – decisions taken at Executive or Council and by vote.</i> |
| PP 2 | <i>There were decisions made to abandon certain members – you know, to sum it up, there was also someone on the exec who was closer to the problem, who could manage it better. Everyone throws in ideas, and someone would say "I see my way clear to handle this". I believe that even</i> |

Appendices

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| | <i>if there was a business manager, would still need a executive. There was a movement from Audiologists in Action – about a PR exercise - the Rand Easter Show – there was a lot of hot air, and a lot of fuss made and then nothing.</i> |
| PP 3 | <i>Throwing out the old Constitutions – engaging in the talks – motions put forward at the AGM, published in Communiphon, published in the website. As widely as possible. We actually got the feedback from the Chairperson – it was the Chairpersons responsibility to circulate to their members and put them together in a singular report. C 326 of 2000; C 328 – final decisions and the people who were finally elected into the position was also published.</i> |
| PP 4 | <i>The one project abandoned and not by my choice was the preparation of a guideline for “marketing of the profession” – and I just could not get a committee going. I managed to get 3 people on the committee, given a task of developing a plan and after 5 months when they were asked to report, nothing had been done because could not decide who was the chairperson. When a project fails as abysmally as this. The decision to abandon it is really easy. A lot of work was done with BHF, and we also worked on stabilising relationships with other healthcare organisations and associations.</i> |

When faced with difficult situations/problems, what style or approach did you as President adopt to overcome this?

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| PP 1 | <i>I think that one needs first to diagnose the problem – would do enough of an investigation into the problem – before we could take any decisions, either at teleconference present problems – everybody entitled to opinion and then mediate. This is the common way of dealing with any problems. Then summarise those ideas with the most salient points and try to interpret how they stand. And then everybody would either agree. Once again, if at any point, no agreement – vote and take the majority. I was actually quite firm about staying on topic – “listen we need to take a decision now” – this was also my role – keeping people on track and where they are going.</i> |
| PP 2 | <i>I probably was more consultative – I would lay the problem on the table and ask advice and then deal with it. Sometimes I dealt with it myself or it was delegated.</i> |
| PP 3 | <i>Engage in open conversations – with AiA – keep open door policy – listen to your view, put it forward, not my decision in the end – lots of meetings with exec and Council – not make any decisions on my own – a lot of counsel from ESC – monthly meetings with HPCSA – very direct with Susan. Build up a relationship with Adele – whenever the COmmuniphon came out – sent through to her. There was one instance when we used a lawyer and went to him for advice – did not leave anything to chance.</i> |
| PP 4 | <i>Try the consultative approach and things had to be done – if other committees were not prepared to do it – it had to be done.</i> |

What is your understanding of strategic planning and what strategic analysis tools did you use during your term as president?

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| PP 1 | <i>I think that there was so much to do during my term – and I think that there was an element of strategic planning – I am naturally a strategic planner – very good at delegating responsibility, setting deadlines, and monitoring quality – this is all you need to plan strategic. For the more concrete projects, less concerned with the long-term future, dual purpose was to revolutionalise – started some of the actual content – but I know I would be able to take the content and use it effectively. I think that there was too much time spent on planning for this year – perhaps too much retro-analysis – because it is such a clumsy organisation – red-tape and although I think that looking at the past history of the organisation is useful – does it really have a structural impact on the now – you can look a certain amount ahead – but not too few – can't always set them down in a specific plan – look to identify to triggers.</i> |
| PP 2 | <i>Yes it is a difficult question – if one can use the word tools, it would not a specific approach or strategy, but more out of experience from previous situations that one brought into the context. Also previous role models helped. From when I qualified to now, there is much more to strategic planning – it is much more about planning far ahead – look into the future over a longer period of time, and break that up into smaller periods of time, and then determine goals and sub-goals. I know that three years seems like a long time – but it actually is not – take something over (you</i> |

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| | <i>learn, you act and then you support). Sit with all the ideas and then priorities and then decide which ones to target</i> |
| PP 3 | <i>Again, I used this book extensively – when I looked through it again – I could see what we had done – nominal group technique – that was actually ----- worked on participative, inclusive and creative problem solving – define the problem or opportunity – if yes, if no –go there. Generate the ideas or the objective – stipulated time period. Then you would record the idea – by this I need your feedback – from the Chairpersons, clarify the ideas, tactics, budgets – look at your short-terms, discuss your ideas at various levels – identify the person/people responsible for implementing – by voting people into this – if decisions were to be made you would vote. Set a deadlines of completion and put a – and lastly you would evaluate.</i> |
| PP 4 | <i>Essential. For me, it was a process, set your goals, vision or plan but very easy to get off the topic but if you keep coming back to it – it happens.</i> |

MANAGEMENT

In your opinion, was planning for SASLHA conducted for long-term (beyond your one-year term of office) or short-term (for the next 3 – 6 months, 6 – 12 months)?

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| PP 1 | <i>Definitely long-term – the changes that we made brought SASLHA out of what seemed like a rather dark age – bringing us to that point – everything that I did had a function for it to be future-planned – SASLHA was not electronically capable – and all the services that can now be offered can be done through electronic med</i> |
| PP 2 | <i>If I look back – it was fairly short-term although there were certain things that were long-term. Generally, the short-term projects were upcoming workshops what to do with ESC, and a long-term goal was improving the image of SASLHA.</i> |
| PP 3 | <i>I think we most certainly did planning for long-terms changes to the Constitution and to the structure of the association – then this is where the problem came in – hand it over to someone else but did they have the understanding and the ownership of the changes. I think that was the main aim of the Council at the time – do the changes but make sure it is workable – so big, so many branches – won't it make it so long – if you really want to serve the members – you need to get the members input. It is also a case of going to them and pulling them in</i> |
| PP 4 | <i>The office of President actually spans three years. Therefore each individual has year to plan as the president elect, effect the role as president and then act in a supportive role as the past president. Unfortunately this didn't happen during my three year term, because I didn't have a president elect. But essentially, at the beginning of my term, I looked at what needed to be done, decided how it was going to be done, and made sure it got done. I did not have a president-elect – two year term. It was not easy, my president-elect Marna – went in as past-president. There was not much continuity. I am not a good committee person – fairly autocratic – there were things that had to be done and I worked closely with the secretary – had an excellent relationship with her – ran 3 teleconferences, consulted extensively with Exec telephonically. Had a lot more meetings, would meet Exec night of the HPCSA Council. In this way we saved costs and minimized the geographic constraints. Complaints from members had to be made had to be in writing.</i> |

Describe your approach in managing meetings of Exco, National Council and the AGM

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| PP 1 | <i>I am quite an unofficial meeting chair – I like to have a less formal environment – but still with agenda and procedures – all mates and colleagues – just get it done.</i> |
| PP 2 | <i>From practicality point of view, tried to stick as much as possible to the old rules of handling a meeting – some of them are written, some are from role models.</i> |
| PP 3 | |
| PP 4 | <i>Very structured, time-based, fairly consultative, always had secretary, minutes out very quickly, reports had to come in, written – 7-days beforehand – don't come to the meeting if no reports ready. No waffle, had to follow strict agenda.</i> |

What processes did EXCO and the National Council use to ensure the smooth running of the association on a day-by-day basis and across the term of office?

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| PP 1 | <i>I think probably the crucial thing was e-mail centred at office – really good person to take care of the nitty-girty – as a volunteer can't take care of SASLHA 90% of the time – no mistaking the purpose of the office. Worked fairly well, there were times when it did not. Regulate as you go.</i> |
| PP 2 | <i>Um, at that stage we did not have much smooth running – with IDA it was a bit of an up-hill battle. I think there was a lot of work – the workload increased and she just could not cope, if she could be in the office with general work, then she could cope but the specialist information on speech or audio - she could not cope.</i> |
| PP 3 | |
| PP 4 | <i>Full-time secretary paid by association. Ida – full-time. Had communications every day with secretary. Invested an awful lot of time in Ida – but then the offices were moved, she was on her own, lonely, with no others to talk to. Different approach by new president – did not get phone calls on regular basis from the Exec or President. There was a definite break down of relationship when Marna came in. For me, when Ida went out of the office, she called and asked if she could redirect calls.. One rule that I would bring in now – e-mails must contain membership number, not a public service organisation. It is also not SASLHA's "responsibility" to rule on ethical dilemmas – Ethics and Standards should answer queries. Complaints must go to HPCSA. The office - this is the person to answer the questions, direct the queries – route director – we are not here to serve the public, or non-members. Go back to what their roles are – not all things to all people</i> |

Are there ways in which we can make the management of the Association aligned with emerging management of the technology?

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| PP 1 | |
| PP 2 | <i>I think that the people that we have got that are doing the work – are doing the best.</i> |
| PP 3 | <i>You can do wonderful things if you have money – when the member pays the money – straight through processing – software – notified of payment – automatically</i> |
| PP 4 | <i>E-zine, website, need everything recorded – in paper. Have gone into the 21st century but are we using it as much as we can ? – The public could be directed to appropriate channels via the website. .</i> |

How can SASLHA be more effective in “real time”, turn around time for dealing with issues, operate in a responsive dialogue with our market?

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| PP 1 | |
| PP 2 | |
| PP 3 | <i>Keeping track record – then you can see the processes – if there is a job, have a time limit on it and have feedback on it – responsibility – do this within the time limits – produce the goods</i> |
| PP 4 | <i>Use the existing time more effectively. Not to get bogged down with queries directed from non-members.</i> |

PROFESSIONALISM

Do you think SASLHA has successfully managed continuity *and* change?

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| PP 1 | <i>Not in the past – we are climbing a hill towards that at the moment – but I think that we have been able to create something. Our only chance to manager continuity and change – is to keep things that are working now. Our year was really slow – the year I was President-Elect – not because of lack of ideas, had the initiate and had the steps but it took ages. I think that some years used the president-to-president was important – not looking back through written</i> |
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Appendices

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| | <i>paraphernalia – should be able to do this through consulting the ex-presidents</i> |
| PP 2 | <i>Under the circumstances – with members and finances – it has done well – from Marna onwards there has been a lot of growth – there are a lot of new members – with lots of commitment and there certainly is improvement</i> |
| PP 3 | <i>It sounds like it – I don't have an idea. Oh yes, from the previous 5 years- we had managed continuity and change.</i> |
| PP 4 | <i>No. The first reason for this is that it should be voluntary – exec – a lot of people pushed into. Exec are becoming younger and younger and don't have the history of the organisation – need to have somebody with history on the Executive. Or need to ask questions. It is better now that the president is a 3-yr term – but you can also see that the younger members have neither read the Constitution, nor acquainted them selves with the records of the Association. One doesn't need to keep re-inventing the wheel. It is both a waste of time and confusing for others because in many situations different paths are followed from those previously taken. It is only when Committee members make a huge blunder, that they then follow procedure or take the time to investigate – then becomes clearer. History is important. Some of the old presidents – literally “threw records away.</i> |

How did you as President evaluate the progress of the association towards meeting it's goals and objectives?

| | |
|------|--|
| PP 1 | <i>At every single meeting – we always had a look at previous minutes – if you have a huge problem with minutes – then evaluation will not be effective – that is working or that is not – why are you stuck and what is the problem</i> |
| PP 2 | <i>I suppose – there was no tangible way – mainly through feedback – basically through comments, letters, telephone calls from members. One would keep the letters but not write down everything</i> |
| PP 3 | |
| PP 4 | <i>I went back to my strategic planning to see how much we had achieved. I got the communication improved – people were more informed. Determined by asking the people – asked the regions.</i> |

What were your results and how did you measure your success?

| | |
|------|---|
| PP 1 | <i>Results are good – happen to have dynamic and committed committee. Made for a good result. Measured success by watching the change work, but also through feedback from members – compliments, particularly. Costs went down. First year that we did not spend money we did not have. I am a leader who has run a business and that made a huge difference. If you understand running a business, then you will know how to run the organisation – using financial resources more effectively. Managed to increase level of service and reduce the costs. Have to change efficiency, supply was not enough, demand greater than we were providing for.</i> |
| PP 2 | <i>I suppose also measuring the success via the feedback that one got – but also suppose also membership numbers, there was an increase, Marna had a substantial increase, and it has been improving year by year.</i> |
| PP 3 | |
| PP 4 | <i>We kept the members and we increased membership and we diversified our membership. Increased market share. Financial, we turned a R19 000 deficit to a R40 000 profit at the end of term. Used industry and marketing – loads of advertising, got publications on time. Had money. So success was measured by both bank balance and membership</i> |

Indicate whether you believe membership size is a true indicator of success for the organisation. If not, describe your indicators of success (key success factors/variables)

| | |
|------|--|
| PP 1 | <i>No – I think it should be – but a think that there is a lag between having success and the pace at which new members join – this could be a good long term indicator of success. Other things that affect membership size – external climate of the profession. Up the fees – changes membership.</i> |
| PP 2 | <i>Membership plays a major role – if they are not happy they will not register the next year. The number of publications is also a indicator of success.</i> |
| PP 3 | <i>Membership size is important – if membership retention increases – then you are getting growth</i> |

Appendices

| | |
|------|--|
| | <p><i>Vital signs – attendance of AGM – attendance of meetings</i></p> <p><i>Financial statements – how healthy things are – can I do what I plan to do?</i></p> <p><i>Ability to fill vacant positions in committee – do members believe in the cause of the association – why should I give my time and effort if I don't believe in the Association.</i></p> <p><i>No. of projects – which can you successfully complete, reportback on it and say this is the outcome – can you actually close the project? Have recommendations</i></p> |
| PP 4 | <p><i>Obviously must have members – therefore more funds – needs to look at increasing role of the organisation – judge by the number of new members – every three years - should do research on whether members are happy – probably the last time such research was conducted was in 1996 and 1997.</i></p> |

Comment on the organisational structure of the Association – do you believe it to be efficient or effective enough to meet the process and product needs of SASLHA?

| | |
|------|---|
| PP 1 | <p><i>No – I think that the marketing and publishing section too small – branch chairs are useless – no idea why it is still working – there does not seem to be a branch-up working. Executive works well, within each standing committee works well – it is the gelling together of the groups.</i></p> |
| PP 2 | <p><i>I think that the structure is good – but I don't think all the committees are producing the goods and that is difficult with people who have jobs – eg PR.</i></p> |
| PP 3 | |
| PP 4 | <p><i>On paper effective, the breakdown is with the personalities in the committees. If you had all positions filled – work superbly, need to have good people there, make sure that capacity is developed and built up.</i></p> |

Evaluate, in your own words, SASLHA as it stands now.

| | |
|------|--|
| PP 1 | <p><i>Well I think that SASLHA has been in crisis for 20 years – the running of SASLHA has never been structured the way it should be – it started off thinking of itself as a charity and the members think it is charity. It needs to become a professional association - SASLHA as it stands now – has a 50/50 chance of surviving as a professional association – it will probably see – the only thing that holds the volunteers for the organisation – is the prestige the harder the job gets – the else the prestige is going to be a pull. I think it is at a cross-road, but ultimately it would not make a huge difference.</i></p> |
| PP 2 | <p><i>One of the things that worries me – I think that there is lot of speech therapy – but the whole audiology thing worries me – of course, there are articles – but I don't know how many audiologist there still are in the membership.</i></p> |
| PP 3 | |
| PP 4 | <p><i>At the present moment, in real terms SASLHA actually does nothing for me – the e-zine is great but I like hardcopies – my personal thing. You have a wonderful secretary. But the association needs to be there as a security blanket so that if I need it, it will be there – With the advent of CPD I would view the situation differently as SASLHA hopefully will provide me with the means to obtaining the necessary points to comply with the HPCSA regulations.</i></p> <p><i>I don't have that much trust in the members of the EXEC – where is the business management? SASLHA uses me more than I use SASLHA – I believe I am always putting out the fires. Eventually you just give up. I do not believe that the association has the knowledge that it should have – for egg. I have already loaded all the ICD 10 codes into my computer – phoned the office – nobody knows anything about it – what are you doing about it? This is a process that private practioners must comply with as of January 2004. SASLHA should be pro-active. Regular meetings with other Health Professional Associations. Why is this happening, because we have junior people in the positions and they have not asked. They crisis manage. The old system – when did it break down? Tjoekie Aaron ran it autocratically. That worked then.</i></p> <p><i>I also think SASLHA fees are too low to actually offer the services that are required</i></p> |

What are the factors that have led to the success of the organisation?

| | |
|------|---|
| PP 1 | <i>Motivated people and unique personalities – exec and certain standing committees – eg ESC and publishing</i> |
| PP 2 | <i>In a sense that it has been open to suggestions and change, people have been prepared to make paradigm shifts – it is not like the older people have been stuck in the running shoes – there have been a lot of new ideas, and newer people getting involved</i> |
| PP 3 | |
| PP 4 | <i>Hardworking individuals who served the profession</i> |

What factors contributed to difficulties or failures experienced by the association?

| | |
|------|---|
| PP 1 | <i>Originated from an interest conceptual development – manner of delivery was flawed – add to that the finances, the apathy and the attitude of the members – it relies on motivated members.</i> |
| PP 2 | <i>I think some of the difficulties or failures have been not having the background knowledge, both the members and the exec/council, I think sometimes it has just been a bit naïve insight or understanding of what the association is trying to do – eg some people still don't understand the difference between PB and SASLHA. Bluntly it is just ignorance.</i> |
| PP 3 | |
| PP 4 | <i>Lack of Funds, lack of members. The natural division, due to diverse needs, between audiologists and speech therapists. The loss of therapists to emigration.</i> |

FINANCIAL STABILITY

Does SASLHA organize it's resources around the demand side – members, public, trends, needs, rather than around the supply side?

| | |
|------|--|
| PP 1 | <i>I would like to think that we organise around the demand side, but supply and demand are constantly is swing with another – we have now come up with a supply problem. The biggest problem with the SASLHA vision is that they have not catered for the supply – It need to be organised around the relationship between the 2 and trying to get a balance between the 2.</i> |
| PP 2 | <i>I think it is more towards the demand side – rather than supply side</i> |
| PP 3 | <i>A little bit of both – I am not sure which is heavier. There is a heavy burden from the demand side – what we really tried to do was create income through advertisements – which pays for so much – definitely need to increase that. The demand is very big.</i> |
| PP 4 | |

APPENDIX FIVE

Stage 4 Documentation:
Administration Instructions
Checklist of organisational indicators and response record sheet

Instructions for the Administration of the Checklist of SASLHA's "Good-Health Indicators"

Dear participants

Thank you for participating in this study. With luck and a little bit of hard work, this study will not only help me to complete my Masters, but will more importantly assist SASLHA in improving its position and its value to the members.

The attached questionnaire is the first of a two-stage investigation into the opinions and knowledge of the SASLHA office-bearers, both at national level and within the branches. The second-stage will include a series of statements, drawn from trends that are uncovered during the interviews with the Past-Presidents (1996 – 2002). For each statement, you will be asked to comment or respond. These interviews will only be complete on the 28th May 2003, and so the 'questionnaire' will be forwarded to you by the 31st May 2003.

This first stage should not take long. On the Checklist, you will find a list of indicators, indicators that have been used in studies of other non-profit organisations across the world. To some extent, these have been 'SASLHArised', but most of the indicators remain as they are.

As participants, you are simply asked to respond by either ✓ (use the Insert toolbar, go to Symbol, use Wingdings or simply copy and paste the tick from the line above) or by typing in "Yes" or "Y". Responses should reflect the following:

- "Met" (if you feel SASLHA is doing this/has done this),
- "needs work" (if you feel SASLHA has not attended to this, but they should, or if this has not been reviewed in a long time, and needs reviewing) or
- "NA" (not applicable – if this indicator does not apply to SASLHA and/or should not apply to SASLHA)

At the end of each section, you will find space to comment. You are asked to add any additional points relevant and necessary to answer.

You are asked to save your questionnaire in the file name for your portfolio on SASLHA and e-mail back to fional@worldonline.co.za OR filewis@pawc.wcape.gov.za

All responses will be kept completely confidential and I urge you all to be completely honest. Neither SASLHA nor myself personally will take offence at responses that may be construed as criticism. However, if you wish to remain anonymous, you are asked to fax your responses to 021 – 5568128.

If you have any further questions, or are not clear about some of the aspects of the questionnaire, please do not hesitate to contact me.

RETURN DATE: 31st May 2003 (or asap)

CHECKLIST OF “SASHLA GOOD-HEALTH” INDICATORS

Evaluating SASLHA’s National Council and Executive Committee

| Rating * | Indicator | Met | Needs work | N/A | S/M/ W |
|-------------|--|---------|---------------|--------|-----------|
| E | The roles of the National Council and Executive Committee are defined and respected, with the President delegated as the manager of the organisations’ operations and the National Council focused on policy and planning | 8 | 1 | | S |
| R | The National Council acts as a governing trustee of the organisation on behalf of the membership at large and contributors, while carrying out the Organisations’ mission and goals. To fully meet this goal, the National Council must actively participate in the planning process. | 7 | 2 | | S |
| R | The National Council’s nominating process ensures that the Council remains appropriately diverse, with respect to gender, ethnicity, culture, practice background, skills/expertise, disability status, language | 4 | 5 | | M |
| E | The National Council members receive regular training and information about their responsibilities | 1 ? | 6 ? | | W |
| E | New National Council members are oriented to SASLHA, including the associations missions, bylaws, policies and programmes, as well as their roles and responsibilities as National Council members | 3 | 6 | | W |
| A | How National Council is organised is documented, with a description of National Council and Executive Committee responsibility | 8 | 1 | | S |
| A | Each Standing Committee has an ‘operations’ manual. | 4 ? | 3 | ? | M |
| E | The Association has at least the minimum number of members on the National Council as required by the Constitution of the Association | 8 ? | | | S |
| R | If the Association has adopted bylaws, they conform to statute and have been reviewed by legal counsel | 8 ? | | | S |
| R | The bylaws should include: a) how/when notices for Council meetings are made, b) how members are nominated, c) what the terms of office are, d) how Council members are rotated (if), e) how ineffective Council members are removed, f) a stated number of Council members to make up a quorum for all policy decisions | 6 ? | 1 | ? | S |
| R | The National Council reviews the bylaws | 6 ? | 2 | | S |
| A | The National Council has a process for handling urgent matters between meetings | 4 | 5 | | M |
| E | National Council members serve without payment unless within policy for reimbursement of out-of-pocket expenses | 9 | | | S |
| R | SASLHA maintains a conflict-of-interest policy and all National Council members and executive members review and/or sign to acknowledge and comply with the policy | 1 ?? | 4 | 1 ? | M |
| R | The National Council has an annual calendar of meetings. | 5 ? | 3 | | M |
| A | Meetings have written agendas and materials/reports related to significant decisions are given to the Council/Exco in advance of the meeting | 6 ? | 2 | | S |

COMMENT: ? Assume that this is happening, but not sure. “I was too idle to read the Constitution, and now know more after the recent workshop – if I had answered this one month ago, it would have been a different story!!! Also the WCape Strat Plan workshop helped my understanding of how SASLHA works. I was very vague about it all when I was persuaded to stand as Chair for CPD”

Evaluating SASLHA's Human Resource Management

| Rating * | Indicator | Met | Needs work | N/A | S/M/ W |
|-------------|---|---------|---------------|-----|-----------|
| E | The organisation has a written personnel handbook/policy that is regularly reviewed and updated to: a) describe recruitment, hiring, termination and standard work rules for all staff, b) maintain compliance with government regulations including Employment Equity Act, Labour Relations Act, Code of Good Practise, Occupational Health and Safety Act, Basic Conditions of Employment Act | 2 ? | 5 ? | | W |
| R | The organisation follows non-discriminatory hiring practices | 7 | 1 | 1 | S |
| R | The organisation provides fair access to the personnel policy. All staff members acknowledge that they have read and understood the personnel policy | 1 ? | 7 | | W |
| E | The organisation has a clearly defined purpose of the role that volunteers have within the organisation | 3 | 6 | | W |
| R | The organisation has job descriptions including qualifications, duties, reporting relationships, key indicators for all portfolios – volunteer and paid | 8 | 1 | | S |
| R | The National Council conducts an annual review/evaluation of the President in relation to a predetermined set of expectations | 2 ?? | 4 ? | | M |
| R | The organisation requires performance appraisals to be conducted and documented annually – for paid staff | 1 ? | 4 ?? | 1 | MW |
| A | The organisation has a timely process for filling vacant positions to prevent an interruption to services or organisational operations | 1 | 8 | | W |
| A | The organisation has a process for reviewing and responding to ideas, suggestions and comments from all members | 5 | 4 | | M |
| A | The organisation provides opportunities for committee members professional development and training with their job skill area | 1 | 6 ? | 1 | W |
| E | The organisation follows a 'recruitment' policy that does not discriminate, but respects, encourages and represents the diversity of the membership | 5 | 3 ? | | M |
| R | The organisation is respectful of the time commitment and abilities of the volunteer and has various job duties to meet these needs. | 6 ? | 2 | | S |
| R | The organisation does volunteer performance appraisals periodically and communicates to the volunteers how well they are doing and where additional attention is required. Volunteers are requested to review and evaluate their involvement in the organisation and the people they work with and suggest areas for improvement. | 1 | 7 ? | | W |

COMMENTS *"needs a lot of work especially regarding the selection of office-bearers and preparation of them.*

Employees – in our case the secretary – should be assessed annually according to performance"

"Many of these sentiments are essential for paid employees and may cause difficulty with very sensitive individuals who are volunteers and very aware of the fact. The way one treats volunteers and paid employees is quite different and while I have no problem with job descriptions, etc and find them helpful, others have expressed their reservations about this to me. I think this is attitudinal and also possibly age-related!!!!"

Evaluating SASLHA's approach to planning

| Rating * | Indicator | Met | Needs work | N/A | S/M/W |
|----------|--|--------|------------|-----|-------|
| E | The organisations' purpose and activities meet membership needs | 5 | 4 | | M |
| R | The organisation frequently evaluates, by soliciting membership input, whether it's mission and activities provide value to the membership | 3 | 6 | | W |
| R | The organisation has a value statement that is reflected in it's activities and is communicated by its members | 5 | 4 | | M |
| A | The value statement includes standards of ethical behaviour and respect for others' interests | 6 | 2 ? | | S |
| E | The organisation has a clear, meaningful written mission statement which reflects it's purpose, values and people served | 7 | 2 | | S |
| R | The Council and the Standing Committees periodically review the mission statement and modify it to reflect changes in the environment | 5 ? | 3 | | MS |
| E | The Council and Standing Committees developed and adopted a strategic plan to achieve it's mission | 8 | 1 | | S |
| A | The Council, Standing Committees, members participate in the planning process | 8 | ? | | S |
| E | The plan was developed by researching the internal and external environment of the association | 6 | 1 ? ? | | S |
| R | The plan identifies the changing community needs including the organisations' strengths, weaknesses, opportunities and threats | 3 | 4 ? ? | | M |
| R | The planning process identifies the critical issues facing the organisation | 4 | 5 | | M |
| R | The plan sets goals and measurable objectives that address these critical issues | 4 | 5 | | M |
| E | The plan integrates all the organisation's activities around a focused mission | 7 ? | 1 | | S |
| R | The plan prioritises the organisations' goals and develops timelines for their accomplishments | 5 | 4 | | M |
| A | The plan establishes an evaluation process and performance indicators to measure the progress toward the achievement of goals and objectives | 4 | 5 | | M |
| R | Through work plans, human and financial resources are allocated to ensure the accomplishment of the goals in a timely fashion | 4 | 5 | | M |
| A | The plan is communicated to all stakeholders of the organisation – members, Council, Standing Committees, branch committees | 5 | 4 | | M |

COMMENTS *"I know all about the strat plan, but is there a formal mission statement? Not in the constitution – or is it!!!! Hence the reason for me dithering a bit in this section"*

"Think that the organisation should get more involved in student training, salary negotiations. The e-zine is a great method for communicating with members and maintaining transparency"

"the strategic planning has set the framework for future use (planning), but needs to evaluate how successful we were and where do we need to improve"

Planning regarding the organisations' programmes

| Rating * | Indicator | Met | Needs work | N/A | S/M/W |
|----------|--|-----|------------|-----|-------|
| E | Programmes are congruent with the organisation's mission and strategic plan | 7 | ? 1 | | S |
| A | The organisation actively informs the public about it's programmes and services | 1 | 8 | | W |
| A | Members and potential members have the opportunity to participate in programme development | 3 | 6 | | MW |
| R | Sufficient resources are allocated to ensure each programme can achieve the established goals and objectives | 2 | 6 ? | | W |
| R | Office-bearers have sufficient training and skill levels to manage the programme/produce the required outcome/output | | 9 | | W |
| A | Programmes within the organisation are integrated to provide more complete services to members | 5 | 4 | | M |
| R | Each programme has performance indicators to ensure that the programme meets | 3 | 5 | | M |

Appendices

| | | | | | |
|---|--|---|--------------|--|---|
| | it's goals and objectives | | ? | | |
| R | Performance indicators are reviewed annually | 2 | 3 ? ? ? ? | | M |
| A | The association networks and/or collaborates with other organisations to produce the most comprehensive and effective services for clients | 1 | 8 | | W |

COMMENT *None made*

Planning regarding the SASLHA's Evaluation of activities

| Rating * | Indicator | Met | Needs work | N/A | S/M/W |
|----------|--|-----|------------|-----|-------|
| R | Every year, the organisation reviews it's activities to determine progress towards goal establishment | 7 | 2 | | S |
| A | Relevant stakeholders are involved in the evaluation process | 3 | 6 | | W |
| R | The evaluation includes a review of organisational programmes and systems to ensure that they comply with the organisations' mission, values and goals | 5 | 4 | | M |
| R | The results of the evaluation are reflected in the revised plan | 5 | 4 | | M |
| A | Periodically, the organisation conducts a comprehensive evaluation of its programmes. This evaluation measures programme outcomes. | 2 | 7 | | W |

COMMENTS *Rather difficult to answer questions as I am not always on National Council (CPD SC)*

Evaluating SASLHA's financial activities

| Rating * | Indicator | Met | Needs work | N/A | S/M/W |
|----------|--|----------|------------|--------|-------|
| E | The association follows accounting practices which conform to accepted standards (Generally Accepted Accounting Practice – GAAP) | 7 | 2 | | S |
| E | The organisation has systems in place to provide the appropriate information needed to make sound financial decisions and to fulfil SARS requirements | 7 | 2 | | S |
| R | The organisations prepares timely financial statements including the balance sheet and financial statement (income/expenses) | 8 | 1 | | S |
| R | The organisation prepares financial statements on a budget versus actual and/or comparative basis to achieve a better understanding of it's finances | 8 | 1 | | S |
| E | The organisation develops annual comprehensive operating budget which includes costs for all programmes, management, fundraising and all sources of income. This budget is reviewed and approved by Council | 7 | 2 | | S |
| E | The organisations monitors unit cost of programmes and services through the documentation of staff time and direct expenses and use of a process for allocation of management and general and fundraising expenses | 2 | 6 | 1 | W |
| E | The organisation prepares cash flow projections | 3 | 4 ? | 1 | M |
| R | The organisation periodically forecasts year-end revenue and expenses to assist it in making sound management decisions during the year | 2 | 5 ? | 1 | M |
| E | The organisation reconciles all cash accounts monthly | 2 ? ? | 5 | | M |
| E | The organisation has procedures established for periodic billing, follow-up and collection of all accounts, and has documentation to substantiate all bills | 4 ? | 4 | | M |
| E | Government contracts, purchase of service agreements and grant agreements are in writing, and are reviewed by EXCO and a Council member to monitor compliance | 3 ? | 2 | 2 ? | M |
| R | The organisation has a written fiscal policy and procedures manual and follows it | 2 ? ? | 2 ? ? | ? | M |
| E | The organisation has documented a set of internal controls, including the handling of cash and deposits, approval for over spending and disbursements | 1 ? ? | 5 ? | | M |
| E | The organisation has a policy identifying authorized cheque signers and the number of signatures required on cheques in excess of specified rand amounts | 5 ? | 2 ? | | M |
| E | All expenses of the organisation are approved by a designated person (s) before | 3 | 4 | | M |

Appendices

| | | | | | |
|---|--|-------|-------|---|---|
| | payment is made | ? | ? | | |
| R | The organisation has a written policy with respect to investments | 2 ? ? | 3 ? | ? | M |
| R | Capital needs are reviewed annually and priorities established | 5 ? | 3 | | M |
| R | The organisation has a plan identifying actions to be taken in the event of reduction of income or loss in funding | 2 ? | 4 ? ? | | M |
| R | The organisation has established, or is actively trying to develop, a reserve of funds to cover at least 3 months operating expenses | 4 ? | 3 ? | | M |
| E | The organisation has suitable insurance cover which is periodically reviewed to ensure the appropriate levels/types of coverage | 3 ? | 2 ? ? | ? | M |
| R | The organisation has an annual, independent audit of their financial statements, prepared by a certified practitioner – the National Council, or nominated committee, is responsible for soliciting, interviewing and appointing the auditor | 7 | 2 | | S |
| R | In addition to the audit, the auditor prepares a management letter containing recommendations for improvements in the financial operations of the organisation | 2 | 4 ? ? | 1 | M |
| R | National Council reviews and approves the audit report and management letter and with input and support from committees, institutes changes recommended | 3 ? | 4 ? | | M |
| E | The audit, or an organisation prepared annual report which includes financial statements is made available to members, contributors, funders and other interested parties | 7 | 2 | | S |
| A | Training is made available to Council and other committee members on relevant accounting topics and all appropriate persons are encouraged to attend such training | ? | 7 ? | | W |
| E | The organisation has a review process to monitor that they are receiving appropriate and accurate financial information whether from a contracted service or internal processing | 1 ? | 6 ? | | W |

COMMENT “Must admit – I am not really aware of how finance is dealt with”

“Don’t know too much about this side of SASLHA”

“This is SASLHA’s weakest area. There is no business plan with long-term, medium-term and short-term financial planning. Our audits are shocking (especially the last one). Our auditors should guide us on our position”

“Finances seem a bit of a mess following the Suitegum debacle !! I also haven’t a clue how they work”

“We have made progress but SASLHA needs to be seen as a business. Tighter controls should be on money spending”