

APPENDIX F: Levels of Work

(Adapted from Nel, 2003)

LEVELS OF WORK: LEVERAGING THE HIEARCHY

LEVEL	SCOPE OF WORK	TIMESPAN	PRESENCE
7	<ol style="list-style-type: none"> 1. Work with “fuzzy” information without distinct probabilities 2. Cope with and integrate chaordic relationships 3. Co-create the industry and global direction 4. Influence global socio-economic philosophy 	20 years Fuzzy, Extended long- Term	Global presence, Determine industry Design
6	<ol style="list-style-type: none"> 1. Anticipate global trends and identify probabilities 2. Interpret the potential impact of global trends 3. Use defined “fuzzy” information to formulate scenarios 4. Define “big picture”, key strategic objectives 	10 years Long-term	Interact globally; Regional economic Presence and Competitiveness
5	<ol style="list-style-type: none"> 1. Interpret global trends and pre-empt national/regional trends 2. Align the external and internal supply chain 3. Inform the formulation of scenarios 4. Translate strategy to be meaningful to operational entities 5. Select a balanced scorecard of performance indicators 	5 years medium – long term	National focus; total Supply chain Integration; total Supply chain Competitiveness
4	<ol style="list-style-type: none"> 1. Translate information into meaningful operational targets 2. Integrate and optimise the internal supply chain 3. Comprehend and integrate internal stakeholder perspectives 4. Establish balanced scorecards for divisional levels 	2 years Medium term	Organisation Internal supply chain Integration; focus On excellence
3	<ol style="list-style-type: none"> 1. Benchmark competitive performance measures 2. Tangible, past-based information tracking 3. Determine, create and track performance criteria 4. Establish a balanced scorecard of operational measures 	1 year Short to Medium term	Localised focus: Nationally Competitive Performance; Departmental Excellence
2	<ol style="list-style-type: none"> 1. Identify variances from benchmarked norms/standards 2. Apply basic statistical analysis to track performance variations 3. Escalate irresolvable problems to higher levels 	3 months Short term	Functional, Specialised Excellence; sections; Project teams
1	<ol style="list-style-type: none"> 1. Access and respond to concrete performance information 2. Drive immediate response times 3. Use information to deliver in-built excellence 4. Initiate resolution of operational problems 	1 day immediate	Micro unit Excellence; Operational teams; Individuals

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