ORGANISATIONAL CULTURE AS A PREDICTOR OF

PERFORMANCE: A CASE STUDY IN LIBERTY LIFE

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ABSTRACT

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Organisational culture is widely celebrated as a legitimate source of corporate success. The study aimed to investigate the possible relationship between organisational culture and performance among four departments within Liberty Life's Operations division. The objectives were twofold:

The first was to investigate which culture was dominant in each department. Information from the administration of Wallach's (1983) organisational culture index questionnaire to measure the existing organisational culture in the various departments was obtained from a sample of 170 employees in Liberty Life.

The second was to assess how the dominant culture affected the department's performance in terms of adhering to the agreed service level agreement. Daily service level agreement adherence results for each department were used as the performance measure.

The findings from the research indicated that departments with an innovative culture had a lower percentage of cases outside the agreed service level agreement than the departments with a bureaucratic or supportive culture.

Recommendations with regard to changing organisational culture to support high adherence to service level agreement are also discussed.

DECLARATION

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I declare that this research project is my own work. It is submitted in partial

fulfilment of the requirements for the degree of Master of Business

Administration at the Gordon Institute of Business Science, University of

Pretoria. It has not been submitted before for any degree or examination in

any other University.

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Tania Geldenhuys

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CHAPTER 1

DEFINITION OF THE PROBLEM

1.1 INTRODUCTION

As recently as January 2006, the president of a global human resources consulting company stated that high performance is more than a dream; it is a culture (Rogers 2006). This statement forms the basis of this research.

The study aims to investigate the possible relationship between organisational culture and performance among four departments within Liberty Life's Operations division. The objectives are twofold: firstly it will attempt to investigate which culture is dominant in each department and secondly it will attempt to assess how culture affects the department's performance in terms of adhering to the agreed service level agreements (SLA).

1.2 PREVIOUS RESEARCH

Most previous research in this field focused on the impact of corporate culture on financial performance (Kotter & Heskett 1992; Denison, 1990). In these studies financial performance was based on return on assets and return on investment. This research explores the impact of organisational culture on non-financial performance indicators. Even though non-adherence to service level agreements can result in reputational damage and will ultimately effect the bottom-line of the organisation, this study will not focus on the effect on the financial bottom-line.

1.3 ORGANISATIONAL CULTURE & PERFORMANCE

When organisations attempt to improve their operations in response to new data from the economic, political and technological environment, we realise the critical role that culture plays in this process (Schein, 1996). This is exactly the situation that the long-term insurance sector finds itself in. For the first time, long-term insurance companies must operate in a sustained period of low inflation and a low interest rate environment. Liberty Life, like many others in the sector, is forced to improve its operations to remain profitable.

This view was supported by an international study commissioned by Deloitte in 2004 where 80 senior insurance executives where asked whether improved operations will improve profitability. Eighty six percent (86%) were of the opinion that it would (Ryan, 2004).

Chart 1: "Improved insurance operations are the best route to strong profitability"

disagree 14%

agree 86%
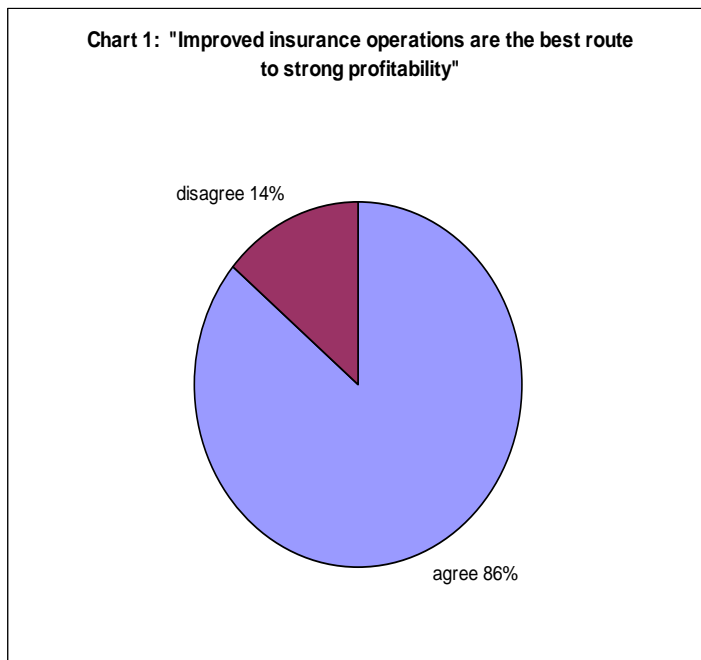
It is important that managers understand that if adherence to service level agreements is important, a sure way to achieve this is by ensuring that the prevailing culture in the department supports this goal. Organisational culture is one of many factors that can influence performance, but if the behaviour and attitudes of the employees are supporting an adherence to service level agreements, a major obstacle has been overcome. Organisational culture serves as a control mechanism that guides and shapes the attitudes and behaviour of employees (Nayager & Van Vuuren, 2005). Culture allows organisations to develop a core set of assumptions, understandings and implicit rules that govern day-to-day behaviour in the workplace (Robbins, 1996). An innovative culture that encourages entrepreneurial intensity has a direct and positive influence on company performance (Morris & Kuratko, 2002). This research will focus on whether an innovative culture in Liberty Life Operations will have a positive effect on the performance of the department.

1.4 MOTIVATION FOR RESEARCH

- Insurance companies are operating in a highly regulated environment where policyholders have become more sophisticated and better informed. The greater sophistication of policyholders resulted in a demand for a higher and faster level of service. This research will show that creating the appropriate organisational culture in an organisation can improve service.
- The need for insurance companies to raise profitability by increasing efficiency in core processes.

- Due to the increase in competitiveness between insurance companies it is not viable for insurance companies to compete on products. Companies are now forced to compete on service. By ensuring that the dominant culture supports performance on service delivery, companies can gain a sustainable competitive advantage.

1.5 THE RESEARCH PROBLEM

The objective of the study will therefore be the assessment of the impact of organisational culture on a department's ability to adhere to the internal service level agreement of five days.

The research will attempt to answer the following questions:

- What culture type is the most dominant in each department?
- Will an innovative culture result in a higher adherence to the service level agreement than bureaucratic and supportive cultures?

CHAPTER 2

LITERATURE REVIEW

The literature review will cover three main areas of theories. The aim of the first section, which is related to the definition and understanding of organisational culture, is to provide some insight on the theory of organisational culture and the various ways of categorising culture types.

The second section covers the principles of performance. The purpose of this section was to provide insight into the definition of performance for purposes of this research.

The theory on the relationship between organisational culture and performance forms the basis of the third area of the literature review. This section aimed to provide insight into the various views of the relationship between culture and performance.

2.1 ORGANISATIONAL CULTURE

2.1.1 DEFINITIONS OF ORGANISATIONAL CULTURE

Corporate culture has been defined in many ways by various authors and researchers. According to Bagraim (2001), there is no single universally accepted definition of the term and this has lead to a great deal of conceptual confusion and ambiguity in the literature. At the most fundamental level, organisational culture refers to a set of values that are shared by a group of

people that persist over time, even when there is a change in group members. At the more visible level, culture refers to a set of behaviours that are common among members of a group because these behaviours are expected by everyone (Kotter, 1995).

The earliest and most prominent researcher on organisational culture was Schein. Edgar Schein (1984) defines organisational culture as the pattern of basic assumptions that a given group has invented, discovered, or developed in learning, and that has worked well enough to be considered valid and therefore to be taught to new members. It becomes the common language and the common background. Culture therefore arises out of what has been successful for the organisation.

 A culture is formed as a result of solutions to problems that the group is facing. Therefore, culture can also be defined as the solution to the problems that a group will face. Schein (1984) identifies two problems that a group can face: The first kind of problem is related to the basic survival of the group. This will include problems relating to their primary task, basic function and the ultimate mission of the group. The second kind of problem is related to the ability of the group to function as a group. In this study, each department was presented with a problem that needed solving. Each department had to strive to adhere to the agreed service level agreement. The dominant culture in each department will be an indicator of firstly how they will perform their task to achieve this goal and secondly how they function as a group. According to Van der Post, de Coning and Smit (1998) culture is, to the organisation, what

personality is to the individual. It is a hidden but unifying force that provides meaning and direction that is based on the system of shared meanings, values and beliefs that ultimately shapes employees' behaviour.

Van den Berg defines organisational culture as shared perceptions of organisational work practices within organisational units that may differ from other organisational units (Van den Berg & Wilder, 2004). It appears that organisational culture is unique to a particular unit. It is therefore possible that for purposes of this research each department can have a unique culture. According to Van der Berg (2004) organisational values are expressed in organisational practices that can be derived from the existing practice within the organisation, department or work unit. This view is support Schein's statement that "there cannot be a culture unless there is a group that owns it (1984, p3). According to Schein (1984) a given group is a set of people that have been together long enough to have shared significant problems; who had the opportunities to solve these problems and finally who have taken new members.

2.1.2 APPROACHES TO ORGANISATIONAL CULTURE

Smircich (1983) drew a clear distinction between two approaches in understanding organisational culture. One approach assumes that organisational culture is a root metaphor, while the other approach assumes that organisational culture is a variable.

The first approach adopts a structural-functionalist view (Bagraim, 2001). This approach views culture as something an organisation "has" as opposed to something that the organisation "is" (Smircich, 1983). It emphasises that organisations are producers of culture that maintain social structures. The assumption here is that the organisation "has" a certain collective culture and the particular culture was created to support the existing structure or strategy.

The second approach views organisational culture as another internal variable that will affect performance. The reason is that culture is merely another variable in the set of relationships organisations have with their environment (Maull, Brown & Cliff, 2001). As an internal variable, organisational culture can be managed and designed for organisational success and performance. This research will focus on organisational culture as an internal variable that has special causal importance for organisational performance.

2.1.3 MULTIPLE LEVELS OF ORGANISATIONAL CULTURE

Organisational culture can be analysed at several different levels, as shown in figure 1. This implies that there are different levels of cultural phenomena in organisations (Schein, 1984 & Bagraim, 2001).

Figure 1: Levels of Corporate Culture
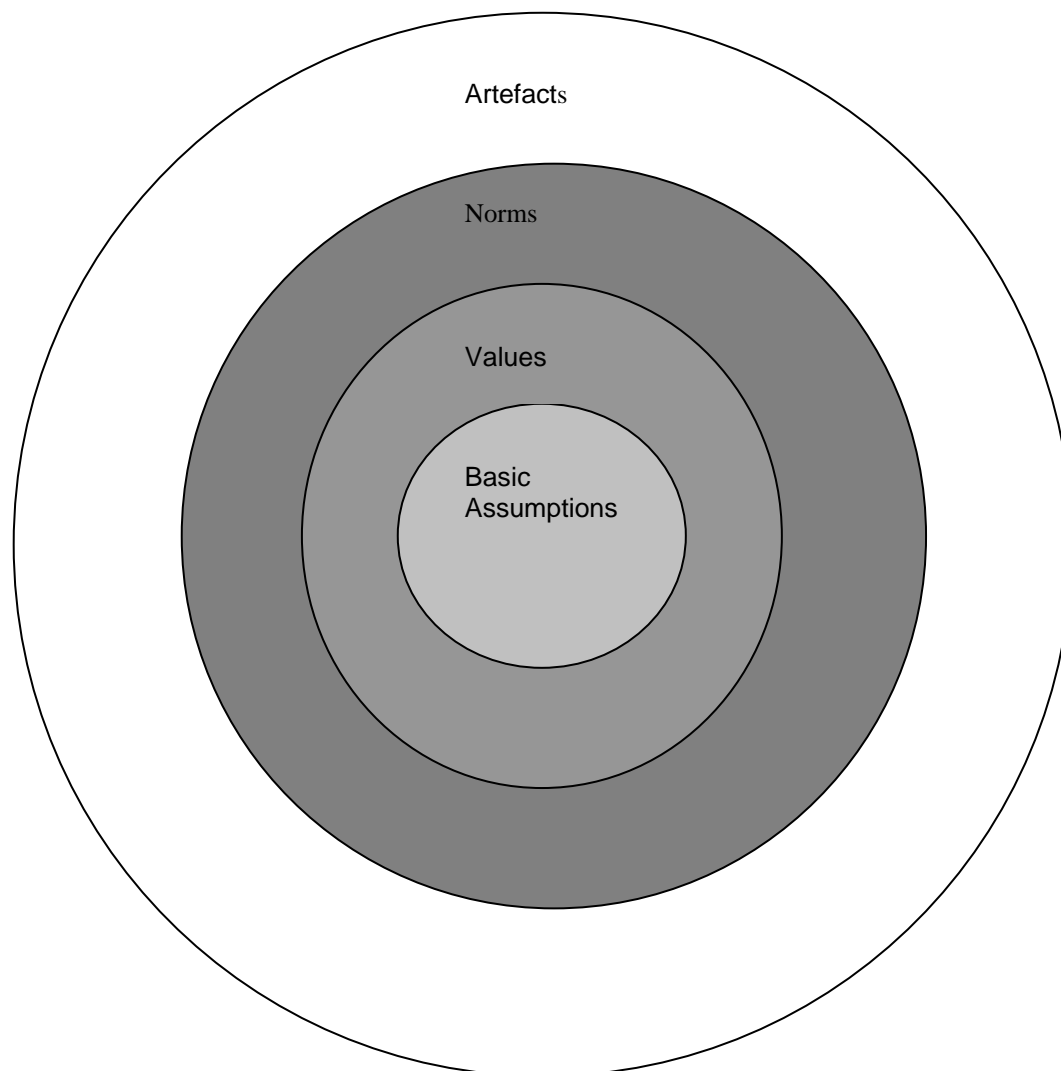
a) **Artefacts**: This is the tangible and visible aspects of culture shared by members of organisations that are the manifestations of the culture (Denison, 1990). Examples are office layout, manner of dress, public documents such as charters, employee orientation material (Schein, 1984). This visible level is easily obtainable hence artefacts are at the highest level of cultural awareness. Artefacts are difficult to interpret as it is not easily understandable why offices are laid out in a certain manner and why people dress in a certain way. The underlying logic is derived from the next layer.

b) **Norms**: The second layer of cultural awareness is the norms that are guiding members regarding the appropriate behaviour in a particular situation (Cummings & Worley, 2005). This will involve how members define and interpret situations of organisational life and prescribe the bounds of acceptable behaviour (Denison, 1990). These represent the unwritten rules of behaviour.

c) **Values**: Culture is created as a result of solutions to problems that the group are facing. Values reflect the members' preferred means of resolving the problems that the group are facing (Denison, 1990). The values are the guiding principles of the group's behaviour, irrespective of whether they are right or wrong, or whether they include the values that ought to be in the organisation.

d) **Assumptions**: At the deepest level of cultural awareness are taken-for-granted assumptions about how organisational problems should be solved (Cummings & Worley, 2005). According to Schein (1984) to really understand a culture and to understand the group's values and behaviours, it is imperative to delve into the underlying assumptions which are typically unconscious but which actually determine how group members perceive, think and feel. These assumptions are not easily recognisable and difficult to change (Bagraim, 2001). If assumptions at the deepest level of cultural awareness are the most difficult to change, artefacts must be the easiest to change. It appears to be logical as dress codes, office layout and charters are easy to change. The difficulty lies in changing the underlying values and behaviours underlying the artefacts.

The above four levels of culture are arranged in order of abstractness with artefacts as the most apparent manifestation of culture (Denison, 1990). In contrast to Schein's typology of organisational culture, Denison's typology focuses on the concrete actions, conditions, and practices that are rooted in an organisation's value system. Denison (1982) divided culture in the following levels:

- The values and beliefs that underlie actions;
- The patterns of behaviour that reflect and reinforce those values; and
- The set of conditions, created by these patterns of behaviour, within which organisational members must function.

The difference between the abstract (Schein) and concrete (Denison) is relevant when research methodology is considered. The concrete classification of culture may be more warranted when the level of culture being researched is more concrete than abstract (Denison, 1990). The more concrete the culture, the easier is will be to do comparative research between various cultures. Wallach's organisational culture index, which will be used in this research, focuses on the more concrete levels of culture. The downside of this research methodology is that detail is being compromised for generalisation.

2.1.4 ORGANISATIONAL CULTURE TYPES

Organisational literature acknowledges the difficulty of identifying a typical framework for different organisational culture types mainly because the shared assumptions and understanding lie beneath the conscious level of individuals (Lund, 2003). There are multiple classifications of organisational culture types. This culture type classification by Wallach (1983), Denison (1990), Cameron and Freedman (1991) and Deshpande & Farley (1999) will be used in this research.

2.1.4.1 CULTURE TYPES

Wallach's (1983) organisational culture index profiles cultures in three stereotypical dimensions:

- bureaucratic;
- innovative; and

- supportive

Table 1 below shows the three different dimensions and characteristics of each dimension. Each culture is defined according to the type of workplace, type of employees, orientation and type of company.

Table 1: Wallach's cultural dimensions

Element	Bureaucratic	Innovative	Supportive
Workplace	Hierarchical & compartmentalised	Exciting & dynamic	Warm & "fuzzy"
Type of employees	Unimaginative	Entrepreneurial & ambitious	Friendly & people focused
Orientation	Power orientated	Results orientated	Relationship orientated
Type of company	Large market share in a stable market; efficient systems and procedures	Creative	Highly supportive environment

Denison (1990) followed by classifying culture into four "hypotheses":

Table 2: Denison's four "hypothesis"

"Hypotheses"	Characteristics
Involvement	- members are involved in decision-making process; - leaders are elected by the members; - informal control system; - high degree of "self-management".
Consistency	- internal control system based on shared system of values, beliefs and symbols; - values are widely understood in organisation; - high ability to reach consensus on decisions; - clear set of "do's" and "don'ts".
Adaptability	- system of norms that will allow organisation to interpret signals from external environment and promote internal behaviour changes that increase chances of survival; - capacity to restructure and reinstitutionalise a set of behaviours and processes that allow organisation to adapt.
Mission	- importance of a shared definition on the function and purpose of the organisation; - clear direction and goals.

Cameron and Freeman (1991) identified four organisational culture types:

- clan;

- adhocracy;

- hierarchy;

- market

The model below shows the dominant attributes, leader style, basis for coupling and strategic emphasis of each culture type as per Cameron & Freeman.

Table 3: Model of organisational culture types

	Type: Clan	Type: Adhocracy	Type: Hierarchy	Type: Market
ATTRIBUTES	cohesiveness, participation, teamwork, sense of family	entrepreneurship, creativity, adaptability	order, rules and regulation, uniformity	competitiveness, goal achievement
LEADER STYLE	mentor, facilitator, parent-figure	entrepreneur, innovator, risk taker	coordinator, administrator	decisive, achievement orientated
COUPLING	loyalty, tradition, interpersonal cohesion	entrepreneurship, flexibility, risk	rules, policies and procedures	goal orientation, production, competition
EMPHASIS	focusing on developing	focusing on innovation, growth,	focusing on stability,	focusing on competitive

	human resources, commitment & morale	new resources	predictability, smooth operations	advantage and market superiority

Source: Adapted from Lund (2003)

In later research the authors (Deshpande & Farley 1999) identified four types of cultures:

- competitive;

- entrepreneurial;

- bureaucratic; and

- consensual.

In the competitive culture, values relating to demanding goals, competitive advantage, marketing superiority and profits were emphasized. If one compares this to the classification of Wallach and Cameron, the competitive culture equals elements of the innovative culture of Wallach, market culture of Cameron and adaptability culture of Denison.

Cameron's adhocracy culture type and Wallach's innovative culture contains elements of entrepreneurial culture as defined by Deshpande *et al*. According to him the emphasis in the entrepreneurial culture was on innovation, risk taking, high levels of dynamism and creativity. Both Deshpande and Wallach identified a bureaucratic culture type where values like formalisation, rules and

standard operating procedures were important (Rashid, Sambasivan and Johari 2003). The elements of this culture type compare to Cameron's hierarchy culture type.

In the consensual culture, elements of tradition, loyalty, personal commitment and extensive socialisation are important in the organisational values. Similar values are important to the organisation in Cameron's clan culture type, Wallach's supportive culture type and Denison's involvement culture.

It is clear from the above classification that even though authors classify culture types differently, the elements that define the culture types are similar. It is merely a different name for the same culture type. For purposes of this research, the framework as presented by Wallach will be used to identify the dominant culture type per department.

2.1.4.2 SINGLE OR MULTIPLE CULTURE TYPES

Organisational culture represents a common and shared perception held by members. However, this does not mean that there cannot be subcultures within any given culture (Tsosa, 2004). Organisations may comprise of several sub-cultures rather than a single, unified culture (Bagraim, 2001). Lund extended this view in 2003 when he stated that it is even possible that in a department attributes of several cultures may be present, some of which may have opposing values and emphasis. Contradictory interests between departments, consumers and top management may result in different notions of what is good, important and appropriate (Bagraim, 2001).

It is therefore possible that Liberty Life Operations can consist of various culture types compared to one uniform culture and that in every department, more than one culture type might be present. However, for purposes of this research the dominant culture, which expresses the core values that are shared by the majority of the department, as well as the subcultures within the department will be identified, but will not be analysed.

2.1.5 ORGANISATIONAL CULTURE AS A COMPETITIVE ADVANTAGE

Organisational cultural issues are becoming increasingly important as culture is used as a source of strategic competitive advantage (Martins, 2002). According to Martins, in order to increase competitiveness in the market place, organisations are required to adapt to dramatic changes in strategy, technology, working systems and management styles. An organisation's culture must be of such a nature that it can accommodate drastic and continuous changes. It therefore appears that an innovative culture is a minimum requirement to achieve a sustainable competitive advantage when competing on service.

2.2 PERFORMANCE

Because this research is performance research with culture as the "cause" and adherence to service level agreement as the "effect", it is important to discuss the main issues relating to performance.

2.2.1 DEFINITION OF PERFORMANCE

The first problem in defining performance is that the definition of performance will depend on the stakeholder involved. Organisations inevitably have an array of stakeholders, and any particular measure of performance often tends to compete against another (Denison, 1990). Shareholders prefer performance in dividends, while managers regard performance in operational processes as important. From a traditional perspective, organisational performance is commonly referred to as financial performance where considerations of budgets and assets are crucial in determining the overall bottom-line of an organisation (Yeo, 2003). In this research, performance will be defined in terms of adherence to the agreed five-day service level agreement.

According to Langton (2000) performance implies the action of doing things, using things, and attending to conditions, processing, communicating, and achieving results. It is not a static concept, but an active concept. Langdon (2000) describes performance as consisting of four dimensions:

a) behaviour;

b) standards;

c) support;

d) human relations.

An organisation cannot perform unless all four layers are present. A high performance organisation is one in which the culture provides employees with the accountability and responsibility necessary to meet customers' needs in a timely manner to ensure business success (Allerton, 1998). He defines characteristics of a high performance organisation as follows:

- well-understood vision and values help guide decision-making;
- decision making occurs at the lowest level;
- risk taking is encouraged;
- performance feedback comes from peers, customers and direct reports.

From Allerton's definition it is clear that he is of the opinion that a specific type of culture is important to create the environment in which an organisation can perform. Not all corporate cultures will allow decision making at the lowest level or encourage risk taking. As Jacobs (2005, p.1) states in his article: "How a company decides who is authorised to make what types of decisions can have a profound effect on its business, both in terms of everyday effectiveness and the bottom line."

2.2.2 FACTORS AFFECTING PERFORMANCE

Cummings & Worley (2005) advocated that six factors other than culture can affect the performance of organisations. The key components of the six elements are as follow:

a) **Context**: Context refers to the environment in which the organisation operates and includes both external and internal environments. Organisational characteristics such as business strategy, strategy and structure as well as organisational culture form part of the context.

b) **Purpose**: This will represent the goals and objectives of the organisation. In this study it will focus on the objective of achieving a five-day service level agreement.

c) **Composition & Diversity**: The demographics of the group will be identified in this variable.

d) **Structure**: Size of the group will be taken into account.

e) **Processes**: The formation and socialisation processes play a critical role in the performance of an organisation. This ties back to Schein's (1984) where he stated that a group must be together for a long enough time to resolve problems. It can therefore be concluded that performance can be determined by the length of time that a group has been working together.

f) **Leadership**: The type of leadership behaviour will have an influence on performance. Research has shown that a transformational leadership style does result in increased performance (Lok & Crawford, 2004).

It can be concluded that culture is an important contributor to performance, but not the sole contributor.

2.3 ORGANISATIONAL CULTURE AND PERFORMANCE

2.3.1 INTRODUCTION

The pioneering work of Deal and Kennedy (1982) incited the interest of researchers to the concept of corporate culture and how these values and philosophy guide the employees' behaviour in the organisation towards greater success. Following this pioneering work, many authors have researched the relationship between organisational culture and performance. The table below shows the authors and the type of culture that they regarded as beneficial to enhancing organisational performance.

Table 4: Authors and type of culture as a predictor of performance

Author	Type of culture as a predictor of performance
Ouchi (1981)	Clan culture
Denison (1990)	Participative culture
Kotter & Heskett (1992)	Participative of all constituencies (customers, stockholders and employees)
Deshpande & Farley (1999)	Indian firms – entrepreneurial culture Japanese firms – competitive culture
Franco & Bourne (2003)	Entrepreneurial

2.3.2 INNOVATIVE CULTURE AND PERFORMANCE

Empirical studies by Franco & Bourne (2003) provided evidence that a paternalistic culture that does not punish people's mistakes and encourages discussion and analysis, can lead to a successful performance measurement strategy. They considered corporate culture as one of the critical factors for successful performance adherence. Franco and Bourne (2003) are of the opinion that an organisation will need a culture that supports team-work, ownership and entrepreneurship as well as a culture that focuses on continuous improvements. This study will aim to support Franco & Bourne's viewpoint.

Even though Denison (1990) came to the conclusion that a supportive culture will result in higher performance than any other culture type, he still supported the notion that an innovative culture can lead to increased performance. He believed that an organisation must have the ability to restructure itself in times of change and the only way to achieve this is by fostering an innovative culture. Denison (1990) believed that two aspects of adaptability are likely to have an impact on the organisation's performance: The first impact was the ability of the organisation to perceive and respond to the external environment. Second was the ability to respond to internal customers. If a department isolates itself from other departments it will negatively affect performance. Martins (2002) supported Denison's view in suggesting that the willingness of employees to adapt to change will affect the performance of the organisation.

2.3.3 SUPPORTIVE CULTURE AND PERFORMANCE

Denison (1990) refers to the supportive culture as involvement culture. According to him a culture that focuses on a high level of involvement and participation creates a sense of ownership which will result in greater commitment to the organisation and increased performance. This implies that staff members are inspired to better their performance based on voluntary and implicit values rather than bureaucratic control systems. Ouchi (1981) described high-involvement organisations as having the characteristics of a "clan" rather than a formal bureaucracy. Ouchi also argued that in a clan organisation transactions are governed primarily by values, beliefs, norms and traditions.

Transaction costs are minimised as members act from an intuitive value consensus rather than from the bureaucratic set of rules laid down by management (Denison, 1990). This implies that the transaction costs in a bureaucratic culture are higher than in a supportive culture. The benefit of the supportive culture is therefore two-fold. According to Denison (1990) a supportive culture will result in increased financial performance and a decrease in transactional costs.   Handy (1985) supported Denison's view that a supportive or participative culture performed better than other cultural types. According to Handy (1985), in a supportive culture, work is performed out of enjoyment of the activity for its own sake and out of concern and respect for the needs and values of the other people involved.

2.3.4 STRENGTH OF CULTURE AND PERFORMANCE

According to Robbins (1996) an organisation culture is "strong" if it is distinctive and characterised by a significant consensus between organisational members regarding their beliefs, values, norms and ideals. A culture will therefore be strong if all members in the organisation are in agreement on the way they should act and behave and agree that the particular behaviour will be beneficial to the greater good of the organisation.

A strong culture can have a positive impact on the effectiveness of the organisation (Denison, 1990). An organisation is postulated to have a "strong culture" when the culture is widely shared among employees (Lee & Yu 2004). Peters and Waterman (1982) claimed as early as 1982 that there is a link between a strong culture and superior performance. Kilman (1985) supported this view that strong culture can have a major impact on the success of the business due to its persuasive influence throughout any organisation.

Schein (1984) opposed this view. According to Schein organisational culture in the whole, and not cultural strengths, may or may not be a predictor of performance. This view was supported by Van der Berg & Wilderom (2004). According to them cultural strength only indicates the degree of employee consensus and such consensus does not indicate the level of organisational culture, i.e. strong or weak.

This study will not focus on the strength of the culture but it is important to recognise that various authors have considered this as an important factor.

2.4 CONCLUSION

A review of the literature has shown that an innovative culture is the most desirable culture where an organisation wants to increase performance.

Organisational culture is regarded as another variable that managers need to take note of when faced with the problem of increasing performance. If culture is regarded as a variable, it assumes that culture, like any of the other variables, can be controlled to an extent by the manager. This study will not focus on the role of leadership on organisational culture; however previous research has shown that a leader can have a negative or positive effect on culture (Lok & Crawford, 2004).

A theoretical framework for this study can be concluded from the literature review. Figure 2 below shows a performance/culture matrix which will form the basis of the study. An innovative culture type will result in high performance, while a bureaucratic culture type will result in low performance. The matrix also shows the relationship between culture type and performance levels.

Figure 2: Performance/Culture matrix

Figure 2: Performance/Culture matrix
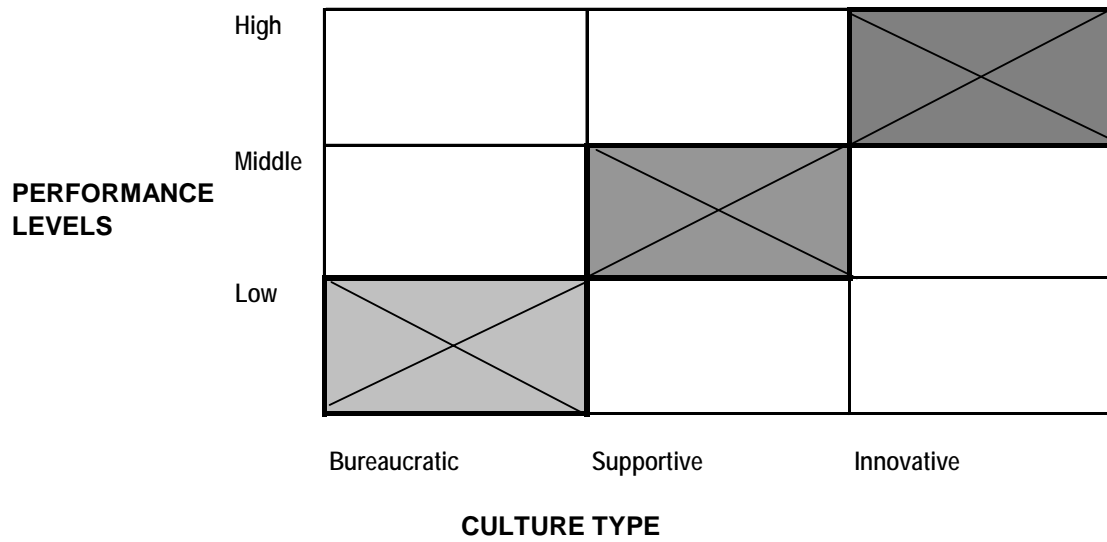
CHAPTER 3

RESEARCH PROBLEM

The objectives of this research are twofold: firstly it will attempt to investigate which culture is dominant in each department and secondly, it will attempt to assess how culture affects the department's performance in terms of adhering to the agreed service level agreements.

In essence this study will establish whether organisational culture is a predictor of performance by evaluating the adherence of each department to the agreed service level agreement. The study is concerned with the cause-effect relationship between culture and performance.

3.1 RESEARCH QUESTIONS

Three research questions were formulated based on the literature review in Chapter 2, which has shown that innovative culture is the most desirable culture for increased performance. The research will attempt to answer the following questions:

3.1.1 Research question 1: What culture type is the most dominant in each department within Liberty Life Operations?

3.1.2 Research question 2: Will an innovative culture result in a higher adherence to the service level agreement than a bureaucratic and supportive culture?

3.2 PROPOSED OUTCOME OF RESEARCH

The research aims to show the link between organisational culture and performance by evaluating statistics that will show the department's adherence to service level agreement and by evaluating a questionnaire that will indicate the dominant culture type and multiple culture types (if applicable) in each department.

CHAPTER 4

PROPOSED RESEARCH METHODOLOGY

4.1 RESEARCH METHODOLOGY

This research seeks to identify the dominant culture in each department and whether the prevailing culture can be used as a predictor of performance.

4.1.1 ORGANISATIONAL CULTURE RESEARCH

According to Bagraim (2001), practitioners that diagnose a corporate culture based exclusively on a series of interviews and a weekend retreat with top management, falsely assume that top management fully reflect the culture of the organisation. In order to avoid this, this research will only focus on quantitative research. This view is supported by Van den Berg & Wilder (2004 p. 576) where they "stress that academic organisational culture research be based on quantifiable data".

Wallach's (1983) Organisational Culture Index survey was used. A Likert scale was used where a score of 0 indicates that the participant strongly disagrees with the statement and a score of 3 indicates that the participant strongly agrees with the statement. The dominant cultural dimension per department was identified by the survey. An example is given in Appendix 1.

4.1.2 PERFORMANCE INDICATORS

Adherence to the service level agreement is regarded as the most critical performance indicator for every department within Liberty Life Operations. The information on adherence to service level agreements was sourced from a Liberty Life internal web-based system that updates progress on all work items within Operations. Data over the three months (July to September) was deemed to cover a suitable time frame.

4.2 POPULATION

The population for this study consisted of four departments within Liberty Life Operations. The departments were chosen because all four departments had to adhere to a five-day service level agreement.

Questionnaires were distributed via the relevant managers to all staff within the department. A response rate of between 38% and 58% were achieved. The table below indicates the population of the study (N=385), sample size (n=170) and the applicable response rate.

Table 5: Population, sample size and response rate for questionnaire

Name of Department	Full population size (N)	Sample size for Organisational Culture questionnaire (n)	Response Rate
Claims	62	32	51%
Disbursements & Policy Changes	205	80	39%
Decentralised Operations: Gauteng	66	31	46%
Actuarial	51	31	59%
Total	384	174	45%

4.3 SAMPLING METHOD

The choice of sampling method for determining organisational culture was stratified random sample. The major stratification variables in the sample were time duration at Liberty Life. The duration at the company is of importance because as per Schein (1984) a group must have been together long enough to have shared significant problems. Based on this, staff members who joined after July 2005 will not be considered as part of the

sample as they would have been part of their department for less than one year.

4.4   DATA COLLECTION & ANALYSIS

The data needed for this study will be gathered from two sources, namely

- Daily reports on percentage of cases outside service level agreement;
- All staff (broadband B2 and below) will complete the Organisational Culture Index

The daily percentages of cases violating the service level agreement were plotted against a graph, which indicated the department with the lowest percentage. The four departments were then rated using the average monthly percentage of cases outside the service level agreement as the measure of performance.

In order to determine the most dominant culture type in a department, the results per question from the Organisational Culture Index questionnaires were added together in the following categories:

- **Innovative culture**: All responses to questions 1, 6,7,11,13,18,19 & 23 were added together to acquire a total value.

Table 6: Innovative culture questions

Number	Question
1	risk taking
6	results-orientated
7	creative
11	pressurised
13	stimulating
18	challenging
19	enterprising
23	driving

- **Bureaucratic culture**: All responses to questions 3, 4, 10, 12,14,20,21 & 24 were added together to acquire a total value.

Table 7: Bureaucratic culture questions

Number	Question
3	hierarchical
4	procedural
10	structured
12	ordered
14	regulated
20	established, solid
21	cautious
24	power-orientated

- **Supportive culture**: All responses to questions 2,5,8,9,15,16,17 & 22 were added together to acquire a total value.

Table 8: Supportive culture questions

Number	Question
2	collaborative
5	relationships-orientated
8	encouraging
9	sociable
15	personal freedom
16	equitable
17	safe
22	trusting

The culture type with the highest value was then regarded as the most dominant culture type.

4.5 POTENTIAL RESEARCH LIMITATIONS

- The population is limited to one company which may limit the relevance of this research.
- Service level agreement adherence for a short period of time will be used and this might not be an indicator of future performance.
- Decentralised Operations is a division with staff members throughout the country. It was decided to use only the Gauteng based staff to participate in this research because of convenience. The result of the Decentralised Operations division might not be a true reflection as a huge part of the population will be excluded.

- Over-reliance on a single indicator of performance.

- The quality aspect of output has been ignored even though Michela and Burke (2000) argued that quality and innovative culture are inextricably intertwined.

CHAPTER 5

RESEARCH RESULTS

5.1 INTRODUCTION

In this chapter, the results of the study will be presented with respect to the two research problems as discussed in Chapter 3.

5.2 FIRST RESEARCH QUESTION

The first research problem relating to the most dominant culture type in each department within Liberty Life Operations shows the following results per department:

5.2.1   DOMINANT CULTURE IN CLAIMS DEPARTMENT

Chart 2 below shows that bureaucratic culture type is the most dominant culture type in the Claims department.

Chart 2: Dominant culture type in Claims
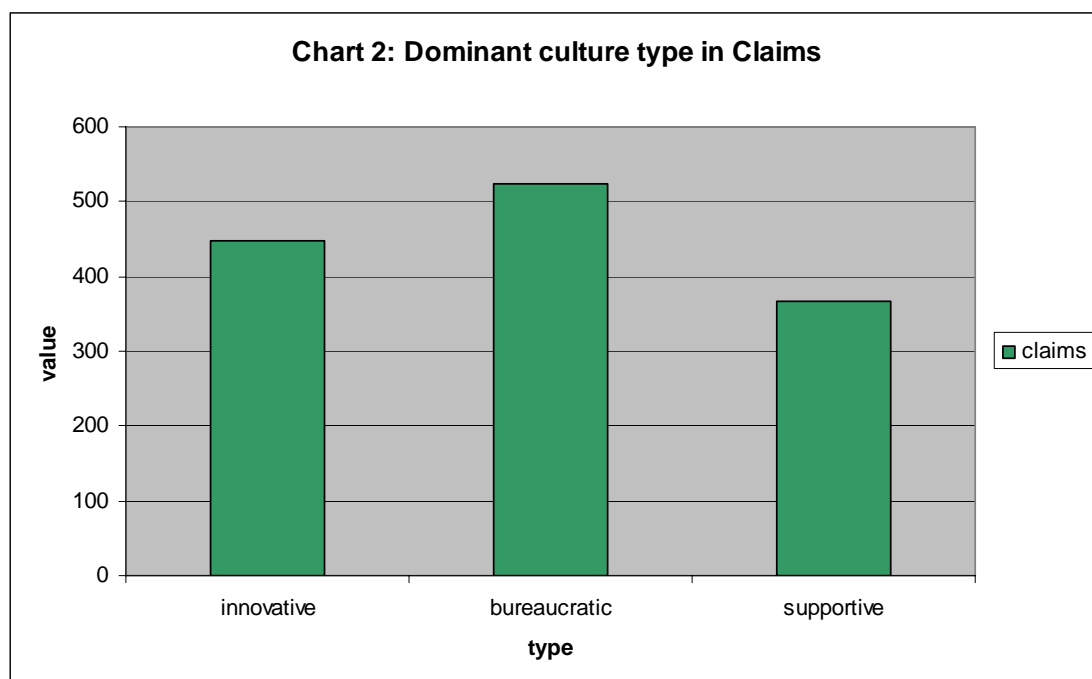
5.2.2 DOMINANT CULTURE TYPE IN DISBURSEMENTS & POLICY CHANGES DEPARTMENT

Chart 3 indicates that innovative culture type is the most dominant culture type in Disbursements & Policy Changes, followed by bureaucratic and supportive culture.

Chart 3: Dominant culture type in Disbursements & Policy Changes
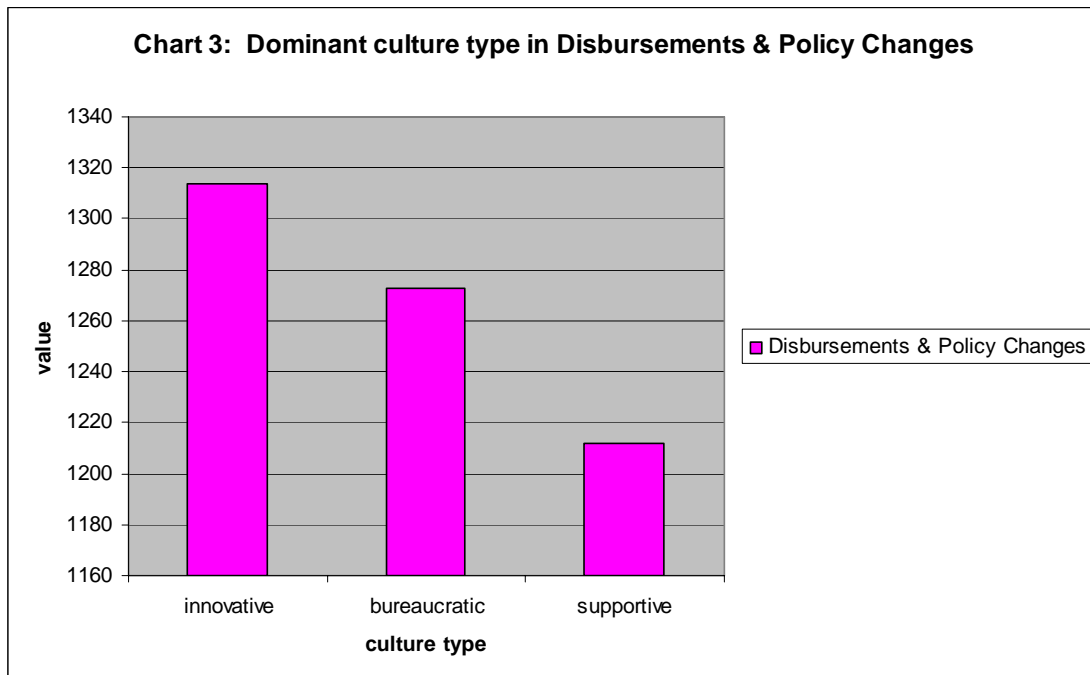
5.2.3 DOMINANT CULTURE TYPE IN DECENTRALISED OPERATIONS

The chart below indicates that innovative culture is the most dominant in decentralised operations. It is interesting to note the slight difference in value between bureaucratic culture type and supportive culture type in Decentralised Operations.

Chart 4: Dominant culture type Decentralised Operations
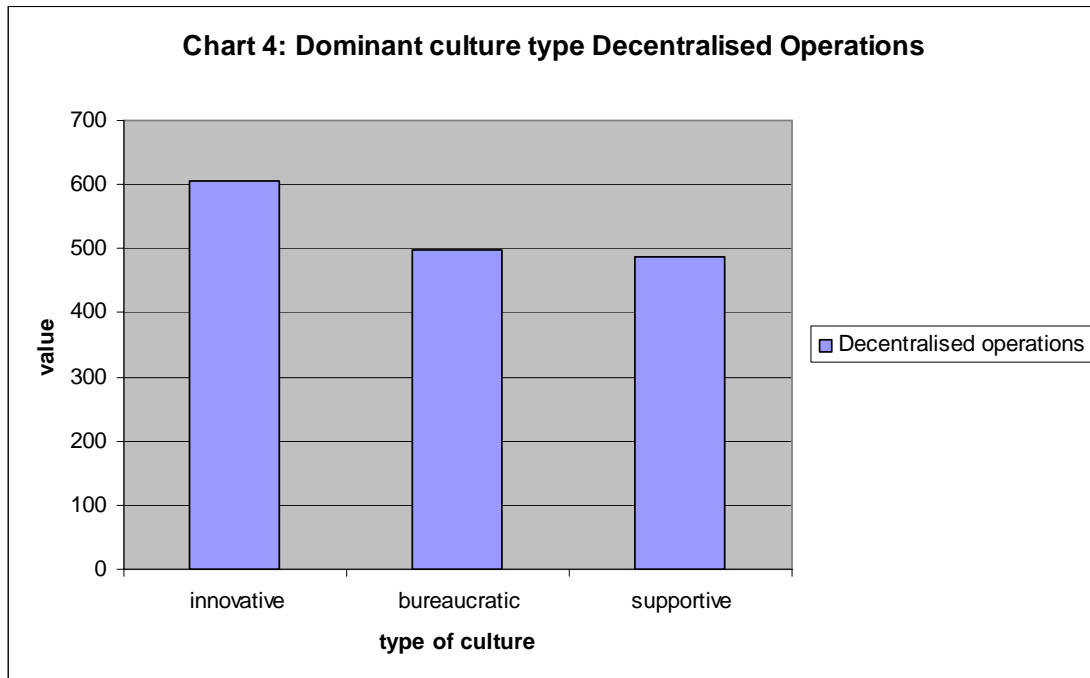
5.2.4. DOMINANT CULTURE TYPE IN ACTUARIAL DEPARTMENT

Chart 5 indicates that supportive culture is the most dominant culture type in the Actuarial department by a significant margin.

Chart 5: Dominant culture type in Actuarial
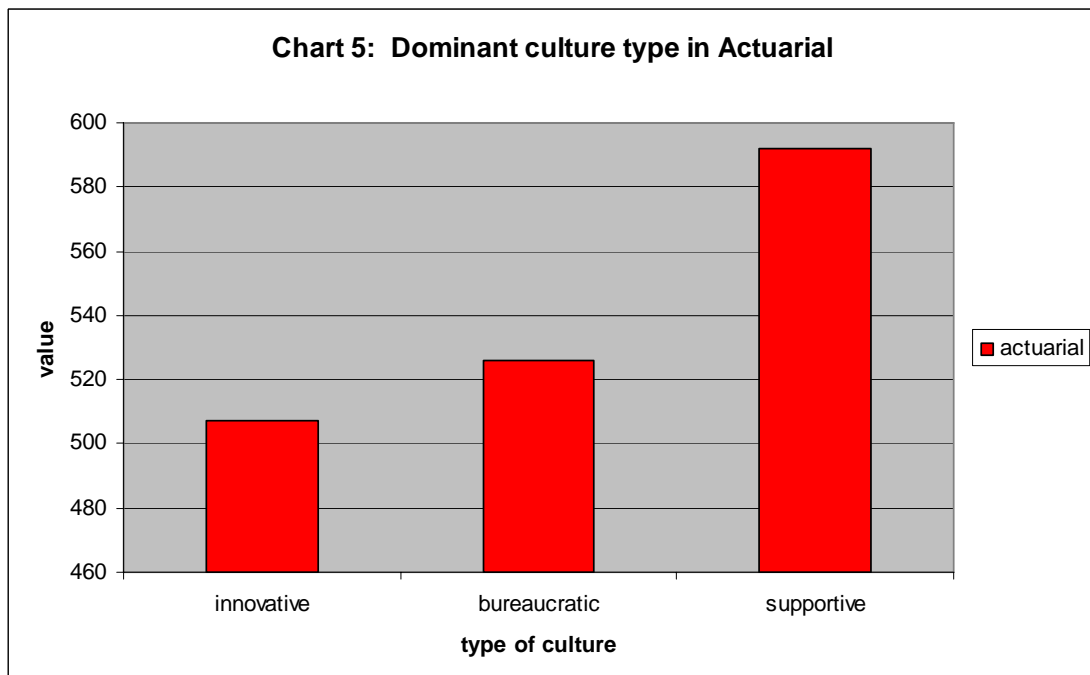
The above results are summarised in Table 5 below.

Table 8: Dominant culture type per department

Department	Organisational culture type
Claims	Bureaucratic
Disbursements & Policy changes	Innovative
Decentralised Operations: Gauteng	Innovative
Actuarial	Supportive

5.3 SECOND RESEACH QUESTION

The second research question enquires about the relationship between organisational culture and adherence to the service level agreement. In order to determine the relationship, an analysis of the daily reports on adherence to service level agreements was done.

Graphs 1 to 12 below indicate the percentage of cases per department that violated the agreed five-day service level agreement for the period July 2006 to September 2006.

5.3.1 CLAIMS DEPARTMENT

Graph 1: Claims - Percentage of cases outside SLA - July 2006

Graph 2: Claims: Percentage of cases outside SLA- August 2006

Graph 3: Claims: Percentage of cases outside SLA - September 2006
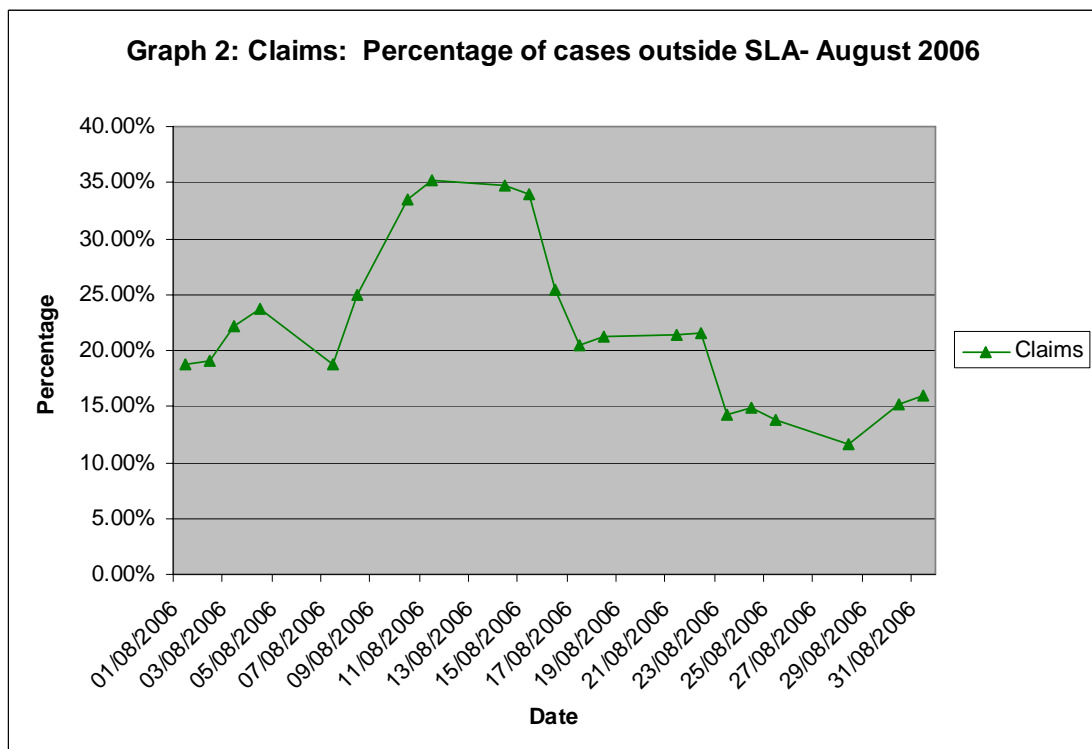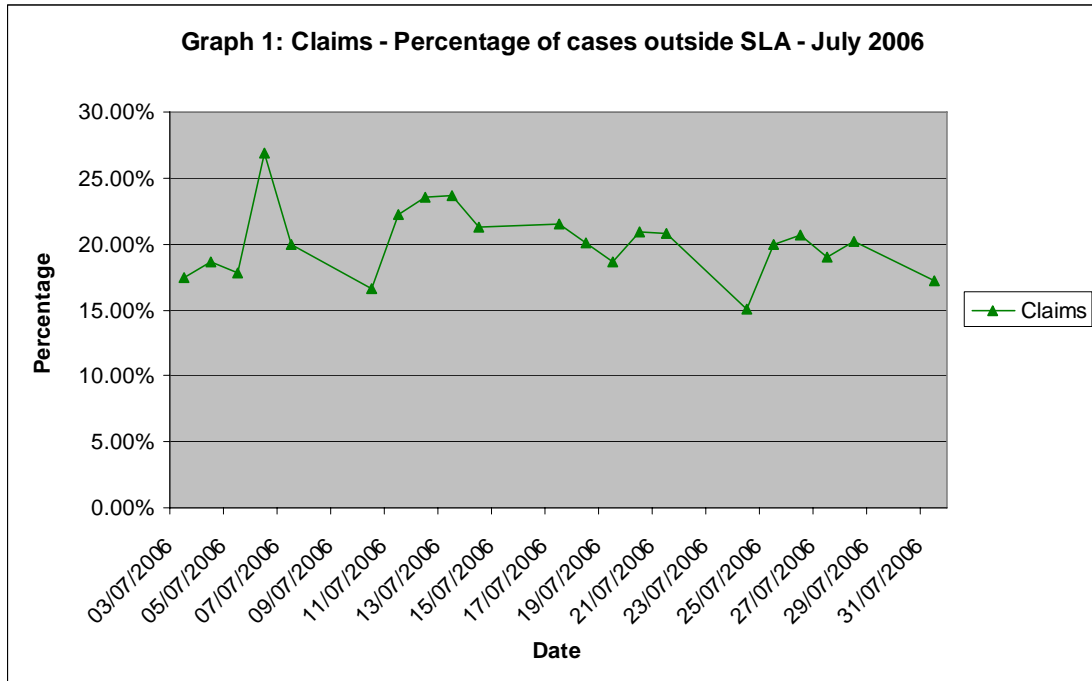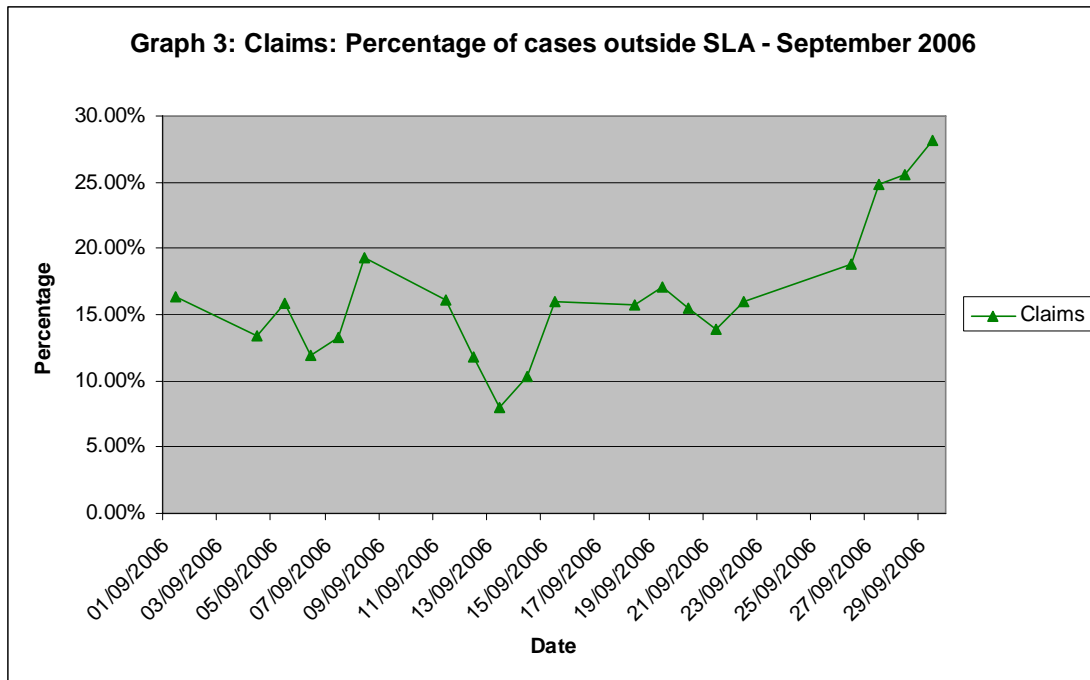
The table below shows the average percentage of cases outside SLA for claims for the period July 2006 to August 2006.

Table 9: Average percentage outside SLA for Claims

Month	Average percentage outside SLA
July 2006	20.11%
August 2006	21.94%
September 2006	16.39%

5.3.2 DISBURSEMENTS & POLICY CHANGES DEPARTMENT

Graph 4 : Policy Changes & Disbursements: Percentage of cases outside SLA - July 2006

Graph 5: Policy changes & Disbursements: Percentage of cases outside SLA - August 2006

Graph 6: Policy changes & disbursements: Percentage of cases outside SLA - September 2006
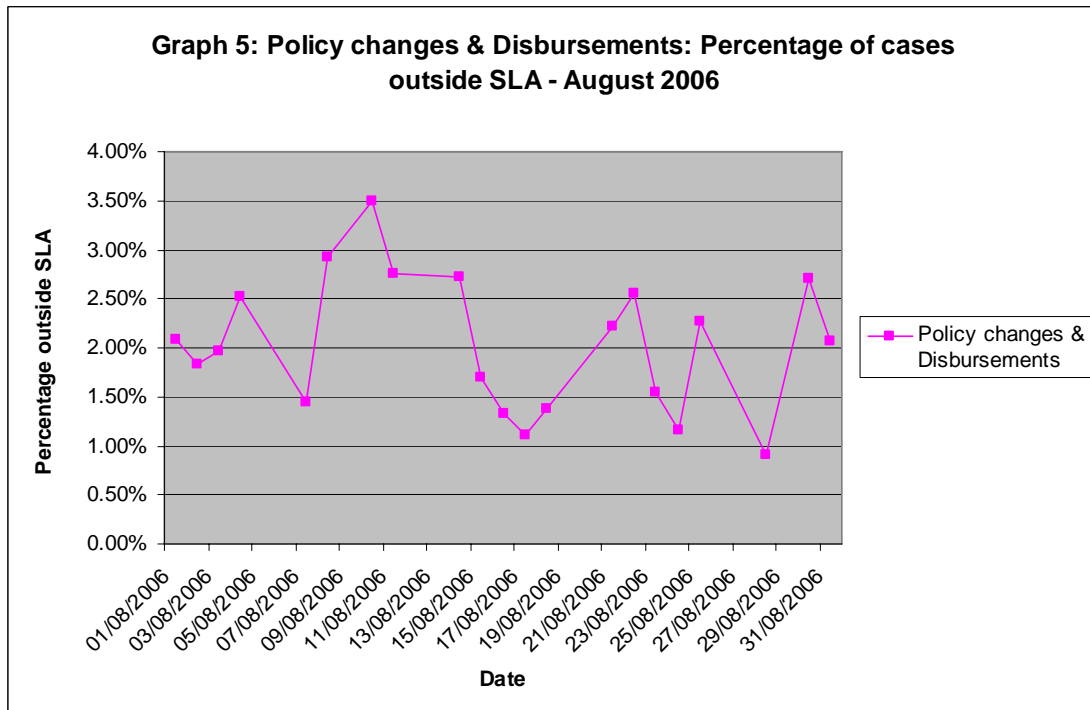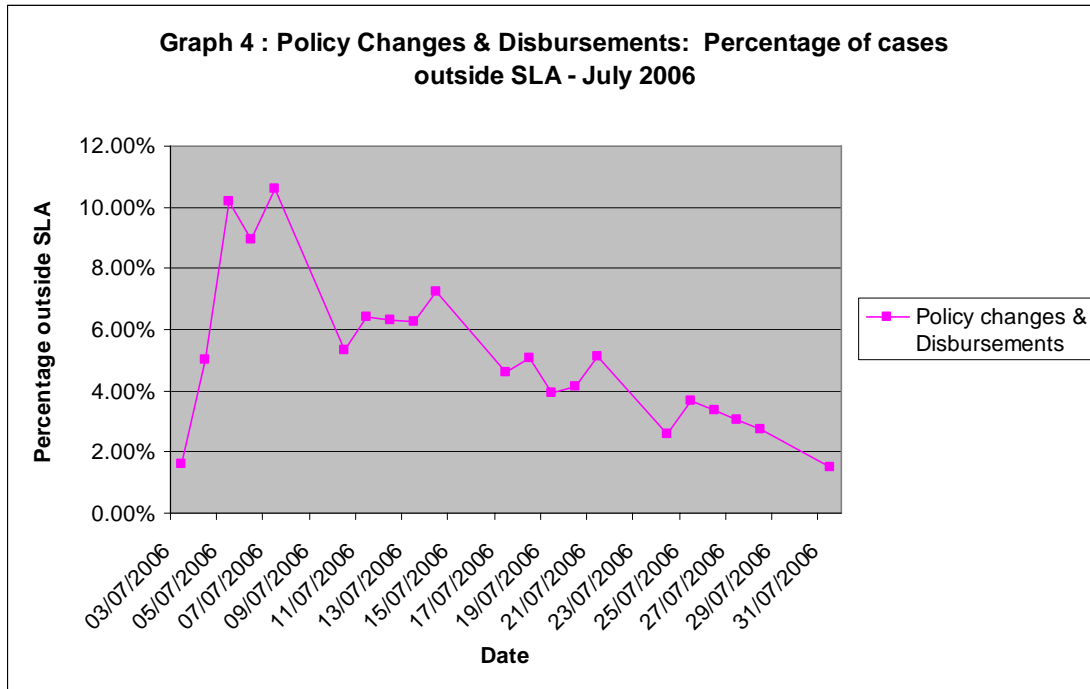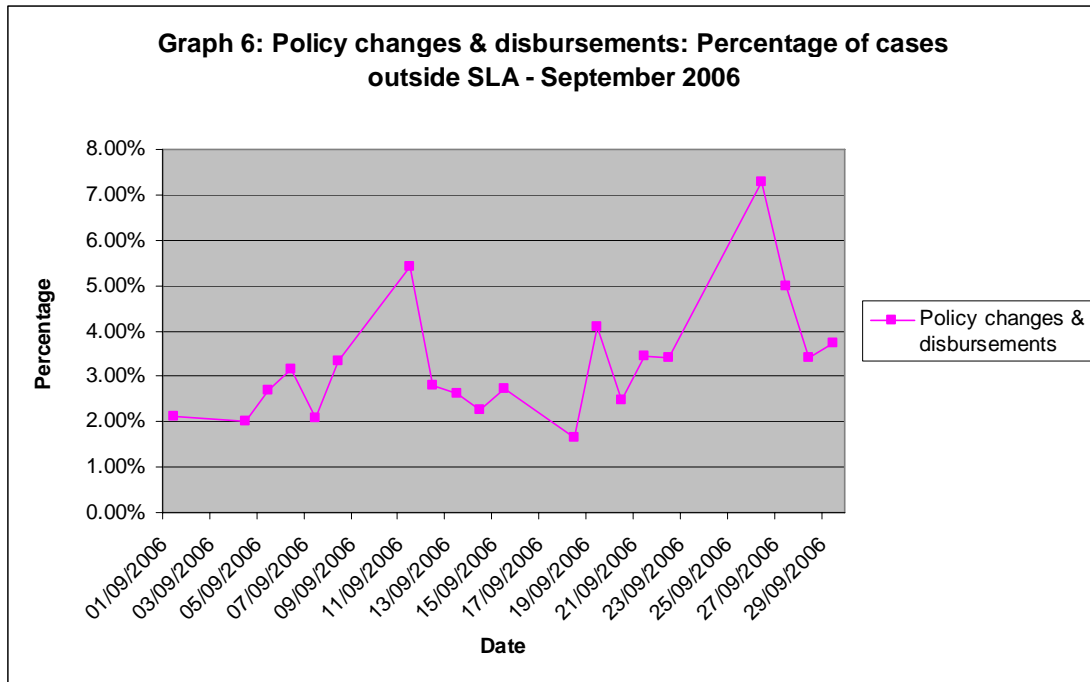
The table below shows the average percentage of cases outside SLA for Disbursements & Policy Changes for the period July 2006 to August 2006.

Table 10: Average percentage outside SLA for Disbursements & Policy Changes

Month	Average percentage outside SLA
July 2006	5.13%
August 2006	2.03%
September 2006	3.28%

5.3.4 DECENTRALISED OPERATIONS DEPARTMENT

Graph 7: Decentralised operations: Percentage of cases outside SLA - July 2006

Graph 8: Decentralised operations: Percentage of cases outside SLA - August 2006

Graph 9: Decentralised operations: Percentage of cases outside SLA - September 2006
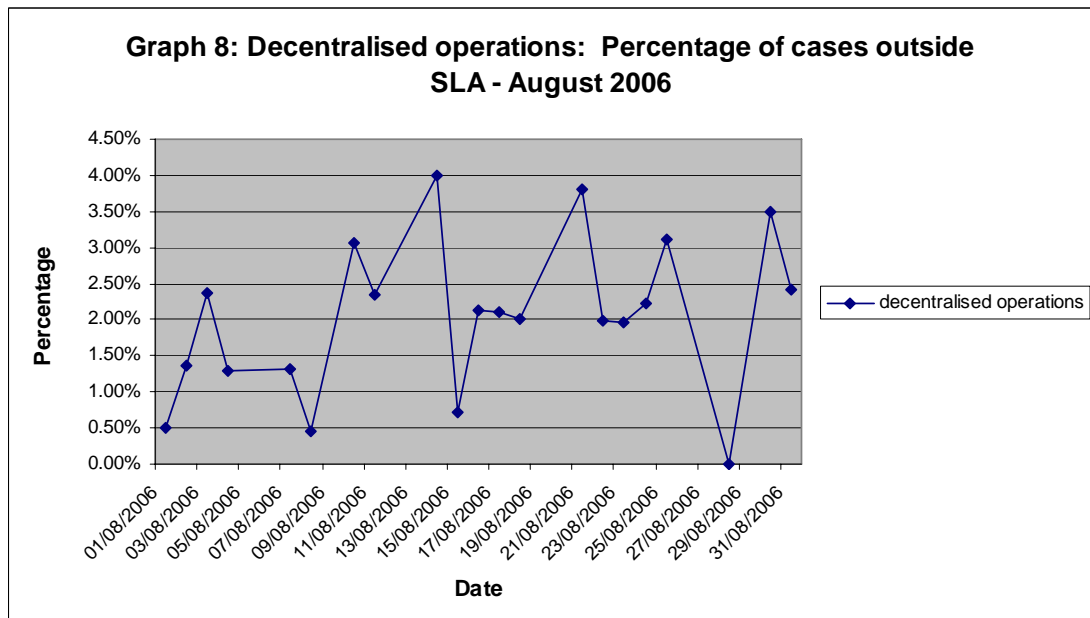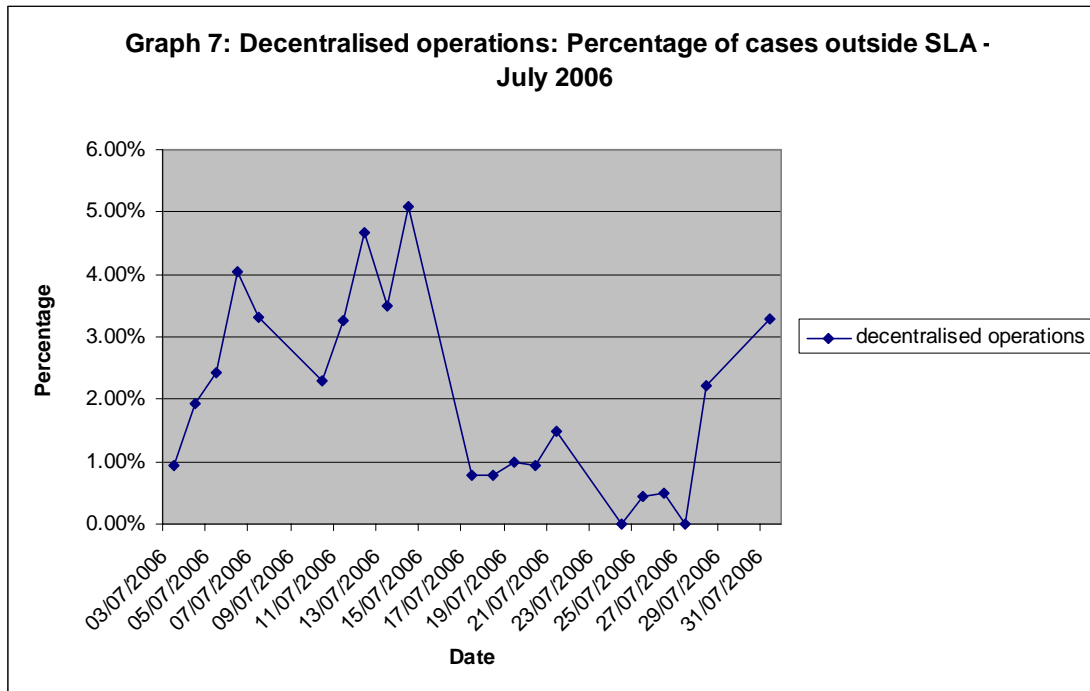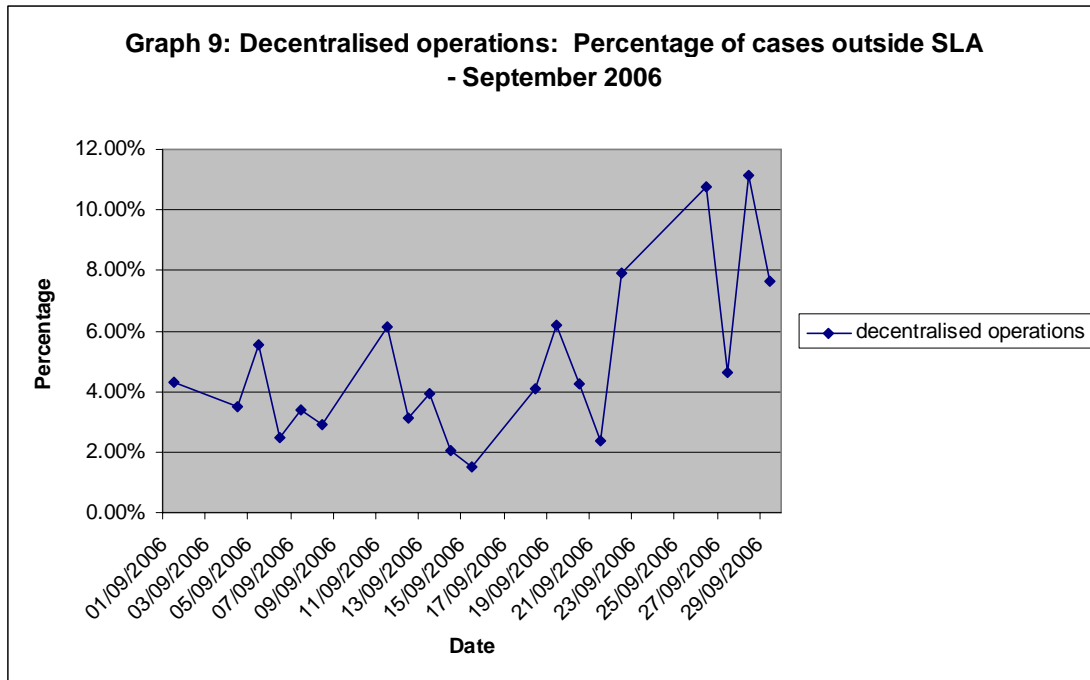
The table below shows the average percentage of cases outside SLA for Decentralised Operations for the period July 2006 to August 2006.

Table 11: Average percentage outside SLA for Decentralised Operations

Month	Average percentage outside SLA
July 2006	2.04%
August 2006	2.03%
September 2006	4.89%

5.3.5 ACTUARIAL DEPARTMENT

Graph 10: Actuarial: Percentage of cases outside SLA - July 2006

Graph 11: Actuarial: Percentage of cases outside SLA - August 2006

Graph 12: Actuarial: Percentage of cases outside SLA - September 2006
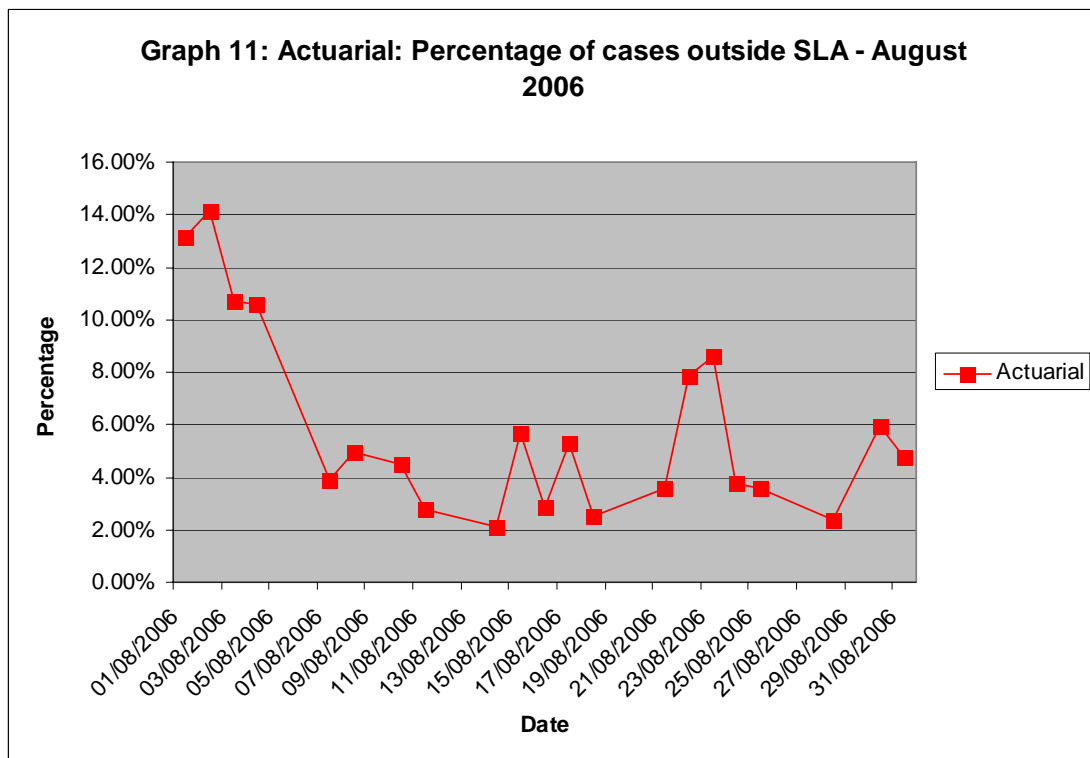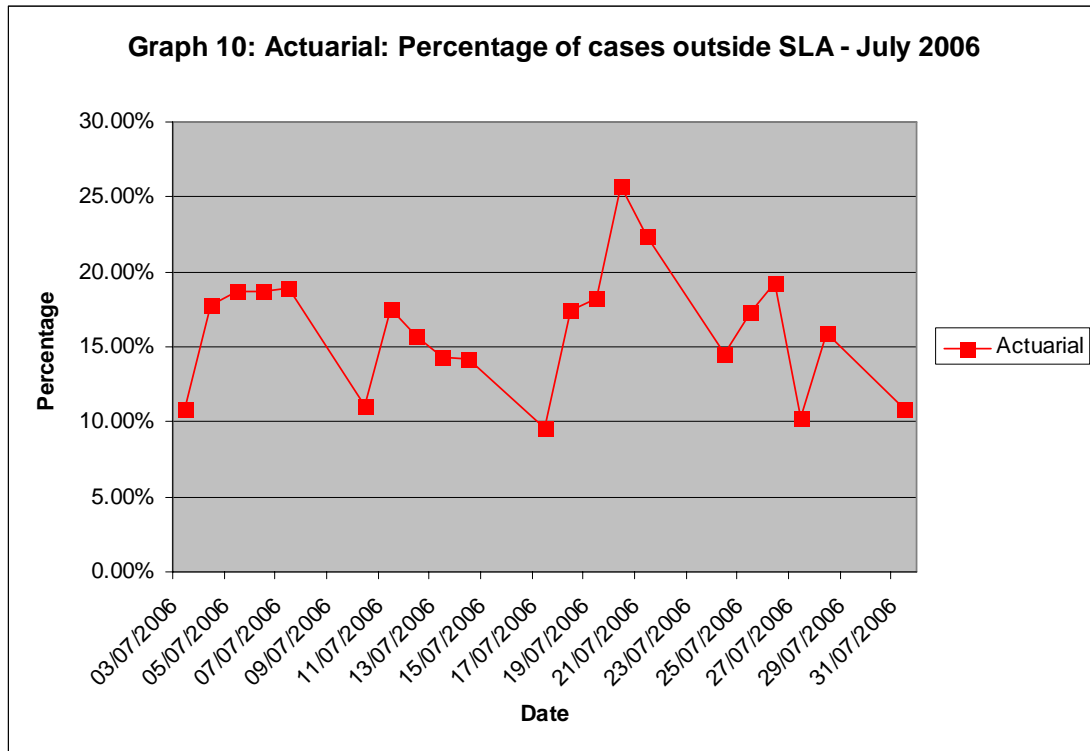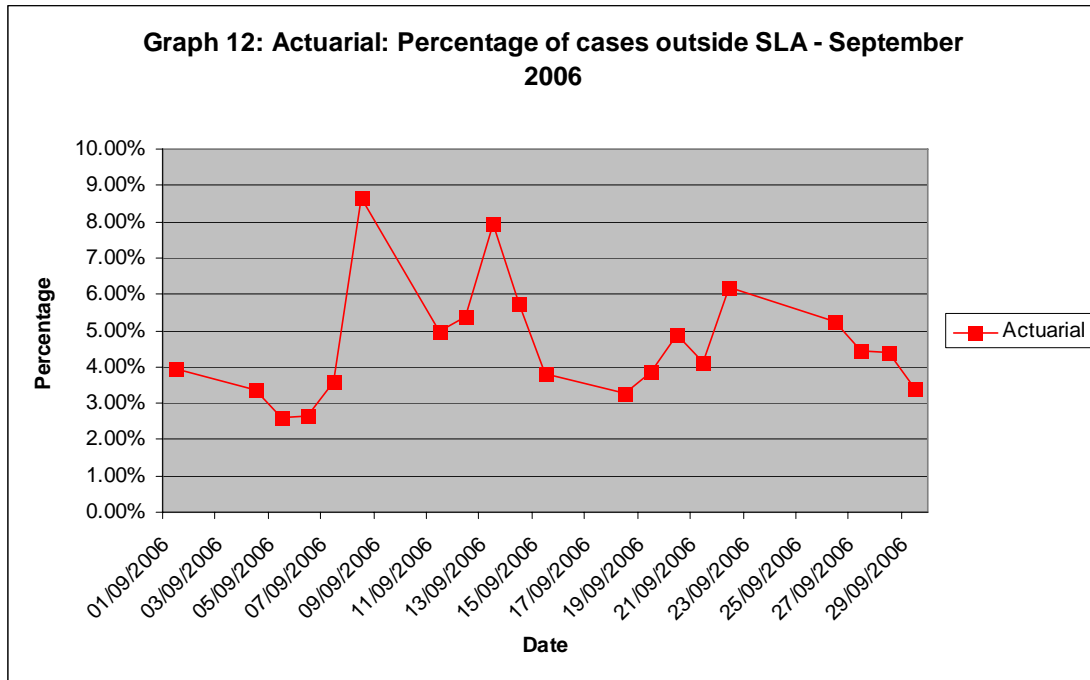
The table below shows the average percentage of cases outside SLA for Actuarial for the period July 2006 to August 2006.

Table 12: Average percentage outside SLA for Actuarial

Month	Average percentage outside SLA
July 2006	16.17%
August 2006	5.88%
September 2006	4.62%

The four departments can be rated using the average monthly percentage of cases outside the service level agreement (Table 9 to 12). The table below shows the rating of the departments with rating 1 as the highest performing department and rating 4 indicating the lowest performing department.

Table 13: Rating of departments

Rating	Department	Average percentage for 3 month period
1	Decentralised Operations	2.98%
2	Disbursements & Policy Changes	3.48%
3	Actuarial	8.89%
4	Claims	19.48%

CHAPTER 6

DISCUSSION OF RESULTS

6.1 DOMINANT CULTURE TYPE PER DEPARTMENT

The main purpose of the first research question was to determine the dominant culture type in each department. As indicated in table 8, all three culture types as described by Wallach in table 1 were found to be a dominant culture type.

The results of the Organisational Culture Index questionnaire in Charts 2 to 5 give strong support to Lund's (2003) view that it is possible that in a department attributes of several cultures may be present. All four departments show a dominant culture followed by two sub-cultures. This finding further contributes to Bagraim's (2001) theory that organisations may comprise of several sub-cultures rather than a single, unified culture.

Charts 2 to 5 also indicate the degree that a specific culture type is more dominant than the other culture types. Even thought the extent of dominance of a specific culture type did not form part of this research, the charts clearly show the value difference between the dominant culture and sub-cultures. One can make the observation from chart 2 that even though bureaucratic culture was at the time of the study the most dominant culture, innovative culture was less than 100 base points below. It indicates that if management regards culture as a variable that can be controlled, it implies that it can be changed; it is possible that the dominant culture can be changed from

bureaucratic to innovative culture. The same observation will apply to Chart 4 where the value differences between bureaucratic and supportive cultures as the two sub-cultures are very small. No previous research has been done to determine the effect of sub-cultures on performance, but if the proposed outcome of this research shows that a dominant supportive culture type will result in a middle performance level while a dominant bureaucratic culture type will result in a low performance level, one can assume that sub-cultures will also have an effect on performance levels. Management of the Decentralised Operations department should attempt to change the first sub-culture from bureaucratic to supportive. Further research is recommended to determine the impact of sub-cultures on performance.

6.2 RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND PERFORMANCE

The second research question was whether an innovative culture result in higher adherence to the service level agreement than a bureaucratic and supportive culture.

If one combines the results in table 8 with the results in table 13, it is clear that the research question can be answered. An innovative culture does result in a higher adherence to the SLA than a supportive and bureaucratic culture.

Table 14: Combination of performance and culture type

Rating	Average percentage outside SLA for 3 months	Culture type	Department
1	2.98%	Innovative	Decentralised Operations
2	3.48%	Innovative	Disbursements & Policy Changes
3	8.89%	Supportive	Actuarial
4	19.48%	Bureaucratic	Claims

It is clear from the above table that this research supports Denison's (1990) and Martins' (2002) view that an innovative culture will result in increased performance. Table 14 also give strong support to the performance/culture matrix as indicated in figure 3, which was used as the basis of this research.

Figure 3: Performance/Culture matrix with research results

The result that innovative culture will result in higher performance also supports Allerton's (1998) view that a high performance organisation must have the characteristics of decision making at the lowest level and risk taking is encouraged. Both these characteristics are elements of the innovative culture type. The results further support Franco and Bourne (2003) in their opinion that a paternalistic culture that does not punish people's mistake and encourages discussion and analysis, can lead to a successful performance strategy.

CHAPTER 7

CONCLUSION

The purpose of this study was to establish the dominant culture type in the four departments within Liberty Life Operations division and secondly to assess how culture affects the department's performance in terms of adhering to the service agreement of five days.

In terms of the first research aim of establishing the dominant culture type, the comprehensive literature review on the subject of various culture types together with the administration of Wallach's Organisational Culture Index questionnaire achieved this aim. In summary, the literature review suggested that, even though authors classified culture types differently, the elements that define the three culture types used in the questionnaire – innovative, supportive and bureaucratic – were similar.

The findings from the administration of the Organisational Culture Index questionnaire clearly indicated the dominant culture type per department.

The second research aim was to assess how culture affects the department's performance. The literature review clearly showed that an innovative culture will result in higher performance than a supportive or bureaucratic culture type. Interpretation of each department's adherence to the service level agreement clearly indicated that the department with an innovative culture had the lowest percentage of cases outside the service level agreement. This research results therefore supported the literature review

The implication of the findings in the current study should be noted by management of Liberty Life. The research clearly showed that an innovative culture does result in increased performance. Therefore it will be beneficial to the organisation if management embrace the challenge of changing the culture in the departments with a supportive culture, and more especially the departments with a bureaucratic culture. The culture literature traditionally has stated almost unanimously that culture change is difficult and time consuming (Lewis, 1996). However, review of literature has shown that if culture change is rooted in the business strategy and communication from the sponsor in support of the change is understood, change is possible (Smith, 2003).

This research only focussed on the causal effect of the dominant organisational culture on performance. Further research is suggested in establishing the effect of sub-cultures on performance.
Additional research to establish the importance of culture in the effectiveness of large-scale organisational change programs is also suggested.

In conclusion, organisational culture can be used as a predictor of performance in an organisation.

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APPENDIX 1: ORGANISATIONAL CULTURE INDEX

ORGANISATIONAL CULTURE INDEX

Please indicate your department with an X:

1 Claims
2 Disbursement & Policy changes
3 Decentralised Operations
4 Actuarial

Years in Liberty Life
1 less than 1 year
2 1-5 years
3 5-10 years
4 10-15 years
5 15-20 years
6 20 plus years

Please circle a score from the scale below which most closely correspond with how you see your department

0 = does not describe my department
1 = describes my department a little
2 = describes my department a fair amount
3 = describes my department most of the time

1	risk taking	0	1	2	3
2	collabaorative	0	1	2	3
3	hierarchical	0	1	2	3
4	procedural	0	1	2	3
5	relationships-orientated	0	1	2	3
6	results-orientated	0	1	2	3
7	creative	0	1	2	3
8	encouraging	0	1	2	3
9	sociable	0	1	2	3
10	structured	0	1	2	3
11	pressurised	0	1	2	3
12	ordered	0	1	2	3
13	stimulating	0	1	2	3
14	regulated	0	1	2	3
15	personal freedom	0	1	2	3
16	equitable	0	1	2	3
17	safe	0	1	2	3
18	challenging	0	1	2	3
19	enterprising	0	1	2	3
20	established, solid	0	1	2	3
21	cautious	0	1	2	3
22	trusting	0	1	2	3
23	driving	0	1	2	3
24	power-orientated	0	1	2	3

APPENDIX 2: ORGANISATIONAL CULTURE INDEX RESULTS

1. CLAIMS DEPARTMENT

Years in Liberty	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
3	2	2	1	3	3	3	3	3	3	3	1	0	3	3	2	2	3	3	3	3	1	3	3	3
3	0	0	0	1	1	1	1	1	1	3	1	1	1	2	1	1	1	1	1	1	2	1	1	3
2	0	1	3	0	0	1	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3
5	3	2	0	3	2	3	1	1	1	2	3	3	0	2	3	2	3	3	3	1	3	2	3	2
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3	3	2	2	3	1	3	1	1	2	3	3	2	1	3	1	1	1	3	3	1	2	1	1	3
3	3	2	3	2	2	3	3	2	2	2	3	3	3	3	2	2	2	3	3	3	3	3	3	3
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4	2	0	3	3	1	2	1	0	1	0	3	0	0	0	2	0	0	2	1	0	2	0	3	3
6	2	1	2	3	1	3	0	2	1	2	3	1	0	2	1	1	1	0	0	1	1	0	3	3
6	0	2	2	2	0	3	2	2	1	2	3	2	2	1	1	2	1	3	2	2	2	1	2	1
5	2	1	2	2	2	3	0	0	1	1	3	1	3	3	0	0	1	3	2	0	1	1	2	1
3	0	2	2	3	1	1	0	2	1	3	1	3	1	2	1	1	1	1	1	3	2	1	1	3
2	0	1	3	2	0	1	0	0	1	2	3	2	0	1	0	3	2	1	2	2	1	0	0	3
5	3	2	3	3	2	3	1	1	1	2	3	3	0	2	3	2	3	3	3	1	3	2	3	2
2	1	2	2	3	2	2	2	2	2	2	3	2	2	3	2	1	2	1	0	3	2	2	2	2
4	2	0	3	3	1	2	1	1	1	3	3	3	0	2	2	0	0	2	1	2	2	0	3	3
2	1	1	2	3	1	2	0	2	1	2	3	1	0	2	1	1	1	1	0	1	2	0	3	3
3	0	0	2	3	1	1	2	1	2	0	3	0	0	1	1	1	2	2	0	2	2	1	1	1
5	3	1	2	3	1	2	1	1	2	1	3	2	1	3	1	2	2	1	2	2	2	1	2	2
5	3	2	3	3	1	3	1	1	1	3	3	2	1	2	2	2	3	2	1	2	3	1	3	3
5	2	2	3	3	2	3	1	2	2	1	3	2	2	2	2	2	2	3	2	2	2	2	1	1
2	2	2	3	3	2	3	1	2	2	2	3	2	2	2	2	2	2	3	2	2	2	2	2	3
3	2	0	0	2	2	1	2	1	1	2	3	3	1	2	0	2	2	1	0	2	2	1	1	1
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3	1	3	2	3	2	1	2	3	3	3	1	3	1	2	1	3	3	2	3	3	2	3	2	3
2	2	1	3	3	2	3	1	1	2	3	2	2	1	2	1	2	2	1	2	2	3	2	3	3
3	1	2	2	2	3	2	1	1	3	2	3	3	2	3	3	2	1	2	1	3	3	1	2	3
	53	45	69	81	43	71	39	41	47	63	86	55	38	63	48	46	55	57	44	56	62	42	60	76

innovative
bureaucratic
supportive

2. DISBURSEMENTS & POLICY CHANGES

years in Liberty	QUESTIONS																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
4	3	2	3	3	0	1	2	2	2	2	3	3	1	3	1	1	1	2	0	1	3	1	1	3
2	3	2	2	3	1	3	1	2	2	2	3	2	2	2	1	1	2	3	3	3	3	2	3	2
2	0	1	2	2	0	3	1	1	0	2	3	1	1	1	2	2	3	1	0	2	3	2	1	2
2	2	2	2	3	3	3	1	2	3	2	1	2	2	2	3	2	2	3	2	2	3	3	2	1
2	0	3	2	3	3	3	3	3	3	2	2	2	2	2	1	2	2	2	2	2	2	1	2	2
2	0	2	3	3	1	3	0	1	0	3	3	3	1	2	0	2	3	3	1	3	2	0	3	3
4	2	2	1	3	2	3	2	3	3	3	2	2	2	2	1	2	1	2	2	3	2	2	2	3
2	1	3	3	3	3	3	2	3	3	2	3	3	2	3	1	2	3	3	0	3	3	3	3	3
2	1	3	2	3	3	3	2	3	3	2	3	3	2	3	1	2	3	3	0	3	3	3	3	3
4	2	3	0	3	3	3	3	3	3	2	2	3	2	2	2	2	3	2	2	2	2	2	2	2
2	0	0	2	3	2	3	1	1	2	3	3	3	0	3	1	1	0	0	1	3	1	1	1	0
2	3	2	3	3	3	3	1	1	2	2	2	2	1	2	1	2	3	2	0	3	2	2	1	3
2	2	2	2	2	3	3	2	3	3	3	3	2	2	2	2	2	2	3	2	2	3	3	3	2
3	1	1	2	2	1	2	1	0	1	2	3	2	2	2	1	1	2	2	2	2	2	1	0	3
2	2	1	1	3	2	3	2	1	2	3	3	1	2	2	1	3	3	3	2	2	2	3	3	2
5	2	2	3	3	2	2	1	1	2	2	3	2	1	2	1	1	1	1	1	2	2	2	1	1
3	1	2	2	2	3	3	0	2	2	3	3	1	2	2	1	1	2	2	2	3	1	1	3	3
2	2	3	2	3	0	3	1	2	2	3	1	0	2	3	1	0	0	3	0	0	2	1	0	0
3	1	1	1	1	0	1	1	1	1	0	2	1	0	1	2	0	2	1	1	1	2	0	0	3
2	2	2	2	2	2	2	1	2	2	3	3	3	2	2	1	2	2	3	3	3	3	3	3	3
2	2	1	1	2	2	3	2	2	1	2	3	2	3	2	1	2	1	3	3	2	1	2	3	1
2	3	3	2	3	1	0	0	1	1	2	3	2	2	2	1	1	3	2	0	3	1	1	1	2
3	3	1	1	1	2	3	2	1	1	1	3	1	3	1	1	1	1	3	3	1	2	2	3	2
2	2	0	0	2	2	2	3	1	1	0	2	1	3	2	0	1	2	3	2	1	2	2	1	2
2	3	1	2	1	1	3	3	2	1	1	3	1	3	1	1	2	3	2	3	3	1	3	3	2
3	1	3	3	3	3	3	1	3	2	3	3	3	2	3	3	3	3	3	2	3	2	2	2	2
3	3	1	1	1	2	3	2	1	1	3	1	3	1	1	1	1	3	3	3	1	2	2	3	2
4	2	3	0	3	3	3	3	3	3	2	2	3	2	2	2	2	3	2	2	2	2	2	2	2
2	3	2	1	2	3	2	3	1	2	1	3	2	3	1	2	2	2	3	2	1	1	3	2	2
2	3	2	1	2	3	3	3	2	2	2	3	2	3	2	2	1	1	3	3	2	2	3	3	0
2	1	2	1	3	2	3	1	1	1	2	2	1	1	2	1	1	1	2	2	2	1	2	2	2
2	1	3	2	3	3	3	2	2	2	3	2	3	2	2	2	2	1	2	3	3	3	3	3	1
2	2	2	2	3	2	3	2	2	2	3	3	2	2	2	2	2	1	2	2	2	2	2	1	1
3	2	2	2	3	3	2	2	3	2	3	3	2	2	2	3	1	2	2	2	2	3	2	2	2
2	3	2	3	3	2	3	1	1	1	3	3	2	2	3	1	2	2	2	0	2	3	1	1	1
2	3	1	2	2	2	3	2	2	1	3	1	3	2	1	2	2	3	2	1	1	2	3	1	1
2	1	2	0	0	3	2	1	3	2	3	2	2	2	2	2	2	3	3	2	2	3	3	3	2
1	0	0	0	3	3	3	3	3	3	3	3	3	1	3	3	0	3	3	3	3	3	3	3	0
2	3	0	1	2	3	3	3	2	3	2	3	2	2	3	3	0	2	2	3	2	1	2	3	1
3	2	1	2	2	2	3	2	1	2	1	3	1	3	2	3	1	1	3	1	2	1	2	2	1
4	3	2	2	2	1	3	3	2	2	2	3	1	3	2	2	1	1	3	2	2	1	2	3	1
2	2	2	2	2	2	2	2	3	3	3	3	2	3	2	2	2	2	2	2	3	3	3	3	2
2	1	3	2	3	3	3	3	3	3	1	3	3	3	3	1	2	3	3	3	3	3	3	3	2
3	1	3	2	3	3	3	2	2	3	1	3	3	2	2	1	2	3	3	2	3	3	3	2	2
2	1	2	1	3	3	3	3	3	2	2	3	2	3	3	2	3	2	3	2	2	3	3	2	1
2	3	2	1	2	2	3	1	1	1	2	3	2	2	3	1	2	2	3	1	3	3	3	3	3
3	1	3	2	2	3	2	2	3	2	1	2	2	2	2	3	3	3	2	2	3	2	3	2	2
3	2	3	3	2	2	2	2	3	3	2	3	2	2	3	2	3	3	2	3	2	3	2	2	3
2	2	3	3	3	2	2	1	3	2	2	2	3	1	3	3	3	3	2	3	2	3	2	1	2
2	1	3	0	1	3	2	2	3	3	2	2	2	2	3	2	3	3	2	1	2	2	3	2	2
1	3	2	3	3	1	1	0	1	1	1	3	0	0	0	2	0	2	0	1	3	3	1	1	1
4	0	2	2	3	2	3	1	1	2	2	2	2	2	2	1	1	1	3	1	3	3	2	2	3
1	1	2	2	3	2	3	1	0	2	1	3	1	0	1	2	0	1	0	2	1	3	0	0	3
3	1	2	0	3	2	3	2	3	3	3	0	3	3	1	3	0	3	3	0	3	1	3	1	0
2	0	1	1	1	2	2	2	1	1	1	2	2	2	2	2	2	2	2	2	2	2	1	1	2
1	2	2	0	0	0	0	2	2	2	2	2	2	0	2	1	2	2	2	2	2	2	2	1	1
3	0	2	2	3	1	3	2	2	2	3	0	2	0	0	2	2	2	2	3	3	0	2	2	2
3	1	1	1	2	2	3	1	1	1	2	1	2	1	3	1	0	2	2	0	2	0	1	1	3
2	2	3	2	3	3	3	2	2	3	3	3	3	2	3	1	2	3	3	2	3	2	3	1	...
1	0	1	1	2	0	3	2	2	2	3	2	2	2	1	2	1	1	1	1	2	2	1	2	3
2	0	2	1	1	0	0	0	1	1	1	1	2	2	2	0	0	1	1	1	2	2	1	2	3
1	0	0	3	0	0	3	0	0	0	0	3	3	0	0	0	0	0	2	0	0	0	3	0	0
2	0	2	0	0	2	3	2	1	1	2	1	2	2	2	3	2	3	2	2	2	2	2	2	0
1	1	0	2	3	3	3	2	2	3	3	2	2	1	2	3	2	2	2	2	2	1	2	1	0
4	0	3	2	2	2	2	3	2	3	3	2	2	2	3	2	2	2	2	2	1	1	1	1	1
4	3	2	0	3	3	3	2	3	3	2	2	2	2	1	2	2	2	2	2	2	3	2	3	1
2	0	3	2	2	3	2	2	3	3	2	0	2	2	2	1	2	2	2	2	2	2	3	2	2
4	0	3	3	3	3	3	3	3	3	3	2	3	3	2	2	2	2	2	1	2	1	2	2	2
4	0	3	3	3	2	2	3	2	2	3	2	3	3	0	3	3	2	3	1	3	1	3	2	0
2	0	2	0	2	2	2	2	1	2	2	3	2	2	1	2	0	2	2	1	2	2	1	1	1
4	1	0	0	3	2	3	0	3	1	0	3	0	2	0	2	0	0	2	0	0	0	1	0	0
2	2	2	2	2	3	3	3	2	2	2	3	2	3	2	2	2	1	3	3	2	1	2	3	1
2	2	2	2	3	2	3	3	2	2	3	3	3	2	1	2	2	2	2	2	2	1	2	2	1
1	2	3	2	2	1	2	3	2	1	2	1	3	3	2	1	1	3	2	3	1	3	3	3	2
3	2	3	2	2	3	3	2	2	3	3	3	3	2	3	1	2	2	3	2	3	2	2	3	1
2	3	2	3	3	2	3	1	3	2	1	2	1	3	2	2	1	3	2	2	2	2	2	2	2
3	2	3	2	3	1	2	3	2	2	3	1	2	3	2	1	3	2	2	2	3	2	1	2	2
3	2	3	3	3	3	3	2	2	3	2	3	3	1	3	1	2	2	3	2	3	3	2	3	1
	124	157	135	189	169	207	145	155	160	163	196	165	159	162	121	131	160	181	140	166	162	159	162	131

■ innovative
■ bureaucratic
■ supportive

3. DECENTRALISED OPERATIONS

years in Liberty	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
2	2	2	2	2	2	3	2	1	2	1	3	1	1	1	1	1	0	2	1	1	1	1	3	3
2	2	2	1	1	3	3	3	2	2	1	3	1	3	2	1	1	0	3	3	2	1	2	3	2
2	3	0	0	3	3	3	3	3	2	3	3	2	2	0	0	0	3	0	2	2	3	2	3	3
2	1	3	1	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	0
2	1	3	1	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	0
2	3	2	1	2	3	3	3	2	2	2	3	2	3	2	2	1	1	3	3	2	2	3	3	0
2	1	2	1	3	2	3	1	1	1	2	2	1	1	2	1	1	1	2	2	2	2	1	2	2
2	1	3	2	3	3	3	2	2	2	3	2	3	2	2	2	2	1	2	3	3	3	3	3	1
2	2	2	2	2	3	3	3	2	2	3	3	2	3	2	2	2	1	3	3	2	1	2	3	1
2	2	2	2	3	2	3	2	2	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2	1
3	2	2	2	3	2	2	3	2	2	3	2	2	2	2	3	1	2	2	2	2	2	3	2	2
2	3	2	3	3	2	3	1	1	1	3	3	3	2	3	1	2	2	2	0	2	3	1	1	1
2	3	1	2	2	2	3	2	2	1	2	3	1	3	2	1	2	2	3	2	1	1	2	3	1
2	1	2	0	0	3	3	1	3	2	3	3	3	2	2	3	2	3	3	2	3	3	3	3	2
2	0	0	0	3	3	3	3	3	3	3	3	1	3	3	0	3	3	3	3	3	3	3	3	0
2	3	0	0	3	3	3	3	3	3	3	3	2	2	3	3	0	2	3	3	2	1	2	3	1
3	1	3	3	3	3	3	1	3	2	3	3	3	2	3	3	3	3	3	2	3	2	2	2	2
4	3	2	2	2	1	3	3	2	2	2	3	1	3	2	2	1	1	3	2	2	1	2	3	1
2	2	2	2	2	2	2	2	3	3	3	3	3	2	2	2	2	2	2	2	3	3	3	3	3
2	2	2	2	3	2	2	1	2	2	3	3	3	2	2	1	2	2	3	3	3	3	3	3	3
2	2	1	1	2	3	2	2	1	1	2	3	2	3	2	1	2	1	3	3	2	1	2	3	1
2	1	2	1	3	3	3	3	2	2	3	3	2	3	3	2	3	2	3	2	2	3	3	2	1
2	3	2	1	2	2	3	1	1	1	2	3	2	2	3	1	2	2	3	1	3	3	3	3	3
2	3	2	0	1	1	3	3	2	2	2	3	1	3	2	1	1	2	3	3	2	2	2	3	1
2	2	0	0	1	0	1	1	1	2	2	1	1	0	0	1	1	0	1	0	0	0	0	0	0
2	2	2	2	3	2	2	1	2	2	3	3	3	2	2	1	2	2	3	3	3	3	3	3	3
2	3	2	2	2	2	3	3	2	2	2	3	2	3	2	1	2	2	3	3	2	2	3	3	2
3	1	2	2	2	3	3	1	2	2	3	3	2	2	2	1	2	2	3	2	2	2	1	2	2
2	3	2	1	2	2	3	3	2	2	1	3	1	3	2	2	2	2	3	3	1	2	1	3	2
2	1	3	2	3	3	3	2	2	2	3	2	3	2	2	2	2	1	2	3	3	3	3	3	1
2	3	2	2	2	3	3	2	2	3	3	1	2	2	2	2	2	1	3	3	2	1	2	3	1
	62	57	43	73	74	87	67	67	62	75	88	64	70	65	53	52	53	80	70	68	65	69	82	45

- innovative
- bureaucratic
- supportive

4. ACTUARIAL DEPARTMENT

years in Liberty	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
4	1	2	0	2	2	3	3	3	2	3	3	3	3	3	3	3	3	3	3	2	2	2	3	1
3	1	3	1	2	2	2	1	2	2	1	2	2	3	2	2	1	2	2	2	3	2	2	3	2
6	1	3	2	3	2	3	2	2	1	3	3	3	2	3	2	2	1	3	2	2	3	1	2	1
5	1	2	1	3	3	3	3	3	3	2	3	2	3	3	3	3	3	3	3	3	3	3	3	0
4	1	2	2	3	2	3	2	2	2	3	3	2	2	2	2	0	3	3	2	2	2	2	2	2
5	1	3	2	2	3	2	2	3	3	2	2	3	2	3	3	3	3	2	2	3	2	3	2	2
3	2	3	3	3	2	1	3	2	2	2	3	1	3	3	3	3	2	3	2	3	2	1	2	2
3	1	3	1	2	2	2	3	3	2	3	2	2	2	2	3	2	3	2	1	3	1	3	2	1
3	0	3	2	3	3	2	2	3	2	3	2	2	2	2	3	2	2	3	2	2	2	3	2	2
2	1	1	1	2	2	3	2	2	2	2	3	2	2	2	2	2	2	2	2	1	2	2	1	1
2	1	3	3	3	1	2	2	2	1	0	3	2	0	1	1	0	2	2	1	2	2	1	2	3
4	1	2	0	2	2	3	3	3	2	3	3	3	3	3	3	3	3	3	3	2	2	2	3	1
3	1	2	3	3	2	2	3	2	2	2	3	2	3	3	2	3	2	2	2	2	2	3	2	3
4	0	3	2	1	3	2	2	3	2	3	2	3	2	3	2	2	3	2	2	2	2	3	2	2
3	1	3	0	1	3	2	2	3	3	2	2	2	2	2	2	3	3	2	1	2	2	3	2	1
3	1	1	1	3	1	3	0	0	3	3	3	3	1	3	3	0	1	0	0	2	2	1	3	3
4	0	2	3	1	2	2	1	1	2	3	2	2	2	2	1	2	2	1	2	1	2	1	2	3
3	1	2	3	3	2	2	3	2	2	3	2	3	2	3	3	2	3	2	2	2	2	3	2	2
3	1	3	2	2	3	2	2	3	2	1	2	2	3	3	3	3	2	2	3	2	3	2	2	2
2	2	3	2	3	3	2	3	2	2	3	1	3	3	3	2	3	2	3	2	2	1	2	3
2	2	3	3	3	3	2	1	2	2	2	3	1	3	3	3	2	3	2	2	2	1	2	2
2	1	3	0	1	3	2	2	3	3	2	2	2	2	3	3	3	2	1	2	2	3	2	2
5	1	2	1	3	3	3	3	3	2	2	2	2	3	3	3	3	3	3	3	3	3	3	0
3	1	3	1	2	3	2	2	3	3	2	2	2	2	3	2	3	2	1	3	1	3	2	1
4	1	2	0	2	2	3	3	3	2	3	3	3	3	3	3	3	3	3	3	2	2	2	3	1
2	1	3	3	3	1	2	2	2	1	0	3	2	2	1	1	3	2	2	1	2	2	1	2	3
4	0	2	3	1	2	2	1	1	2	3	2	2	2	2	1	2	2	1	2	1	2	1	2	2
2	1	3	0	1	3	2	2	3	2	2	2	2	3	3	3	3	2	1	2	2	3	2	2
3	1	2	3	3	3	2	3	3	3	3	2	2	3	3	2	3	3	3	3	3	3	3	0
2	0	2	3	3	2	3	3	2	2	2	2	1	2	3	2	2	1	2	2	3	2	3	2
2	1	1	2	2	2	2	2	2	3	2	3	2	2	3	2	3	2	2	2	1	2	2	1
	29	75	52	75	72	72	63	79	68	65	80	71	64	75	81	67	79	71	60	68	66	71	68	54

- innovative
- bureaucratic
- supportive

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APPENDIX 3: PERFORMANCE RESULTS

1. CLAIMS

Claims: July 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
03/07/2006	773	135	03/07/2006	17.46%
04/07/2006	803	150	04/07/2006	18.68%
05/07/2006	828	147	05/07/2006	17.75%
06/07/2006	809	218	06/07/2006	26.95%
07/07/2006	746	149	07/07/2006	19.97%
10/07/2006	806	134	10/07/2006	16.63%
11/07/2006	804	179	11/07/2006	22.26%
12/07/2006	804	189	12/07/2006	23.51%
13/07/2006	774	183	13/07/2006	23.64%
14/07/2006	671	143	14/07/2006	21.31%
17/07/2006	693	149	17/07/2006	21.50%
18/07/2006	711	143	18/07/2006	20.11%
19/07/2006	671	125	19/07/2006	18.63%
20/07/2006	704	147	20/07/2006	20.88%
21/07/2006	701	146	21/07/2006	20.83%
24/07/2006	703	106	24/07/2006	15.08%
25/07/2006	747	149	25/07/2006	19.95%
26/07/2006	708	146	26/07/2006	20.62%
27/07/2006	698	133	27/07/2006	19.05%
28/07/2006	697	141	28/07/2006	20.23%
31/07/2006	738	127	31/07/2006	17.21%

Claims: August 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/08/2006	691	130	01/08/2006	18.81%
02/08/2006	832	159	02/08/2006	19.11%
03/08/2006	896	199	03/08/2006	22.21%
04/08/2006	853	202	04/08/2006	23.68%
07/08/2006	878	165	07/08/2006	18.79%
08/08/2006	861	215	08/08/2006	24.97%
10/08/2006	918	307	10/08/2006	33.44%
11/08/2006	907	319	11/08/2006	35.17%
14/08/2006	851	295	14/08/2006	34.67%
15/08/2006	823	280	15/08/2006	34.02%
16/08/2006	843	214	16/08/2006	25.39%
17/08/2006	806	165	17/08/2006	20.47%
18/08/2006	767	163	18/08/2006	21.25%
21/08/2006	751	161	21/08/2006	21.44%
22/08/2006	641	138	22/08/2006	21.53%
23/08/2006	491	70	23/08/2006	14.26%
24/08/2006	577	86	24/08/2006	14.90%
25/08/2006	610	84	25/08/2006	13.77%
28/08/2006	634	74	28/08/2006	11.67%
30/08/2006	623	95	30/08/2006	15.25%
31/08/2006	622	99	31/08/2006	15.92%

Claims: September 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/09/2006	583	95	01/09/2006	16.30%
04/09/2006	603	81	04/09/2006	13.43%
05/09/2006	673	107	05/09/2006	15.90%
06/09/2006	695	83	06/09/2006	11.94%
07/09/2006	723	96	07/09/2006	13.28%
08/09/2006	660	127	08/09/2006	19.24%
11/09/2006	554	89	11/09/2006	16.06%
12/09/2006	642	76	12/09/2006	11.84%
13/09/2006	548	44	13/09/2006	8.03%
14/09/2006	530	55	14/09/2006	10.38%
15/09/2006	571	91	15/09/2006	15.94%
18/09/2006	526	83	18/09/2006	15.78%
19/09/2006	578	99	19/09/2006	17.13%
20/09/2006	615	95	20/09/2006	15.45%
21/09/2006	613	85	21/09/2006	13.87%
22/09/2006	583	93	22/09/2006	15.95%
26/09/2006	673	127	26/09/2006	18.87%
27/09/2006	669	166	27/09/2006	24.81%
28/09/2006	595	152	28/09/2006	25.55%
29/09/2006	565	159	29/09/2006	28.14%

2. DISBURSEMENTS & POLICY CHANGES

Disbursements & Policy Changes: July 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
03/07/2006	4036	65	03/07/2006	1.61%
04/07/2006	4026	203	04/07/2006	5.04%
05/07/2006	4069	415	05/07/2006	10.20%
06/07/2006	4029	361	06/07/2006	8.96%
07/07/2006	3548	377	07/07/2006	10.63%
10/07/2006	3201	170	10/07/2006	5.31%
11/07/2006	3176	203	11/07/2006	6.39%
12/07/2006	3089	195	12/07/2006	6.31%
13/07/2006	3223	201	13/07/2006	6.24%
14/07/2006	2661	193	14/07/2006	7.25%
17/07/2006	2562	118	17/07/2006	4.61%
18/07/2006	2495	126	18/07/2006	5.05%
19/07/2006	2378	94	19/07/2006	3.95%
20/07/2006	2164	89	20/07/2006	4.11%
21/07/2006	1794	92	21/07/2006	5.13%
24/07/2006	1542	40	24/07/2006	2.59%
25/07/2006	1804	66	25/07/2006	3.66%
26/07/2006	1743	59	26/07/2006	3.38%
27/07/2006	1861	57	27/07/2006	3.06%
28/07/2006	2523	69	28/07/2006	2.73%
31/07/2006	2250	34	31/07/2006	1.51%

Disbursements & Policy Changes: August 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/08/2006	2346	49	01/08/2006	2.09%
02/08/2006	2018	37	02/08/2006	1.83%
03/08/2006	1829	36	03/08/2006	1.97%
04/08/2006	1826	46	04/08/2006	2.52%
07/08/2006	1448	21	07/08/2006	1.45%
08/08/2006	1536	45	08/08/2006	2.93%
10/08/2006	1546	54	10/08/2006	3.49%
11/08/2006	1703	47	11/08/2006	2.76%
14/08/2006	1801	49	14/08/2006	2.72%
15/08/2006	2239	38	15/08/2006	1.70%
16/08/2006	2271	30	16/08/2006	1.32%
17/08/2006	2071	23	17/08/2006	1.11%
18/08/2006	1895	26	18/08/2006	1.37%
21/08/2006	1490	33	21/08/2006	2.21%
22/08/2006	1523	39	22/08/2006	2.56%
23/08/2006	1673	26	23/08/2006	1.55%
24/08/2006	1562	18	24/08/2006	1.15%
25/08/2006	1236	28	25/08/2006	2.27%
28/08/2006	1109	10	28/08/2006	0.90%
30/08/2006	1475	40	30/08/2006	2.71%
31/08/2006	1356	28	31/08/2006	2.06%

Disbursements & Policy Changes: September 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/09/2006	1333	28	01/09/2006	2.10%
04/09/2006	1597	32	04/09/2006	2.00%
05/09/2006	1642	44	05/09/2006	2.68%
06/09/2006	1736	55	06/09/2006	3.17%
07/09/2006	1789	37	07/09/2006	2.07%
08/09/2006	2547	85	08/09/2006	3.34%
11/09/2006	2216	120	11/09/2006	5.42%
12/09/2006	2188	61	12/09/2006	2.79%
13/09/2006	2126	56	13/09/2006	2.63%
14/09/2006	2026	46	14/09/2006	2.27%
15/09/2006	1532	42	15/09/2006	2.74%
18/09/2006	1210	20	18/09/2006	1.65%
19/09/2006	1342	55	19/09/2006	4.10%
20/09/2006	2010	50	20/09/2006	2.49%
21/09/2006	2152	74	21/09/2006	3.44%
22/09/2006	1943	66	22/09/2006	3.40%
26/09/2006	1622	118	26/09/2006	7.27%
27/09/2006	2646	132	27/09/2006	4.99%
28/09/2006	2547	87	28/09/2006	3.42%
29/09/2006	2281	85	29/09/2006	3.73%

3. DECENTRALISED OPERATIONS

Decentralised Operations: July 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
03/07/2006	426	4	03/07/2006	0.94%
04/07/2006	413	8	04/07/2006	1.94%
05/07/2006	492	12	05/07/2006	2.44%
06/07/2006	445	18	06/07/2006	4.04%
07/07/2006	332	11	07/07/2006	3.31%
10/07/2006	569	13	10/07/2006	2.28%
11/07/2006	584	19	11/07/2006	3.25%
12/07/2006	515	24	12/07/2006	4.66%
13/07/2006	488	17	13/07/2006	3.48%
14/07/2006	510	26	14/07/2006	5.10%
17/07/2006	388	3	17/07/2006	0.77%
18/07/2006	381	3	18/07/2006	0.79%
19/07/2006	306	3	19/07/2006	0.98%
20/07/2006	323	3	20/07/2006	0.93%
21/07/2006	337	5	21/07/2006	1.48%
24/07/2006	198	0	24/07/2006	0.00%
25/07/2006	222	1	25/07/2006	0.45%
26/07/2006	202	1	26/07/2006	0.50%
27/07/2006	174	0	27/07/2006	0.00%
28/07/2006	405	9	28/07/2006	2.22%
31/07/2006	243	8	31/07/2006	3.29%

Decentralised Operations: August 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/08/2006	195	1	01/08/2006	0.51%
02/08/2006	219	3	02/08/2006	1.37%
03/08/2006	296	7	03/08/2006	2.36%
04/08/2006	231	3	04/08/2006	1.30%
07/08/2006	153	2	07/08/2006	1.31%
08/08/2006	222	1	08/08/2006	0.45%
10/08/2006	229	7	10/08/2006	3.06%
11/08/2006	170	4	11/08/2006	2.35%
14/08/2006	100	4	14/08/2006	4.00%
15/08/2006	139	1	15/08/2006	0.72%
16/08/2006	187	4	16/08/2006	2.14%
17/08/2006	238	5	17/08/2006	2.10%
18/08/2006	249	5	18/08/2006	2.01%
21/08/2006	105	4	21/08/2006	3.81%
22/08/2006	202	4	22/08/2006	1.98%
23/08/2006	256	5	23/08/2006	1.95%
24/08/2006	179	4	24/08/2006	2.23%
25/08/2006	161	5	25/08/2006	3.11%
28/08/2006	82	0	28/08/2006	0.00%
30/08/2006	172	6	30/08/2006	3.49%
31/08/2006	165	4	31/08/2006	2.42%

Decentralised Operations: September 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/09/2006	187	8	01/09/2006	4.28%
04/09/2006	144	5	04/09/2006	3.47%
05/09/2006	90	5	05/09/2006	5.56%
06/09/2006	202	5	06/09/2006	2.48%
07/09/2006	206	7	07/09/2006	3.40%
08/09/2006	310	9	08/09/2006	2.90%
11/09/2006	260	16	11/09/2006	6.15%
12/09/2006	159	5	12/09/2006	3.14%
13/09/2006	152	6	13/09/2006	3.95%
14/09/2006	148	3	14/09/2006	2.03%
15/09/2006	132	2	15/09/2006	1.52%
18/09/2006	171	7	18/09/2006	4.09%
19/09/2006	194	12	19/09/2006	6.19%
20/09/2006	282	12	20/09/2006	4.26%
21/09/2006	209	5	21/09/2006	2.39%
22/09/2006	227	18	22/09/2006	7.93%
26/09/2006	149	16	26/09/2006	10.74%
27/09/2006	324	15	27/09/2006	4.63%
28/09/2006	341	38	28/09/2006	11.14%
29/09/2006	210	16	29/09/2006	7.62%

4. ACTUARIAL DEPARTMENT

Actuarial: July 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
03/07/2006	617	67	03/07/2006	10.86%
04/07/2006	670	119	04/07/2006	17.76%
05/07/2006	758	142	05/07/2006	18.73%
06/07/2006	736	138	06/07/2006	18.75%
07/07/2006	740	140	07/07/2006	18.92%
10/07/2006	705	78	10/07/2006	11.06%
11/07/2006	651	114	11/07/2006	17.51%
12/07/2006	751	118	12/07/2006	15.71%
13/07/2006	802	115	13/07/2006	14.34%
14/07/2006	873	124	14/07/2006	14.20%
17/07/2006	856	82	17/07/2006	9.58%
18/07/2006	842	147	18/07/2006	17.46%
19/07/2006	788	144	19/07/2006	18.27%
20/07/2006	714	184	20/07/2006	25.77%
21/07/2006	576	129	21/07/2006	22.40%
24/07/2006	502	73	24/07/2006	14.54%
25/07/2006	486	84	25/07/2006	17.28%
26/07/2006	451	87	26/07/2006	19.29%
27/07/2006	553	57	27/07/2006	10.31%
28/07/2006	539	86	28/07/2006	15.96%
31/07/2006	469	51	31/07/2006	10.87%

Actuarial: August 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/08/2006	425	56	01/08/2006	13.18%
02/08/2006	431	61	02/08/2006	14.15%
03/08/2006	420	45	03/08/2006	10.71%
04/08/2006	331	35	04/08/2006	10.57%
07/08/2006	283	11	07/08/2006	3.89%
08/08/2006	261	13	08/08/2006	4.98%
10/08/2006	289	13	10/08/2006	4.50%
11/08/2006	287	8	11/08/2006	2.79%
14/08/2006	284	6	14/08/2006	2.11%
15/08/2006	318	18	15/08/2006	5.66%
16/08/2006	352	10	16/08/2006	2.84%
17/08/2006	342	18	17/08/2006	5.26%
18/08/2006	356	9	18/08/2006	2.53%
21/08/2006	310	11	21/08/2006	3.55%
22/08/2006	318	25	22/08/2006	7.86%
23/08/2006	385	33	23/08/2006	8.57%
24/08/2006	453	17	24/08/2006	3.75%
25/08/2006	366	13	25/08/2006	3.55%
28/08/2006	376	9	28/08/2006	2.39%
30/08/2006	353	21	30/08/2006	5.95%
31/08/2006	377	18	31/08/2006	4.77%

Actuarial: September 2006

Date	Total cases	Total cases outside SLA	Date	Percentage outside SLA
01/09/2006	378	15	01/09/2006	3.97%
04/09/2006	385	13	04/09/2006	3.38%
05/09/2006	503	13	05/09/2006	2.58%
06/09/2006	491	13	06/09/2006	2.65%
07/09/2006	363	13	07/09/2006	3.58%
08/09/2006	300	26	08/09/2006	8.67%
11/09/2006	464	23	11/09/2006	4.96%
12/09/2006	373	20	12/09/2006	5.36%
13/09/2006	378	30	13/09/2006	7.94%
14/09/2006	330	19	14/09/2006	5.76%
15/09/2006	314	12	15/09/2006	3.82%
18/09/2006	276	9	18/09/2006	3.26%
19/09/2006	284	11	19/09/2006	3.87%
20/09/2006	266	13	20/09/2006	4.89%
21/09/2006	268	11	21/09/2006	4.10%
22/09/2006	243	15	22/09/2006	6.17%
26/09/2006	210	11	26/09/2006	5.24%
27/09/2006	293	13	27/09/2006	4.44%
28/09/2006	273	12	28/09/2006	4.40%
29/09/2006	382	13	29/09/2006	3.40%