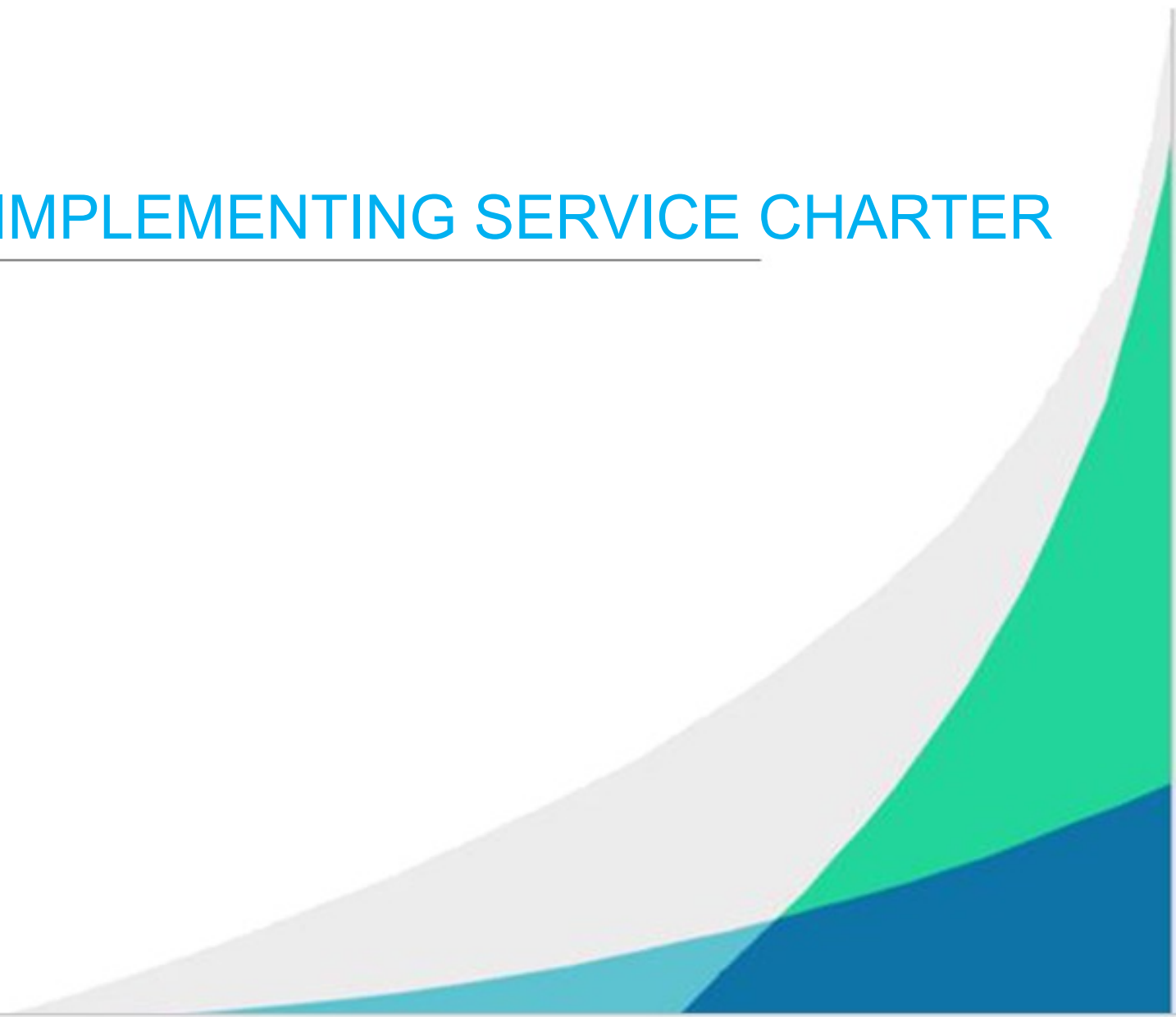




DEVELOPING AND IMPLEMENTING SERVICE CHARTER



Ground rules



Turn off your mobile phones



Listen to each other



Keep to your time



Think about the questions



Do not speak over each other



Work cooperatively together



Have a go at your exercises, you'll learn more

Developing Service Charter

- What is a service charter?
- What are the benefits of a service charter?
- What are the key elements of a service charter?
- What are the key principles of a service charter?
- Show examples of some good service charters

Definition of a Service Charter

The Concept

A service charter is:

- A public statement about the services an organization provides.
- An undertaking or covenant made to stakeholders.
- A clear statement of the **standards** of service(s) customers/clients should expect.
- A framework for measuring and improving the quality of its services and reporting to:
 - Management,
 - Sponsors,
 - Other stakeholders and
 - The general public.

Benefits of Service Charter

- Help clarify expectations for clients and employees and thus help manage overall performance and service improvement;
- Drive service improvement, and contribute to results-based management;
- Reinforce government accountability to users;
- Provide feedback mechanism to enable the MDA improve its services;
- Increase the confidence of Nigerians in government by demonstrating the government's commitment to service excellence.

Benefits of Service Charter

For Service Providers

- General and specific training to improve overall skills and upgrade competencies of staff
- Agreed performance targets provide meaning and are a source of motivation to staff
- Staff performance appraisal is more transparent since it is based on agreed performance targets set jointly with staff
- Performance reports shared with staff indicates areas of their strengths and weaknesses and thus offer an opportunity for staff development.

For Customer

- Information availability on services and standards ensure the rights and obligations of customer to service
- Available information help the customer to make informed decisions and choices
- Great opportunity to contribute to the operations and service improvement initiatives of the MDA
- Receive better services and can challenge organization when and where there is service failure.

Content of a Service Charter

Key Elements of a service charter:

- Introduction/Background.
- Who we are: Mission and Vision statements.
- Details of Customers/Stakeholders.
- Service Provision and **delivery standards** (what we do and how we do it).
- Clients rights and responsibilities.
- Monitoring and publishing.
- Feedback and complaints handling.
- Channels of communication.

Service Standards....?

- A service standard is a public commitment to a measurable level of performance that clients can expect *under normal circumstances*.
- A service standard should be linked to:
 - Operational performance targets;
 - Frequency to which the organization expects to meet standard.
- The target considers the risks associated with process delays.
 - Uncertainties arising from factors such as workload fluctuations, staff movements, and seasonal variations.
 - Purpose of a target is to help:
 - Manage operations and
 - Track progress against overall delivery objectives.
 - Target is typically designed for management's use but can also be made available to the public.

Service Standards

Service Standards are usually defined and set in terms of:

- Timeliness
- Quality
- Accuracy
- Relevance
- Access

- Reliability
- Courtesy
- Responsiveness
- Cost

WHAT ARE SD STANDARDS?

Service Standards are set in terms of:

- Relevance to the client
- Based on consultation
- Measurable
- Consistent across government
- Ambitious but realistic

- Endorsed by management
- Communicated
- Transparent
- Continuously updated

Developing a Service Charter - CYCLE



How to set Service Standards

- Consultations (before drafting and before implementation) with:
 - Staff/service providers;
 - Customers/service users;
 - Other stakeholders: state and non-state actors.
- Methods of consultation:
 - Workshops;
 - Meetings;
 - Other opportunities: e.g. anonymous suggestions, surveys.

How to set Service Standard; Example

Types of Service Standards	Access Standard	Timeliness Standard	Accuracy Standard
Definition	Commitment outlining the ease and convenience the client should experience when attempting to access service	Commitment stating how long the client should expect to wait to receive a service once the service has been accessed	Commitment stipulating that the client will receive a service that is up to date, free of errors, and complete

Writing and publicizing the Charter

- Collate all information gathered from the self-assessment and different consultations.
- Write the Charter (no strict template and not more than 5 pages):
 - Write in simple and plain language
 - Avoid jargon and keep sentences concise
- Additional key attributes for the Charter should include:
 - The name and a brief description about the MDA
 - The purpose vision, mission and customer base of the organisation
 - Information on the provider for the customers' use if there is a need such as:
 - Address,
 - Telephone numbers and
 - e-mail addresses

Writing and publicizing the Charter 2

- A statement of the rights and responsibilities of customers;
- An outlined and concise Guide to Services;
- Specific standards of service; include a section on performance targets or may be included in the Guide to Services;
- A mechanism for customer complaints and suggestions;
- The complaints procedure should have clear timeframes for responses and include information on how appeals and the process for remedial action when the MDA is at fault;
- Ensure that the Service Charter reaches the customer – displayed and communicated through other means e.g. translated and published in local language;
- Choose appropriate methods of dissemination.

A key requirement of the Quality Service Charter Initiative is that Service Charter booklets are complemented with panels in the reception area.

Implementing the Service Charter

- Housing the Service Charter – Who should be responsible for driving the implementation of Service Charter?
 - At the national level – Presidency (SERVICOM)
 - Establish a state-level agency with influence to compound outcomes, access to resources, sufficient clout to command respect and compliance?
- There are four indicators of intent to implement a Service Charter and standards, and these should be present in any MDA attempting to develop and implement a Service Charter:
 - Ownership
 - Visibility
 - Commitment
 - Training of Staff

Implementing: Training staff and Service Delivery Partners

- Training to focus on essential knowledge and skills such as:
 - Service process
 - Complaint mechanisms and
 - Communication and analytical abilities to successfully meet the service standards
 - Clients relationship management

Monitoring, Evaluation and Reporting

- Regularly monitor progress to ensure service targets are being met or exceeded. Typically this involves:
 - Measuring performance;
 - Evaluating findings;
 - Reporting performance.
 - Communicating performance/results.
 - Using performance results to address standards and targets
- A well-designed measurement process helps determine:
 - How well the service is being performed compared with similar services provided by other organizations (benchmarking);
 - Whether the service performance level is improving over time and by how much; and
 - Whether customers are satisfied or not.

Monitoring/measuring performance

- Service standards can be measured and tested:
 - Through first-hand experience; or
 - By having ‘mystery shoppers.’
- By observing and experiencing service delivery; these “mystery-shoppers” can then help management:
 - Determine whether the organization is adhering to its declared standards; and
 - Provide valuable evidence that can be used for improvement.

Reporting Performance

- Clients: The clients hold the service provider accountable for its Service Charter commitments;
- The client wants to see credible information, e.g., “90% of our customers are attended to within the advertised time, this is an improvement over last quarter when only 75% was achieved”
- Performance reporting should contain information on the key MDA performance measures: timeliness, service quality, responsiveness and cost.

Reporting Performance

- Government: Allocates and releases resources to an MDA to undertake programmes and projects which should inform performance;
- Reporting should, state whether:
 - Funds have been released;
 - Customer volumes are increasing or decreasing;
 - Customer complaints are increasing or decreasing; and they are being addressed in line with commitment, etc.

Reporting performance

- When communicating results ensure that information is meaningful and relevant to all stakeholders;
- Identify the key standards to report to suit each stakeholder.....
 - Staffers will be interested in feedback on their performance;
 - Management will be interested in overall service improvement;
 - Customers are most interested in improved benefits and responsiveness, and
 - Resources providers are particularly interested in accountability.

Discussion

- Comments and Clarifications
- Next Steps



Questions, Comments, Observations

THANKS