

Public Services Commission

Client Services Charter Implementation in Public Service Organizations

Compliance Monitoring and Reporting

Public Services Commission

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ACRONYMS

CS	Client Service
CSC	Client Service Charters
PSC	Public Services Commission
PSO	Public Service Organizations

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Section A: Minimum Content of Client Service Charter (CSC)

Every PSO is required to develop/have a client service charter in place. To ensure uniformity the PSC requires that every CSC contains a standard minimum content. The PSO has the liberty to go beyond the content. This part of the compliance reporting requires the PSO to show the extent to which the minimum content has been adhered to in the preparation of the PSO's CSC.

Table A1: Minimum Content Matrix

No	Content Headings	Response YES/NO
1	Introduction	Yes
2	PSO Profile	Yes
3	Vision	Yes
4	Mission	Yes
5	Core Values	Yes
6	Roles / Functions	Yes
7	Service /Standards	Yes
8	Client's Rights and Responsibilities	Yes
9	Client's Feedback and Complaint Handling	Yes
10	Contact	Yes

The PSO is expected to respond as YES or NO in the last column. If there is a NO response to an area, the PSO should provide the reason(s) for this response in the spaces below.

Table A2: No Response Explanation Table

No	The explanation for a NO response to a line in Table A1
n/a	n/a
n/a	n/a
n/a	n/a

Section B: Adherence to Best Practices

While section A provides the content, this section requires the PSO to report on the extent to which it adopted best practices in developing its CSC. The best practices to be adopted have been spelled out by PSC and every PSO can access it from the PSCs website. There are four sub-sections (B1 to B4): Strategic Alignment; Client Engagement; Client-Centric Culture and Internal Monitoring Mechanisms.

B1: Strategic Alignment

The minimum content requirement entails PSOs having their vision, mission, and core functions indicated in the CSC. The PSO in this sub-section is required to report on the extent to which these three elements, convey a message of quality / timely service delivery to its clientele.

There are going to be three possible responses to each of the three elements.

1. Explicit: The element contains a reference to client/customer satisfaction; client-centric behavior or quality service delivery.
2. Inferred: The element is not explicit but can be inferred that there is a focus on client/customer satisfaction; client-centric behavior or quality service delivery.
3. None: It is neither explicit nor inferred

Table B1: Strategic Alignment Response Matrix

Strategic Area	Response	Reasons for Response
Vision	Explicit	It directly mentions our clients which are the PSOs
Mission	Explicit	It directly mentions our clients which are the PSOs
Core Values	Explicit	The timely delivery of quality services is highlighted among the core values of the organization

B2: Client Engagement

An aspect of the best practice behavior the PSC requires PSOs to adopt in the preparation of their CSCs is the involvement of their clients in setting service standards; designing the service delivery processes, and designing the complaint process.

Question 1

Were your clients involved in the process of developing any of these three elements that are contained in your CSC? Respond as YES or NO

Most of the standards and processes were internal and did not require inputs from the PSOs we dealt with; however, the complaint mechanism is an exception

Table B2: Client Engagement Response Matrix

Element	Response (Yes/No)
Setting service standards	n/a
Design of service delivery processes	n/a
Design of complaint process	No

Questions 2:

If your response is NO, why?

Table B3: No Response Explanation Table

Element	Explanation
Setting service standards	n/a
Design of service delivery processes	n/a
Design of complaint process	<u>Due to resource and time constraints at the time</u>

Question 3:

If your response is YES to the Client Engagement Response Matrix complete the table below

Table B4: Client Engagement Reporting Matrix

Area of Engagement	Number of Clients Engaged			Mode of Engagement
	No Male	No Female	Total	
Category A and B appointments				
<u>The Setting of Service Standards</u> (how long should each process take internally – with the objective of completing the cycle in a timely manner – excluding the possible delays from external stakeholders e.g. Presidency; Boards, etc.				
1. Review of Advertisements	n/a	n/a	n/a	An internal process that does not require client input
2. Short-listing of Candidates	n/a	n/a	n/a	An internal process that does not require client input
3. Constitution of an interview panel	n/a	n/a	n/a	An internal process that does not require client input
4. Facilitation of the Interview process	n/a	n/a	n/a	An internal process that does not require client input
5. Preparation of Interview Reports	n/a	n/a	n/a	An internal process that does not require client input
6. Submission of interview reports to Boards	n/a	n/a	n/a	An internal process that does not require client input
7. Issue of appointment Letter	n/a	n/a	n/a	An internal process that does not require client input
8. Writing letters to unsuccessful candidates	n/a	n/a	n/a	An internal process that does not require client input
There are 13 processes in category A and B appointments. Eight of them are the				

Area of Engagement	Number of Clients Engaged			Mode of Engagement
	No Male	No Female	Total	
sole responsibility of the PSC. Those are the focus of this report. (See Annex 1 for Delivery Process Cycle for Category A&B appointments)				
Designing Service Delivery Processes				
1. Review of Advertisements	n/a	n/a	n/a	Requires no external client engagement; what will be required will be the adoption of the most cost effective and efficient process.
2. Short-listing of Candidates	n/a	n/a	n/a	Same as 1
3. Constitution of the interview panel	n/a	n/a	n/a	Same as 1
4. Facilitation of the Interview process	n/a	n/a	n/a	Same as 1
5. Preparation of Interview Reports	n/a	n/a	n/a	Same as 1
6. Submission of interview reports to Boards	n/a	n/a	n/a	Same as 1
7. Issue of appointment Letter	n/a	n/a	n/a	Same as 1
8. Writing letters to unsuccessful candidates	n/a	n/a	n/a	Same as 1
Designing the Complaint Processes	n/a	n/a	n/a	The process's approach is new; complaints with respect to appointments of category A and B positions will be treated as part of the general complaint process; clients will be involved in its design.
Appeals Petition and Grievances				
Annex 2 shows an internal process mapping tool – to define the areas / sub-areas for appeals, petitions, and grievances. (The tool will identify				The setting of service standards; mode of service delivery will not require Client

Area of Engagement	Number of Clients Engaged			Mode of Engagement
	No Male	No Female	Total	
process chain areas where PSC has complete control, and then set the standards for them.				engagement. Clients will be involved in the design of a general complaint mechanism for the PSC.
Other Services				
1. PSO request for guidelines on the design of the organogram and Scheme of Service	n/a	n/a	n/a	The service standards, the delivery mechanism, and the complaints process will be set with PSO involvement.
2. PSO request for technical assistance on the design of the organogram and scheme of service	n/a	n/a	n/a	Same as 1
3. PSC technical review of PSOs submission on draft organogram and scheme of service	n/a	n/a	n/a	Same as 1
4. The Commission's decision on the submitted technical review	n/a	n/a	n/a	Same as 1
5. Notification of PSO of the Commission's decision	n/a	n/a	n/a	Same as 1

Note: The matrix for setting service standards for Other Services appears in Annex 3

Select from the following mode of engagement. (Not applicable for the above service)

- Workshop
- Service center contact
- Survey
- Focus Meeting
- Media
- Electronic contact
- Telephone contact
- Other (specify) -----

B3: Client-Centric Culture

The PSC expects PSOs to have a Client-Centric culture as part of improving service delivery in the public service. In this regard, the PSO wants every PSO to use part of its training budget to train front-line staff and management in customer/client-centered training programs. The PSO is required to report on the training program provided to front-line staff and management to the PSC as part of the compliance reporting framework.

Question 1

Did the PSO provide client / customer-focused training for frontline service providers and managers during the reporting period?

☐ NO

Question 2: If the answer to question 1 is NO, why? (Not more than 3 answers)

Table B5: Response to the existence of a training programme

1	<u>A new client service unit has just been created and staff are yet to be recruited and trained.</u>
2	n/a
3	n/a

Question 3

If the answer to question 1 is YES, respond to the questions as per the table below.

Table B6: Client–Centric Reporting Matrix

Staff Level	Training Topic	Training Objective	Number of Trainees
Front Line	No training has been done	n/a	n/a
Supervisor	No training has been done	n/a	n/a
Management	No training has been done	n/a	n/a

B4: Internal Monitoring Mechanism

The PSC is responsible for monitoring the effectiveness of the CSC framework implementation in the public service. Best practice tradition requires that PSOs have their own internal monitoring mechanism for the implementation of the CSC framework. PSOs are required to report to the PSC, the existence of an internal monitoring mechanism as part of their reporting obligations. To satisfy this obligation, PSOs will be required to report in the following areas: the existence of dedicated unit(s) for the internal monitoring of CS; the existence of an internal monitoring manual; and the preparation and use of monitoring reports.

Existence of a dedicated unit

Question 1

Is there a unit(s) responsible for internal monitoring of the CSC framework implementation?

☐ NO

Question 2

If the response to question 1 is YES fill in the table below

Table B7: Dedicated Unit Profile Table

Question	Answer
What is the name of the Unit?	n/a
How many staff are in the Unit?	n/a
List 3 key functions of the Unit	n/a

Question 3

If the response to question 1 is NO fill in the table below

Table B8: Responses Table

1	The client service unit has been established and awaiting the recruitment and training of a client service officer. Modalities will be put in place for the development and approval of internal control mechanisms.
2	n/a
3	n/a

Internal Monitoring Manual

Question 1

Do you have an internal monitoring manual? ☐ NO

Question 2

If NO, why?

The manual is yet to be developed

Question 3

If Yes, why?

(Not Applicable)

Internal Monitoring Reports

Question 1

Does the unit prepare internal monitoring reports? ☐ NO

Question 2

If No to question 1, why?

The unit is not functioning at present.

Question 3

If YES to question 1 does management review/act on the monitoring reports? YES/NO

(Not Applicable)

Question 4

If NO to question 3, Why?

Monitoring reports have not been generated at present due to the nonexistence of the unit.

Question 5

If YES to question 3, through which mechanisms? Select as many as appropriate below.

(Not Applicable)

- a. Senior Management meetings
- b. Planning process
- c. Budgeting process
- d. Client engagements

Section C: Client Feedback on CSC Delivery by the PSO

PSC expects every PSO to conduct client satisfaction surveys as part of its internal monitoring programme. PSC requires that PSO provides a summary of such surveys in its compliance monitoring report. The table below provides a template that could be used by PSOs for reporting.

Table C1: Client Feedback Reporting Matrix

Service	Percentage client satisfaction	Explanation/Commentary on the Level of Satisfaction	Tools used
Category A and B Appointments	No survey has been done to determine the levels of client satisfaction	n/a	n/a
Appeals Petitions and Grievances	No survey has been done to determine the levels of client satisfaction	n/a	n/a
Other Services	No survey has been done to determine the levels of client satisfaction	n/a	n/a

The tools used for determining the level of client satisfaction with a service can include:

(Not applicable for now)

- a. Online surveys of clients
- b. Field surveys
- c. Phone in surveys
- d. Key Person Interviews
- e. Others (Indicate)

Section D: Service Improvement Plan

PSC expects PSOs to act on the outcome of the Client Satisfaction Surveys. In view of this, PSOs shall be required to report on service improvement plans related to the outcomes of the survey. The table below shall be used by the PSO for reporting on the service improvement plan.

Table D1: Service Improvement Plan Reporting Matrix

Service	Survey Score	Planned Services Improvements / Actions	Start / End Time	
			Start	End
Category A and B Appointments	No survey has been done to determine the levels of client satisfaction	Creation of a digital platform that will enable REAL time processes: <ul style="list-style-type: none">• To enter every case electronically• To be tracked within the system at any point in time in terms of the stages in the process cycle it is.• To flag any entry that has been spent beyond the set time for rectification.• To be able to identify the officer working at a point within the cycle on a real-time basis. Upgrading of existing digital systems for service improvement. Enhancement of staff productivity through training in the use of the digital system	n/a	n/a
Appeal Petitions and Grievances	No survey has been done to determine the levels of client satisfaction	Same as Category A&B appointments	n/a	n/a
Other Services	No survey has been done to determine the	An e-base platform that can be used to conduct virtual sessions with PSOs on guidelines for the	n/a	n/a

	levels of client satisfaction	<p>design/preparation of organograms and scheme of service.</p> <p>E-based manual on the design of organograms and scheme of service for PSOs</p> <p>Improving the productive capacity of staff to operate the system</p>		
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Annex 1: Delivery process cycle for Category A and B appointments

Processes	Key Service Providers / Standards (indicators)		
	Public Services Commission	Public Service Entity	Office of President / Council of State
1. Facilitate review of Advert	Number of days after receipt of advert	n/a	n/a
2. Placement of Advert	Beyond the control of PSC	Number of days after receipt of the reviewed advert from PSC	n/a
3. Facilitate shortlisting exercise	Number of days after the closing of adverts	n/a	n/a
4. Constitute Selection Board	Number of days after the closing of adverts	n/a	n/a
5. Facilitate the interview process	Number of days after the constitution of the selection board	n/a	n/a
6. Prepare/submit interview reports to Commission	Number of days after completion of interviews	n/a	n/a
7. Commission review of the interview report	Number of days after receipt of the interview report	n/a	n/a
8. Forward advise paper to Boards	Number of days after the Commission's review	n/a	n/a
9. Receive advice Papers from Boards	Beyond PSC's Control	Number of days after receipt of advice paper from PSC	n/a
10. Submit to the Presidency	Number of days after receipt of advising paper from the board	N/a	n/a
11. Obtain approval from Presidency	Beyond PSC's Control	N/a	Indeterminate
12. Issue an appointment letter	Number of days after receipt of approval from the Office of the President	N/a	n/a
13. Write letters to unsuccessful candidates	Number of days after acceptance of appointment letter	N/a	n/a

Annex 2: Framework for setting service standards for appeals, petitions, and grievances

Service	Sub-service type	Processes	Service/process standards in days/weeks
Appeals	a)	i	
		ii	
		iii	
		iv	
	b)	i	
		ii	
		iii	
		iv	
	c)	i	
		ii	
		iii	
		iv	
Petitions	a)	i	
		ii	
		iii	
		iv	
	b)	i	
		ii	
		iii	
		iv	
	c)	i	
		ii	
		iii	
		iv	
Grievance	a)	i	
		ii	
		iii	
		iv	
		i	
		ii	
		iii	
		iv	
		i	
		ii	
		iii	
		iv	

Annex 3: Organogram and scheme of services - service standards formats

Process	Service Standard
Provision of documentation/ policy guidelines on the design of organogram/development of a scheme of service by PSOs	Number of days upon receipt of a request
Provision of technical backstopping for the preparation of organogram/scheme of service	Number of days upon receipt of the request
PSC Technical review report of Organogram/ scheme of service	Number of days/weeks after submission by PSO
Commission determination of organogram/scheme of service	Number of days upon receipt of technical report
Notification of PSO of Commission's decision	Number of days after the determination by the Commission