Public Services Commission

Strengthening Compliance Reporting on Client Services Charters in the Public Service

Report on

Compliance Monitoring Reporting Framework for Public Service Organizations

May 2023

ACRONYMS

CSC	Client Services Charter
CSCF	Client Services Charter Framework
CSU	Client Services Unit
MDAs	Ministries, Departments and Agencies
MISD	Management Information Systems Directorate
PMP	Performance Management Policy
PSO	Public Service Organizations
PSRRP	Public Sector Reforms for Results Project
RMED	Research Monitoring and Evaluation Directorate

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1. Introduction

1.1 Structure of Report

This report on compliance monitoring reporting framework was prepared by Continental Consultants Ghana Limited for the Public Services Commission as part of its efforts to strengthen compliance monitoring reporting in Public Service Organizations. The report is made up of five chapters. The first chapter is this introduction which provides the context, purpose and the approach used for developing the report. Chapter 2 provides an overview of the CSC compliance monitoring reporting framework. The next chapter, 3 presents the monitoring component of the framework. Chapter 4 looks at the reporting component and the last chapter outlines PSC's responsibilities in the implementation/management of the framework.

1.2 The Context

Aspects of the National Public Sector Reform Strategy (NPSRS) 2018-2023 and its sequel the Public Sector Reforms for Results Project (PSRFRP) spell out the goals / strategies that should be adopted to enhance public sector performance and accountability. One of the strategies for enhancing performance and accountability per the PSRFRP is the strengthening of compliance reporting on Client Services Charters (CSCs) by Public Service Organizations to the Public Services Commission (PSC).

Against this background, the PSC commissioned a consultancy assignment entitled *Strengthening Compliance Reporting on Client Service Charters for the Public Service Commission* which has generated two reports. The first report under the assignment was a comprehensive review of the client service charter implementation in six selected PSOs, namely The Public Services Commission, The Lands Commission (LC), the Driver Vehicle License Authority (DVLA), Social Security and National Insurance Trust (SSNIT), Ghana Health Service (GHS) and Ghana Immigration Service. The review /revision of the CSCs of the six PSOS amongst others indicated good practices in CSC implementation that could be adopted within the public service, and variations from good practices that need to be corrected etc. The second report which is this report dwells on the lessons learnt from the comprehensive review of the CSC implementation practices of the 6 PSOs to propose a strengthened framework for compliance monitoring reporting that would be applicable to all PSOs in the public service.

The outcomes of these two reports would also form the basis of a capacity building workshop to be held for the 6 selected entities (also an assignment component). This workshop would amongst others focus on facilitating the implementation of the recommendations made during the review/revision phase and expose entities to the new direction in managing/reporting on client services.

1.3   Purpose of the Report

This report has been prepared to

- Provide the PSC with the framework to be used for monitoring PSOs implementation of the CSC framework.

- Provide the formats that shall be used by PSOs in their reporting of CSC framework implementation to the PSC.

1.4   Approach for preparing the report.

The main approach for the preparation of this report was desk work. Deskwork was used to review the reports of the 6 entities; desk work was also used for the application of conceptual / analytical / technical skills to outline the framework and design the formats contained in this report.

This framework document would be validated through a focus meeting/ workshop to be organized by the PSC.

2.   Overview of CSC Compliance Monitoring Reporting Framework

This second chapter provides (i) the context in which the CSC compliance monitoring reporting framework is developed (ii) the key components of the framework (iii) the guiding principles governing the framework (iv) the scope of the monitoring framework and (v) the scope of the reporting framework.

2.1   The Context

The Public Services Commission Act 1994 (ACT 462), Section 15, requires the PSC to prepare and submit to the President an administrative report on the entire public service as defined by the 1992 Constitution. An aspect of the administrative report is the performance of PSOs as enshrined in their mandates. To ensure that there is awareness, focus and commitment on the part of the PSOs' to the attainment of their mandates, the PSC has come out with a Performance Management Policy (PMP) for adoption and use by PSOs.

The PMP amongst others require PSOs to be held accountable by the beneficiaries of its services. Part of the implementation of the accountability process is the directive issued by the PSC for every PSO to set up a Client Services Units through which the public / beneficiaries can hold a PSO to account for its service delivery performance.

The next step in the evolutionary process of entrenching the CSC Framework implementation in the public service is the setting up / implementing a monitoring framework by the PSC. A strong / functioning CSC Implementation Framework would contribute to performance improvement of PSOs and ultimately public/beneficiary satisfaction of PSO services.

2.2   Components of the CSC Compliance Monitoring Reporting Framework

The CSC Compliance monitoring reporting framework has two components
   (i)   the structure, systems, and processes that the PSC would use to monitor adherence to best practices etc by the PSOs and
   (ii)   structure and formats which PSOs would use in reporting to the PSC on the progress of implementation on their CSCs.
   These components are elaborated further in Sections 2.4 and 2.5 of this report.

2.3   Key Principles Governing the Framework

The framework will be underpinned by three key principles, namely transparency, accountability, and integrity. The PSC shall ensure that these principles are adhered to in the implementation/management of the framework.

2.3.1   Transparency

The PSC believes that for public service organizations to adhere to the prescribed framework for implementing CSCs, it   must show openness and always communicate effectively to the PSOs. In this regard standards/guidelines / processes for implementing CSCs would be made available on its websites for use by all PSOs. Transparency in the monitoring context shall also imply that discussions would be held with PSOs in the assessment of their compliance reports prior to the issuing of final versions of the feedback to PSOs.

The PSC would expect that internal monitoring mechanisms to be put in place by PSOs will portray openness – in terms of systems, processes and formats; information gathered internally would be shared and acted on by management instead of being held on to by an individual without being acted on; interactions between PSOs and their clientele in delivering services would be open / documented to serve as an input into the reporting requirements from the PSC.

2.3.2   Accountability

Mutual accountability shall be the hallmark between the PSC and the PSOs. The PSC shall spell out its responsibilities under the monitoring framework and would expect the PSOs to be held for accountable of performance – in adhering to the monitoring cycle, timely provision of feedback on performance of PSOs in the implementation of the CSC Framework, creation of a platform for a dialogue between PSOs and the PSC on ideas sharing on the performance of the CSC implementation in the public service; and timely preparation of the annual public service clients service charter implementation report.

The PSC on the other hand would expect PSOs to adhere to the monitoring / reporting cycle and the reporting framework. Front line service providers in PSOs where applicable shall be held accountable to client satisfaction through the annual staff appraisal systems.

2.3.3   Integrity

PSC shall expect that self-reporting by PSOs on the CSC implementation would be driven by honesty; and PSO management would demonstrate utmost integrity with respect to the content of the report submitted to PSC as part of the monitoring framework.

To ensure that PSOs report with utmost integrity, the PSC from time to time would conduct random audits of PSOs on the adherence to the CSC framework; and on the accuracy and reliability of the information reported on, especially the outcome of the internal monitoring processes on client satisfaction surveys by PSOs.

2.4   Scope of the Monitoring Framework

The scope of the monitoring framework shall cover the following bulleted points – focus areas; and the minimum required content for preparing client services charters by PSOs.

2.4.1   Focus areas

These include.
- Entities that would be monitored
- CSC areas to be monitored.
- CSC monitoring tools
- The monitoring cycle.

2.4.2   Minimum content of Client Service Charters

A review of CSCs implementation frameworks for the six PSOs[1] showed marked differences in the content of their CSC frameworks. These differences and a review of CSCs frameworks of other public service delivery entities outside Ghana, provided insights as to what the minimum content of a CSC framework should be for any PSO. The minimum content of a CSC shall have ten sections as depicted below:

- Introduction
- A Brief Profile of the PSO

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[1] The Public Services Commission, Social Security and National Insurance Trust, Ghana Health Services; Ghana Immigrations Services; Lands Commission and Driver Vehicle Licensing Authority

- Vision Statement
- Mission Statement
- Core Values
- Roles / Functions
- Services and Standards
- Client's Rights and Responsibilities
- Clients Feedback and Complaints Handling
- Contact

This minimum content list could be added on by the PSO to reflect its unique characteristics. In making any such additions, the PSO should be guided by these – the additions should be compact to attract the potential clientele to read within a short time; and it should be simple and self-explanatory making it unnecessary for the Client to request for any further explanations from the PSO.

2.5   Focus of the Reporting Framework

Every PSO is required to have a CSC framework in place/implemented. It shall be the responsibility of every PSO to self-report on the progress and outcome of the implementation of the CSC framework. The compliance reporting framework shall cover the following:
- Adherence to best practices
- Client feedback on service standards
- Service improvement Plan

2.5.1   Adherence to best practices

This covers the level / degree of adherence to standards prescribed by the PSC for preparing Client Service Charters in PSOs. The check list for these standards are as follows:

- strategic alignment: the extent to which the vision, mission and core values of the PSO is client centric.
- client engagement: the extent to which the PSO engaged its clientele in setting service standards; reviewing the processes for complaints; and client feedback / perceptions on the quality of services delivered.
- client - centric culture: the extent to which front-line service providers have been trained to deliver services; the extent to which management / staff have been sensitized to have a client-centric orientation.

- internal monitoring mechanisms: the extent to which a unit, with staffing and tools are entrenched within the PSO- independent of the Client Services Unit (CSU) to monitor the process and outcomes of implementing the CSC Framework by the PSO.

2.5.2   Client Feedback on Service Standards

Part of the reporting would be on feedback from clientele with respect to their perceptions on the quality of services being rendered. This feedback exercise would be handled by a unit independent of the CSU; it could be handled by the research / monitoring unit in the PSO.

2.5.3   Service Improvement Plan

To ensure that the PSOs act on the results of the feedback process, a service improvement plan driven by the feedback process would be part of the reporting to the PSC.

3 The Monitoring Framework

This chapter expands on the summary of the scope of the monitoring areas in chapter 2. The monitoring framework shall comprise (i) entities whose CSC implementation shall be monitored by the PSC (ii) CSC area that shall be monitored (iii) the CSC monitoring tools to be used by the PSC (iv) the monitoring cycle; (v) the minimum content required for every CSC design in the public service; and (vi) adherence to best practices.

3.1 Entities to be monitored.

The PSOs whose CSC Framework implementation shall be monitored are the institutions/organizations listed under Article 190 of the 1992 Constitution and as indicated in the PSC's Service Charter of June 2015, the CSC Framework Implementation of the following PSOs shall be monitored.

Table 3.1   List of PSOs to be monitored

Area	Public Service Organizations
Agriculture	Tree Crops Development Authority; Ghana Irrigation Development Authority; Cotton Development Authority; (3)
Education, Science Technology and Environment	Environmental Protection Agency; Ghana Education Service; Ghana Education Trust Fund; Ghana Meteorological Agency; Ghana Standards Authority; Ghana Library Board; National Board for Professional and Technical Examinations; National Vocational and Training Institute; Ghana Commission for Tertiary Education; Council for Scientific and Industrial Research; (10)
Economic / Financial/ Trade and Development Management	Ghana Revenue Authority; Export Development and Investment Fund; Ghana Investment Promotion Center; Ghana Statistical Service; Ghana Export Promotion Council; Public Procurement Authority; Data Protection Commission; Internal Audit Agency; National Enterprise Agency; Securities and Exchange Commission; National Development Planning Commission; Millennium Development Authority; Financial Intelligence Centre; Northern Development Authority; Middle Belt Development Authority; Coastal Development Authority (16).
Transport	Driver and Vehicle Licensing Authority; Ghana Highway Authority; Ghana Maritime Authority; Ghana Civil Aviation Authority; National Road Safety Authority; (5)
Health	Ghana Health Service; Ghana Aids Commission; Food and Drugs Authority; Narcotics Control Board; Ghana Pharmacy Council; National Population Council; National Health Insurance Authority; Traditional Medicine Practitioners Council; (8)
Communications	Postal and Courier Services Regulatory Commission; National Communications Authority; (2)

Natural Resources	Minerals Commission; Forestry Commission; Office of the Administrator of Stool Lands; Lands Commission; (4)
National Security	Ghana Police Service; Ghana Prison Service; Ghana Immigration Service; National Disaster Management Organization; (4)
Governance	National Identification Authority; National Media Commission; Commission for Human and Administrative Justice; National Commission for Civic Education; Economic and Organized Crime Office; Electoral Commission; (6)
Water / Sanitation	Community Water and Sanitation Agency; Water Resources Commission; (2)
Energy	National Petroleum Authority; Energy Commission; Public Utilities Regulatory Commission (3)

Source: PSC /Other Documents

3.2   CSC areas to be monitored

The following components shall be monitored by the PSC. The first is the minimum content of the CSC required for preparing CSCs by PSOs. The second shall be adherence to standards / best practices by PSOs in the implementation of the CSC framework. The third shall be monitoring of client satisfaction levels from surveys / assessments conducted by the PSO. The fourth shall be on the extent to which the PSO has an independent monitoring mechanism to track the effectiveness / success or other wise of the client services delivery process.

3.1.1   The minimum content required of every CSC.

Chapter 2 provides an outline of the areas PSOs should cover in the minimum with respect to the drawing up of a Client Service Charters. This section of chapter 3 provides the narrative on each item of the minimum content. As much as possible PSOs shall be guided these narrative in preparing their CSCs.

Table 3.2: Elaboration on Minimum Content

Area	Elaboration
Introduction	Indication of why a CSC is needed within the PSO's context (public sector requirement; service improvement; client satisfaction); and scope/ coverage of the CSC.
PSO Profile	The Act that brought the PSO into being; its object / mandate; governance structure; service delivery structure
Vision	This is the PSOs guiding beacon or long term aspirational focus. Every PSO is expected to have a vision statement, approved by its governing board.

Area	Elaboration
Mission	This is the PSOs goals whose attainment through implementation of policies / programmes etc will lead to the attainment of the vision in the long run. Every PSO is expected to have a mission statement approved by its governing board.
Core Values	These are beliefs that PSO holds to be of central importance – to guide or influence staff/the PSO in the execution of their mandates. Every core value stated should have a narrative to it showing how it would influence the delivery of the PSO's core mandate(s)
Roles / Functions	This should be taken from the ACT that brought the PSO into being. The specific section of the ACT should be cited as a preamble. If the sentences are long, they can be edited for compactness; if the functions are too many, the PSO could indicate those that specifies its service delivery responsibilities – since those are of utmost interest to the PSOs Clientele.
Service /Standards	The services emanate from the functions and are normally defined by legislative instruments, especially where fee for service is the case. This section of the CSC should preferably be provided in a tabular / matrix format: service; set standards ––delivery time; processes for delivering the services; conditions /requirements if any for accessing the services; mode of accessing the service; cost of service where applicable.
Client's Rights and Responsibilities	Client's rights- this sections outlines what the client should expect in accessing the service. Most of the time it would be what quality standards the Client should expect as a right; courtesy from staff; timely feedback; access education; confidentiality etc. Client responsibility – the PSO may require the client to adhere to institutional procedures; respect for their staff; timely response to PSOs enquiries; timely payment of fees if applicable etc
Client's Feedback and Complaint Handling	Type of feedback; modes available to client for the provision of feedback; response timelines to feedbacks and complaints; mechanisms / processes for lodging /resolving complaints
Contact	This is to enable the Client reach the PSO for feed back, complain or access a service. The modes to be provided should support multi access to the PSO and should include: telephone number; e-mail / website addresses; postal / location address; client services centers for one on one interactions etc

3.1.2   Adherence to best practices

The PSC shall monitor the extent to which best practice for CSCs framework implementation are being adhered to by the PSO.

Monitoring formats shall be completed and reported on by the PSO with respect to the extent to which it is adhering to the following:

a. Strategic Alignment: the extent to which service delivery is embedded in the vision / mission / core values of the PSO. As per annex 1 section B 1, There shall be three states for the PSO to select the applicable one. The states are (i) explicitly inferred (ii) partially inferred and (iii) No inference

b. Level of Client Engagement: this would monitor the extent to which these ; determination of Service Standards and Client's Rights and Responsibilities indicated in the content were done with the participation of the Client. As per annex 1 section B2 the expected responses are YES or NO. If a YES response is selected the PSO shall be required to provide the following (i) number of clients engaged (ii) mode of engagement and (iii) summary of their inputs.

c. Client centric culture: The focus here shall be the extent to which client service is being institutionalized through training; specifically the training of staff for client services delivery. Two categories of training are envisaged.: (i) frontline service training and (ii) middle / senior management client services orientation. The frontline service training would focus on the use of the front-line services delivery manual – nature / knowledge the of service; service delivery mechanisms; client/staff relationships; handling client inquiries / complaints; performance reporting etc. The middle / senior management training shall be focused on the state of client services delivery; understanding / appreciation of client services reports/clients service improvement plans; coordinating / implementing of client services improvement plans etc.

d. Existence of an internal monitoring mechanism: the following would constitute the check list of an internal monitoring mechanism for the implementation of the CSC framework by the client services unit of the PSO: (i) internal client services delivery monitoring manual (ii) a focal point in the PSO to coordinate the internal monitoring (iii) client services delivery monitoring report (iv) minutes of managerial deliberations on the client services delivery monitoring report.

The formats for monitoring the above shall be part of the PSO reporting framework as per annex 1.

3.4   Monitoring Tools

The following tools amongst others shall be used by the PSC to monitor the effectiveness of the implementation of the CSC framework in the public service

- Compliance Reporting Template: A template for compliance reporting on the progress / outcome of CSC implementation framework shall be used by every PSO to report to the PSC. The template shall have sections on (i) the minimum content for CSC Framework (ii)strategic alignment (iii) Client Feedback on service standards and Service Improvement Plan. (See annex 1).

- CSC Implementation Audit: Since PSOs shall be self-reporting, the PSC shall conduct planned audits to assess the extent to which the reports being submitted reflect the true situation in the public service.

- Client Services Perception Surveys: The PSC shall conduct client services perception surveys across the public service. The outcome of such surveys shall be used to validate aspects of the compliant reporting by PSOs; and also to prepare public service wide client services delivery improvement plans.

- Public Service CSC Implementation Review Forum: The PSC on a four year basis shall convene a CSCs Implementation Forum for all PSOs' to discuss (i) outcomes of PSCs client perception surveys (ii) review the compliance monitoring reports from the PSO and (iii) draw action plans for improving the effectiveness / outcomes of the implementation of the CSC Framework by PSOs.

3.5   The Monitoring Cycle

The Monitoring cycle shall be annual . Every PSO shall prepare and submit to the PSC a CSC Compliance Report detailing the extent to which PSO has complied with the provisions of the CSC.

To ensure that the monitoring case load could be managed effectively by the PSC, PSOs shall be divided into four groups. Groups shall prepare and submit compliance monitoring reports after six months of each other in sequence.

The PSC shall conduct public service client services perception survey once every two years; the PSO client services charter implementation progress forum shall be organized every four years to coincide with the preparation of the client services perception surveys.

Every PSO shall have its CSC Framework implementation audited every four years by the PSC.

4.   Reporting Framework

The reporting framework is made up of 5 parts namely: minimum content; strategic alignment; adherence to best practices; client feedback on CSC delivery by the PSO; and service improvement plan.

The reporting framework is summarized by the reporting template as per annex 1. Every PSO shall report by using the template in annex 1 and submit it electronically to the PSC as per the monitoring cycle guidelines in chapter 3.5.

4.1   Reporting on minimum content for CSC.

The format for reporting is as per Section A of annex 1. The format has the following features.
- Column 1 indicates the section number in the content.
- Column 2 provides the heading of the section.
- Column 3 is for the response which is either YES or NO

Guidelines for completing this format is provided in the annex 1.

4.2   Reporting on adherence to best practices

The formats for reporting are shown as per Section B of annex 1, with the following sub-divisions:

- B1: Strategic Alignment
- B2: Client Engagement
- B3: Client Centric -Culture
- B4: Internal Monitoring Mechanism

Guidelines for its completion are provided in the section.

4.3   Reporting on Client Feedbacks

The format for reporting is as per annex 1 section C with the following features
- Column 1: The service
- Column 2: The percentage level of client satisfaction for the service
- Column 3: Explanations / commentary on the performance
- Column 4: The tools used in conducting the survey.

Definitions/explanations are as provided in the Section, C.

4.4   Reporting on Service Improvement Plan

The format for reporting is as per annex 1 section D with the following features.
- Column 1: The service for which improvement is being contemplated.
- Column 2: The survey score for the service
- Column 3: Planned improvements / actions
- Column 5: The start and end times of the improvement interventions.

5. Responsibility / Functions for Monitoring the CSCs Framework

This chapter dwells on the review of the PSC's implementation of its CSC framework and an assessment of its capacity to monitor the public service wide CSC implementation. The key directorates with the responsibility for monitoring in chapter 3 of the document are: Research Monitoring and Evaluation Directorate (RMED); the Management Information Systems Directorate (MIST) and the Office of the Secretary.

5.1 Research Monitoring and Evaluation Directorate

The Research, Monitoring and Evaluation Directorate (RMED) of the PSC shall be responsible for coordination of the monitoring of the CSC Implementation Framework within the public service.

The core functions of the directorate with respect to the CSC framework implementation monitoring shall include:

- Preparation of policies/guidelines for internal monitoring of CSCs implementation by PSOs.
- Preparation of policies/guidelines for compliance monitoring and reporting of CSC implementation by PSOs to PSC
- Provision of technical assistance support to PSOs in the preparation of CSCs monitoring reports to the PSC
- Preparation of PSO CSC implementation Improvement Plans
- Conducting periodic public sector service delivery perception surveys within the context of CSC framework implementation.
- Conducting compliance audits of PSO implementation of the CSC Framework
- Creation/maintenance of an e-data base on compliance reporting of PSOs to the PSC
- Facilitating the organization of PSO Client Services Charter Implementation Progress Forum

5.2 The Management Information Systems Division

The support functions of the Management Information Systems Directorate (MISD) to the RMED shall include:

- Preparation of policies /guidelines on the use of digital platforms in the implementation of the CSC framework by PSOs
- Design/update/maintenance of a digital platform for use in the RMED of the PSC.
- Analysis of data / generation of info graphics/ tables as inputs to the reports to be prepared by the RMED.

Annex 1   Reporting Template

<u>Section A</u> : Minimum Content of CSC Charter

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 PSO's CSC.

Table A1: Minimum Content Matrix

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

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

a. --
b. --
c. --
d. --
e. --

NB: When the PSC is satisfied that a PSO is in compliance with all aspects of the minimum reporting requirement, the PSO will be exempted from reporting on the minimum requirement in subsequent monitoring cycles.

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 spelt 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		
Mission		
Core Values		

NB: When the PSC is satisfied that a PSO is in compliance with all aspects of the strategic alignment requirement, the PSO will be exempted from reporting on the strategic alignment requirement in subsequent monitoring cycles.

B2: Client Engagement
An aspect of the best practice behavior the PSC requires PSO's 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 is contained in your CSC? YES/NO

Table B2.1: Client Engagement Response Matrix

Element	Response (Yes/No)
Setting service standards	
Design of service delivery processes	
Design of compliant process	

Questions 2:

If your response is NO, Why?

a. ---

b. ---

c. ---

Question 3:

If your response is YES complete the table below

Table B2.2: Client Engagement Reporting Matrix

Area of Engagement	Number of Clients Engaged			Mode of Engagement
	No Male	No Female	Total	
Service Standards Setting				
Service 1				
Service 2				
Service 3				
Designing Service Delivery Processes				
Service 1				
Service 2				
Service 3				
Designing the Complaint Processes				
Service 1				
Service 2				
Service 3				

Select from the following for mode of engagement.

- 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 programmes. The PSO is required to report on the training programme provided to front line staff and management to the PSC as part of the compliance reporting framework.

Question 1

Did the PSO provide a client / customer focused training for frontline service providers and managers during the reporting period? YES/NO

Question 2: If the answer is NO, why?

a. ---
b. ---
c. ---

Question 3

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

Table B3 : Client – Centric Reporting Matrix

Staff Level	Training Topic	Training Objective	Number of Trainees
Front Line			
Supervisor			
Management			

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: existence of dedicated unit(s) for the internal monitoring of CS; existence of an internal monitoring manual; and preparation and use of monitoring reports.

<u>Existence of a dedicated unit</u>

Question 1
Is there a unit(s) responsible for internal monitoring of the CSC framework implementation? YES/NO

If YES:
   a. What is the name of the Unit(s) ---
   b. How many staff are in the Unit --
   c. List 3 key functions of the unit (i) --
      ------------   (ii) ---
      (iii) ---
If NO Why? --

<u>Internal Monitoring Manual</u>

Question 1

Do you have an internal monitoring manual? YES / NO

Question 2

If NO why? --

<u>Internal Monitoring Reports</u>

Question 1
Does the unit prepare internal monitoring reports ? YES /NO

Question 2
If NO why? --

Question 3
If YES does management review / act on the monitoring reports? YES/NO

Question 4
If NO, Why? --

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

    a. Senior Management meetings
    b. Planning process
    c. Budgeting process
    d. Client engagements
    e. Other (Specify) ---

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
Service 1:			
Service 2:			
Service 3:			
Service 4:			
Service 5:			
Service 6:			

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

1. On-line surveys of clients
2. Field surveys
3. Phone in surveys
4. Key Person Interviews
5. Others (Specify) --

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 service improvement plan.

Table D1: Service Improvement Plan Reporting Matrix

Service	Survey Score	Planned Services Improvements / Actions	Start / End Time	
			Start	End
Service 1:				
Service 2:				
Service 3:				
Service 4:				
Service 5:				

Annex 2   Document List

1. Public Service Commission Act 1994 (ACT 462)
2. Review of Existing Client Service Framework - DVLA
3. Review of Existing Client Service Framework- SSNIT
4. Review of Existing Client Service Framework- PSC
5. Review of Existing Client Service Framework- GHS
6. Review of Existing Client Service Framework- Lands Commission
7. Review of Existing Client Service Framework- Ghana Immigration Service
8. Review & Revision of CSC Framework for 6 entities- Integrative Report