



ReSPA

Regional School
of Public Administration

Towards Improved Service Delivery and User-Oriented Public Administrations

A hands-on Training Delivered by the European Institute of Public
Administration (EIPA) CAF Resource Centre

05-07 November 2013, Danilovgrad (Montenegro)

PROVISIONAL PROGRAMME



Background

Public sector organisations are challenged daily to be more responsive to society's needs and demands, especially in the current times of economic, financial and social crisis. To provide better, faster and more services, public administrations are being reformed all over Europe. Interacting with citizens/customers at all stages of the policy and service delivery process (in the designing, decision-making, producing/implementing and evaluating of policies and services) creates a dynamic way of getting them involved in this reform. It enhances their perceptions, expectations and commitment through active participation.

The quality of products, services or service delivery is often regarded in relation to the level of satisfaction of the citizen/customer. Both this relation and the measurement of satisfaction are very specific in public sector organisations. The focus of this training seminar will be on the aspects of how to measure and manage users' satisfaction in the context of improving service delivery.

Objectives

The overall objective of the training seminar is to increase the citizen/user orientation of the public sector organisations. Via this training seminar the level of awareness and concrete insight in the changing place and role of the citizen/user in relation to public sector organisations is deepened. The training seminar offers practical and hands-on instruments and tools to stimulate the involvement of citizen/users and measure their satisfaction with the quality of public services received. At the end of the seminar the participants should have a clear understanding of:

- the different aspects of customer satisfaction and the measurement of customer satisfaction in the public sector;
- how to develop customer satisfaction measurements in the public sector;
- the cross-connection with Total Quality Management (and the Common Assessment Framework – CAF in particular);
- how to use citizen/user satisfaction info in managing and improving the functioning of the organisation and the quality of the services it is providing.

As a result, the participants will be better prepared to organise customer satisfaction measurements in their organisations and support the organisation in enhancing its service delivery.

Content

The training seminar is constructed in a modular way.

During the first day, the changing place and the role of the citizen/user in the context of the public sector reforms will be highlighted. Major changes take place in how citizen/users (can) play their role, this has an impact on how public administrations prepare themselves for this evolution. Citizen/user orientation as a key principle in a total quality management approach will be further elaborated, starting by defining the characteristics of the service and defining the (different groups) customers and their preferences. Continuing by stressing the importance of the link between expectations, service delivery and perceptions

The second day of the training is focussing on practical instruments and tools, allowing the participants to start working on citizen/user orientation. Determinants and dimensions of service improvement are defined and discussed for various clusters of public service areas/sectors. These determinants and dimensions influence the quality criteria that can be measured via different instruments and tools. The different instruments are presented with their Pros and cons Points of attention, do's and don'ts in surveys.

The third day of the training is focussing on using the gather info and insights from the citizen/user in setting up concrete service delivery improvements. In doing this, satisfaction measurement becomes satisfaction management Working towards citizen/customer satisfaction and using satisfaction info to improve the service delivery demands a shift in organisation culture. What are components and determinants of this culture? Via reflections and discussions the participants will collect concrete ideas on possible next steps to be taken by their organisation in gradually installing this culture.

Methodology

The methodology used will be a mixture of presentations, specific case studies, experiences and interactive discussions in a combination of workshops and plenary sessions.

Especially in the first day *presentations* by the experts/trainers will set the scene and the broader context of citizen/user orientation in the light of public administration reform and total quality management. In getting insights and developing practical tools and instruments a combination of *practical exercises, workshops in small teams and* plenary interactive discussions and feedback *are* foreseen. In this way a transfer of knowledge and practice is guaranteed allowing the participants to be prepared to organise customer satisfaction measurements in their organisations and support the organisation in enhancing its service delivery.

Target Group

Public sector managers (mid- and senior level), as well as quality, organisation, HR or change managers involved in introducing quality management techniques and management tools in the public sector (ministries, agencies, regional and local administrations, education, etc.). Participants should have a special interest or expertise in the topic of citizen/user oriented public service and the improvement of service delivery.

Workshop Trainers

Nick THIJS (BE) is lecturer at EIPA since 2006. He holds a master in public administration and management (K.U.Leuven-Belgium). After carrying out and coordinating research projects on public sector management at the Public Management Institute (K.U.Leuven) since 2001, he is responsible at EIPA for research, training and consulting activities focussed on public sector quality management in European member states and candidate member states. As member of the European CAF Resource Centre, he was project leader for training programmes on the Common Assessment Framework, the Balanced Scorecard,

customer satisfaction management in public sector organisations and on process management in EIPA Maastricht headquarters and in different European member states. Mr. Thijs has supported many public sector organisations in the process of installing total quality management (amongst which Europol, Eurostat, different DG's of the European Commission) and has a vast track record of training, consulting and advising missions in the Western Balkan Region. He acts as EIPA representative in the Innovative Public Sector Group (IPSG) of EUPAN and chairs the learning team on citizen/customer satisfaction management of the EUPAN network.

Patrick STAES (BE) is head of the European CAF Resource Centre at EIPA. As Belgian National secondee at EIPA he has more than 25 years of experience in public administration as a civil servant (the ministry of justice, science and public administration respectively, in the latter one he acts as advisory-general on organisational improvement issues for the Belgian federal government). Since the end of the '90 he was national CAF correspondent for Belgium and since 2004, he is in charge of the CAF Resource Centre at EIPA. As head of the CAF Resource Centre, Patrick is responsible for the spread, the conceptual development and topical evolution of the CAF. The last years the number of CAF users is growing and more and more member states show interest. As head of the CAF Resource centre Patrick chairs the network of national CAF Correspondents as part of the IPSG group in EUPAN. Together with the CAF team in EIPA, he carries out research on CAF, publishes a number of articles on public sector quality management, gives numerous speeches and trainings on CAF and supports a number of organisations in applying the CAF.

DRAFT TRAINING AGENDA

Day I - Tuesday 5 November 2013

08.45 – 09.15 Registration

09.15 – 09.30 Welcome and introduction to the seminar

Presentation of the seminar leaders, the participants and the objectives of the seminar.

Nick Thijs, Lecturer, EIPA CAF Resource Centre, Maastricht (NL)

Patrick Staes, Seconded National Expert, EIPA, Maastricht (NL)

09.30 – 10.30 Public Administration Reform and the changing place and role of the citizen/user

The place and the role of the citizen/user has changed in the context of the public sector reforms. What are the changes taken place and how are citizen/users play their role and how do public administrations prepare themselves for this evolution?

Nick Thijs

10.30 – 10.45 Total Quality Management and the citizen/user orientation

Citizen/user orientation is a key principle in a total quality management approach. A small exercise on the current state of affairs of the citizen/user orientation.

Patrick Staes and Nick Thijs

10.45 – 11.00 Coffee break

11.00 – 12.15 Total Quality Management and the citizen/user orientation (cont.) Patrick Staes and Nick Thijs

12.15 – 13.30 Lunch

13.30 – 15.00 Focussing on the citizen / user: the context and starting points

Working on citizen/orientation starts by defining the characteristics of the service and defining the (different groups) customers and their preferences. A small exercise.

Patrick Staes

15.00-15.15

Coffee break

15.15 – 16.45

Measuring customer satisfaction in public sector organisations – linking expectations – service delivery and perceptions

Why should customer satisfaction be measured? What is the important but dual position of the citizen/customer in service delivery? How should expectations and perceptions be dealt with?

Nick Thijs



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DAY II - Wednesday 6 November 2013

- 09.00 – 10.15** **Determinants and dimensions of service improvement**
- Exercise in working groups: Definition of determinants for the different dimensions in citizen satisfaction.*
- Patrick Staes
- 10.15 – 11.00** **Determinants and dimensions of service improvement (cont.)**
- Exercise: Plenary session on the definition of determinants for the different dimensions in citizen satisfaction and identification on indicators*
- Patrick Staes
- 11.00 – 11.15** Coffee break
- 11.15 – 12.45** **Capturing and managing customers' expectations: An insight in customer satisfaction measurement techniques**
- The service that organisations deliver does not always meet citizens/customers' expectations. How can customers' expectations be captured? How are they incorporated into the service delivery process? Different tools and instruments*
- Nick Thijs
- 12.45 – 14.00** Lunch
- 14.00 – 15.00** **Behind the scenes: points of attention in measuring customer satisfaction**
- Pros and cons of specific customer satisfaction measurement techniques. Points of attention, do's and don'ts in surveys. How to make a questionnaire. All these issues are addressed in a very practical, hands-on guide.*
- Nick Thijs
- 15.00 – 15.15** Coffee break
- 15.15 – 16.45** **Defining indicators and measurements**

Presentation of different kind of indicators and completing of the morning exercise of the determinants and dimensions with indicators.

Patrick Staes

16.45

End of the second day



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DAY III- Thursday 7 November 2013

- 09.00 – 10.00** **Using service charters to improve service delivery**
- Translating the info on determinants, dimensions and indicators into service charters.*
- Patrick Staes
- 10.00 – 11.00** **From satisfaction measurement to satisfaction management.**
- Using the info from satisfaction measurements to set up actions for improving service delivery*
- Nick Thijs
- 11.00-11.15** Coffee break
- 11.15 – 12.15** **Promoting a citizen/user oriented culture**
- Working towards citizen/customer satisfaction and using satisfaction info to improve the service delivery demands a shift in organisation culture. What are components and determinants of this culture?*
- Nick Thijs
- 12.15 – 13.30** **Lunch**
- 13.30– 14.30** **Closing discussion**
- Reflections and discussion on possible next steps to be taken by the individual organisations and demand towards ReSPA on the topic of service delivery and user-oriented public administrations.*
- Patrick Staes and Nick Thijs
- 15.00** **End of the training**