



Formulation and Implementation of Service Charter

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- The citizens are main reason why Government is in place (True/False)
- No public service, no Government (True/False)
- Are students part of the key reasons why the Universities are established?
- How do we relate and serve the students, are we really putting them at the center of our activities?



Introduction

- With the adoption of the Service Delivery Initiative - SERVICOM, the responsibility to provide quality service to external and internal customers has become an important issue for Government Ministries, Departments and Agencies (MDAs)
- Government vide its circular directed all MDAs to produce Service Charter by July ending, 2004.
- The Service Delivery Initiative is therefore designed to teach and guide a whole new way of thinking about customer sensitivity



... Introduction

- To have customers at the centre of their activities, MDAs should have in place policy documents stating the commitment of the organisation to provide its customers with quality service.
- This should cover key information about the organisation's service delivery approach and the relationship the customer will have with the organisation



Objectives of the presentation

At the end of this presentation, participants will be able to:

- Define Service Charter
- Create an understanding of Service Charter
- Recognize the types of standards
- List the steps in developing a Service Charter
- Ensure a uniform approach in the development of service charters by Ministries, Departments and Agencies (MDAs)
- Introduce the culture of implementing and monitoring service standards and charters
- State the benefits of implementing Service Charter



What is Service Charter?



Service Charter Defined

- A service charter is a short publication that describes the service experience that can be expected from an Institution e.g. Usmanu Danfodio University, Sokoto
- It is an undertaking or covenant made to stakeholders by an organisation about the services they should expect to receive
- Service Charter can be:
 - Integrated,
 - Local/Departmental, or
 - Parastatal.



... Charter defined

- A Service charter is a document of intent articulated by MDAs informing service takers:
 - About the MDA
 - What it does
 - How it does it
 - How to access its services
 - To whom the charter is targeted
 - Grievance Redress Mechanism and redress available in case of service failure
- Producing a service charter means MDA is already placing the customer first in its activities



Principles Underlining Service Charters

- **Standards**

Explicit standards published and monitored, for which individual users can reasonably expect for each service

- **Information and Openness**

Full and accurate information readily available in plain language about how services are provided, what they cost, how well they perform



... underlining Service Charters

- **Putting Things Right:**

If things go wrong an apology with a full explanation and swift effective remedy should be given. Well published and easy-to-use complaints procedures should be put in place

- **Value for Money:**

Efficient and economical delivery of public services within the resources the organization can afford and justification of performance against standards



Service Standards

The main purpose of having a Charter is to define the service experience the client will have with that organisation and the responsibilities of both the agency and the client.

- This experience is described through the key standards of service.
- Customer service standards are developed with the customer in mind and are designed to meet customer expectations.
- They are clear performance targets which measure customer satisfaction.



Types of Service Standards

- **Hard Customer-Defined Service Standards:**

they can be counted, timed or measured. Example, we acknowledge letter within 48 hours of receipt, transcripts are processed within 72 hours on receipt of application, complaints on service failure are resolved within 5 working days, etc

- **Soft Customer-Defined Service Standards:**

they are opinion based measures and can not be counted or measured. Examples, we receive our customers with smile, courtesy, respect, dignity; quality and accuracy of information about service, etc



... Service Standards

Generally Service Standard is about:

- The *quality of services* provided i.e. information, clarity, accuracy, etc.
- The *timeliness of service delivery* e.g. processing of transcripts, handling of complaints, appointments, responding to correspondence, etc.
- The quality of the *relationship with customers* i.e. interpersonal skills, respect, courtesy, responsiveness, etc.



Contents of the Service Charter

- Table of Contents
- Forward
- Introduction of the organisation
- Vision Statement
- Mission Statement
- Core Values
- List of customers
- Service delivery and provision
- Performance monitoring and publishing



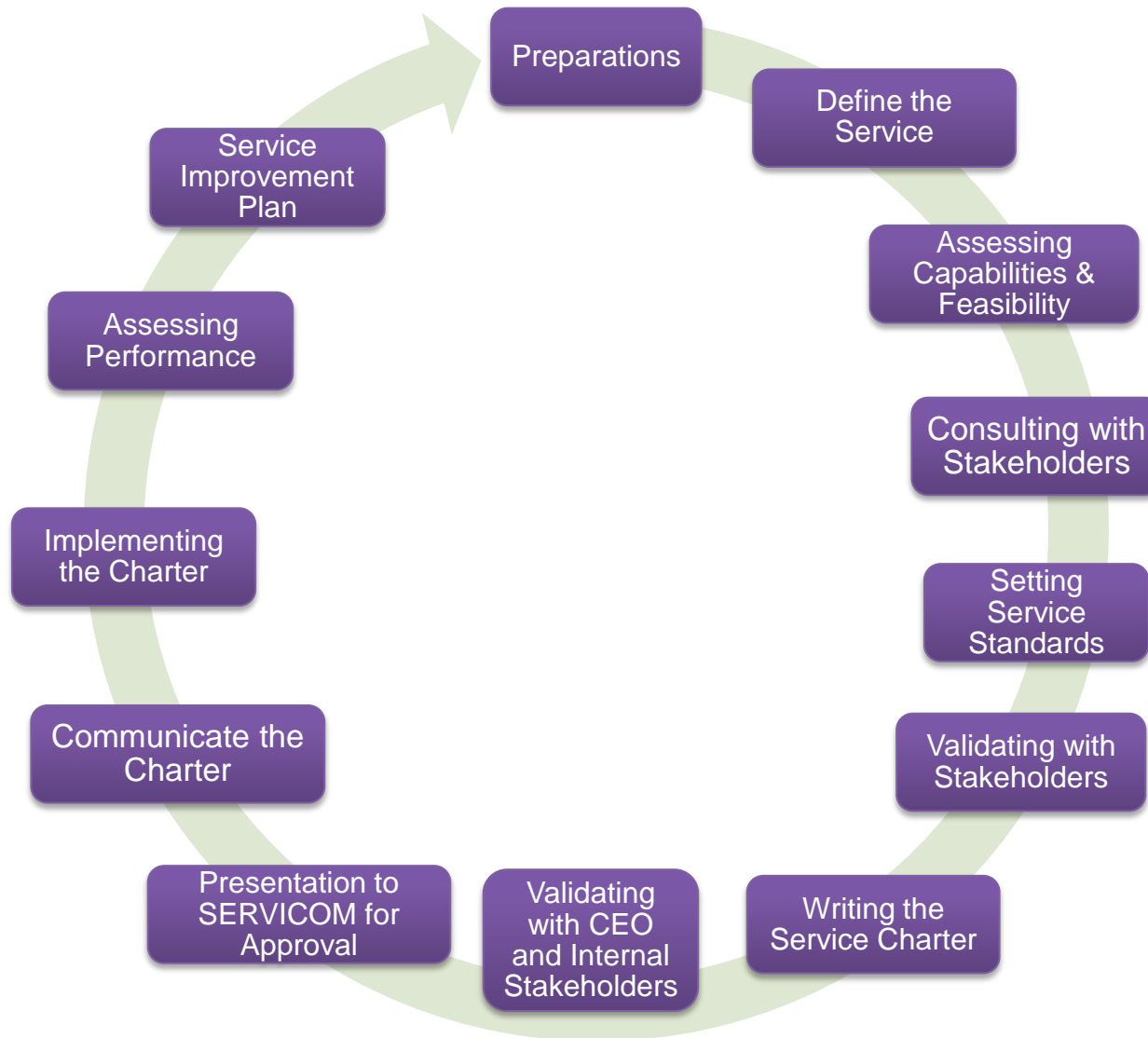
... of the Service Charter Cont'd

- Expectations and Obligations of customer/staff and management of the organisation
- Grievance Redress Mechanism
- Stakeholders participation
- Special needs
- Existing limitation
- Date of next review/Up-date

It must be noted that charters are public documents and must be accessible, widely circulated and displayed at strategic locations and public domains within the institution



Charter Formulation Steps





A Good Service Charter and Public Servants

It upholds the balanced framework of public service values:

- **Democratic Values:** Helping Ministers/CEOs, under law, to serve the public interest.
- **Professional Values:** Serving with competence, excellence, efficiency, objectivity and just.
- **Ethical Values:** Acting at all times in such a way as to uphold the public trust and professional principles.
- **People Values:** Demonstrating respect, fairness and courtesy in their dealings with the customers/students



Implementation of service charter

It is about applying the service charter in the service delivery process and ensuring compliance with set standards as promised the customers. This:

- Improves image of organization in the eye of the public
- Enhances transparency
- Encourages feedback from customers
- Ensures commitment and accountability
- Keeps the stakeholders well-informed



... Service Charter

- Improves complaint handling system
- Communicates the obligations of service providers and service takers
- Confirms compliance with set standards as promised the customers
- A Service Charter is said to be effective when it is implemented and monitored to generate information on services provided and customer satisfaction improvements



Performance measurement

It is the process of establishing whether the standardized services delivered are reaching the desired results – satisfy the customers. Measuring performance:

- Enables determine if promised service standards are upheld or not
- Establishes if there is gap between actual and targeted performance
- Determines organization effectiveness and operational efficiency in achieving mandates
- Confirms the satisfaction level of the customers/students of otherwise



... Measurement

- Enables compare with others
- Helps establish whether we are improving or declining



How to Measure Performance

- Questionnaires,
- Surveys,
- Discussions,
- Comment cards,
- Direct observation,
- Records e.g. files, reports, etc
- Exit interviews with clients,
- Written feedback, etc



Reporting Performance

- Communicating performance results helps to manage customer expectations and motivate staff as well as appeal to resource providers.
- Performance against standards should be reported to stakeholders regularly-possibly quarterly. The stakeholders involve:
 - Staff
 - Management
 - Customer
 - Government

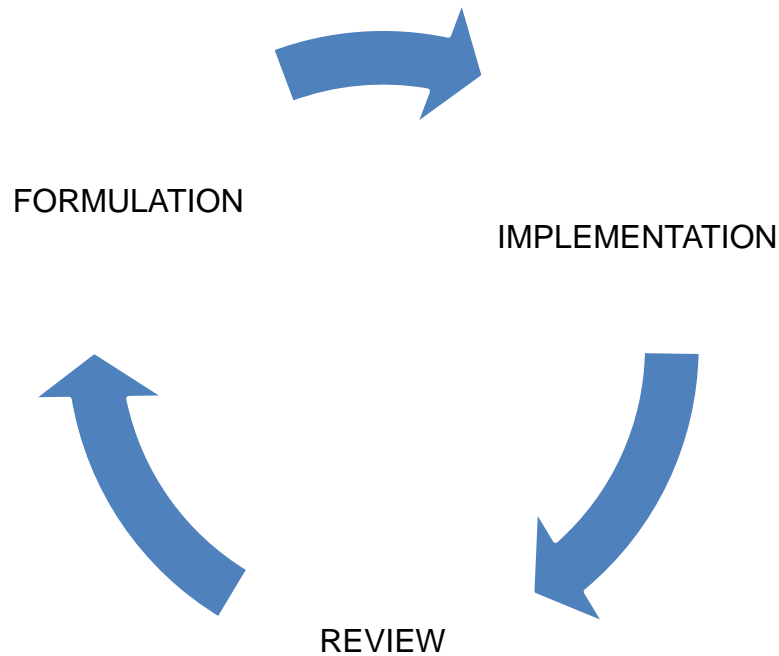


Charter Review

- Charter formulation should not be looked upon as a one time exercise with a final outcome
- The review of the Charter should be an on going exercise because it reflects the extensive and continual changes taking place within the organization or society
- Government agencies should continuously strive to serve the citizens in an effective way, not only to meet but to exceed their expectations
- Review of your Charters should therefore be seen and taken as a constantly evolving process



...Charter Review



Continuous Improvement is the aim.



Benefits of Service Charter

- It shows commitment at highest level of the University
- It communicates entitlements and inform customers about services and standards
- States rights and obligations of the customers
- Empowers the customer to challenge services failure
- Promotes transparency and accountability in governance through increased citizen participation



... Service Charter

- It enables progress to be measured
- Agreed performance targets provide meaning and are a source of motivation to staff when achieved
- Enables areas of strengths and weaknesses to be easily noticed, etc



Responsibility for Oversight on Service Charter

It is advised that such responsibility should be placed under the highest office in an organisation

- **At Federal Level:** SERVICOM Office reports directly to Mr President
- **At State Level:** Office of the Executive Governor
- **At Local Government Level:** Local Government Chairman
- **At Federal MDA Level:** Honourable Minister and CEO



Indicators of Management's Intent to Implement Service Charter

There are four indicators that show the organisation's intent to implement service charters and achieve the stipulated service standards:

- Ownership
- Visibility
- Commitment
- Training of Staff



Conclusion

- The Formulation, Implementation and Review of Charters are significant steps on the road to service delivery and improvement.
- As service providers, you need to be cautious that the promises reflected in your Charter are realistic and achievable.
 - Note that there is the need to publish and display your Charter for the general public
 - Once a charter is published, circulated and displayed; the Demand side will hold service providers accountable for the information published



Conclusion

- The Federal Government vide a circular directed all MDAs to produce Service Charter by end of July, 2005 as a means of engaging with customers
- Well formulated Service Charters is a bedrock of every organisation towards achieving citizen-focused service delivery.



... Conclusion

- An implementable Service Charter guides management towards achieving the mandate, vision and mission of the institution
- It requires the total buy-in and commitment of the leadership to produce and fully implement a Service Charter



Thank you