

Public Services Commission

Client Services Charter Implementation in Public Service Organizations

Compliance Monitoring and Reporting

Driver and Vehicle Licensing Authority

June 2023

ACRONYMS

CS	Client Service
CSC	Client Service Charters
PSC	Public Services Commission
PSO	Public Service Organizations
DVLA	Driver and Vehicle Licensing Authority

Table of Content

Section A: Minimum Content of Client Service Charter (CSC).....	4
Section B: Adherence to Best Practices	5
Section C: Client Feedback on CSC Delivery by the PSO.....	13
Section D: Service Improvement Plan	14

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	Inferred	DVLA was established by an act of Parliament - DVLA Act 1999 Act 569. The mandate is to promote good standards in the country and ensure the use of Roadworthy vehicles on the road and in other public places. However, attaining a world-class organization status for a service delivery organization is for the ultimate benefit of the customer
Mission	Inferred	
Core Values	Explicit	One of the core values for DVLA is Customer Centricity: At DVLA our customers are our number one priority.

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

Table B2: Client Engagement Response Matrix

Element	Response (Yes/No)
Setting service standards	Yes
Design of service delivery processes	Yes
Design of complaint process*	Yes Private Enterprise Federation & Ghana Integrity Initiative

*The complaint mechanism was based on international standards and best practices (ISO), as well as available internal resources

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	n/a

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	
Service Standards Setting	894	146	1040	Questionnaire Interviews
Service 1 Driver Licensing				
Service 2 Vehicle Service				
Designing Service Delivery Processes (same as service 1 and 2 above)				
Designing the Complaint Processes (same as service 1 and 2)				

Select from the following for mode of engagement.

- Workshop
- Service center contact
- Survey
- Focus Meeting
- Media
- Electronic contact
- Telephone contact
- Others (specify) Questionnaire Interviews ✓

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?

YES

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	n/a
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	<u>Customer Service</u>		90
Supervisor	<u>Excellence</u> <ul style="list-style-type: none"> • Introduction to Customer Service • Knowing your customer • Meeting expectations • Our service standards • Communication • Telephone techniques • Dealing with difficult people • Dealing with challenges assertively • Problem-solving • Stress management 	<ul style="list-style-type: none"> • Provide high-level customer service and achieve excellence. • Enhance delivery on objectives. • Exceed client’s needs and expectations, guaranteeing satisfaction. • Deliver an experience that clients can value • Provide an environment where courtesy, helpfulness, and responsiveness are standard. • Demonstrate an understanding of the customer service approach. • Use Client Experience as a competitive advantage tool in your industry. • Understand how their behavior affects the behavior of others both internally and externally. • Apply the skill to deal with difficult internal customers. • Demonstrate confidence and skill as a problem solver. 	33

		<ul style="list-style-type: none"> Apply techniques to deal with difficult external customers. Identify ways to improve ethics in their customer approach 	
Management		(planned for 2023)	NIL

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?

YES

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?	Service Excellence Unit
How many staff are in the Unit?	13
List 3 key functions of the Unit	<ul style="list-style-type: none"> • Ensure good Customer experience • Development of customer-centric - culture • In charge of developing and Implementing customer support initiatives

Question 3:

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

Table B8: Responses Table

1	n/a
2	n/a
3	n/a

Internal Monitoring Manual

Question 1

Do you have an internal monitoring manual? YES ████

Question 2

If NO, why?

N/A

Internal Monitoring Reports

Question 1

Does the unit prepare internal monitoring reports? YES

Question 2

If NO, why? N/a

Question 3

If YES to question 1 does management review/act on the monitoring reports? YES

Question 4

If No to question 1, why? ----- N/A-----

Question 5

If YES to question 3, through which mechanisms? Select as many as appropriate below. The four processes below are used to review monitoring reports

- 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
Service 1: Driver License Service 2: Vehicle Registration	67%	DVLA agreed on a 72% customer satisfaction level for 2023 but achieved 67% representing a shortfall of 5%. <ul style="list-style-type: none"> • The following indicator was used: Office environment • Staff professionalism • Staff dressing appearance • Willingness to help • Friendliness. • Speed of service 	Field survey

The tools used for determining the level of client satisfaction with 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 the service improvement plan.

Table D1: Service Improvement Plan Reporting Matrix

Service	Survey Score	Planned Services Improvements	Start / End Time	
Service 1: Driver's License		Development: <ul style="list-style-type: none"> Internal Consultation & Drafting Expert Review (Management Services Division) External Stakeholders' review 	2018 July	2019 - Completed 2020- Completed
		<ul style="list-style-type: none"> Collation and update of the final draft Management Review / Stakeholder Validation 	19 April 2022	2022- Completed 2022- Completed
		<ul style="list-style-type: none"> Review of Timelines by Operational Offices 	April 2022	2022- Completed
		<ul style="list-style-type: none"> Finalize draft for Board Approval / Adoption 	August 2022	2023- Completed
		<ul style="list-style-type: none"> Incorporate inputs from PSC Compliance and Monitoring Framework workshop. 	May 2023	2023- Completed
		<ul style="list-style-type: none"> Coordinate Final Corrections (together with CE's signature) 	June 2023	June 2023
		Publishing <ul style="list-style-type: none"> Production of Booklets Production of Content for Publicity <ul style="list-style-type: none"> Online (One-Pager) Leaflets / Flyers Animation / Videos 	June 2023	June 2023
		<ul style="list-style-type: none"> Internal Engagements – Staff training & Sensitization 	July 2023	August 2023
		<ul style="list-style-type: none"> Media Launch External engagements & Publicity 	October 2023	October 2023
	Service 2: Vehicle Registration			

		<ul style="list-style-type: none"> • Implementation/Internal Roll Out 	October 2023	ROY
		<ul style="list-style-type: none"> • Enforcement 		October 2023
		<ul style="list-style-type: none"> • Monitoring 		2024
		<ul style="list-style-type: none"> • Periodic Review 		2 years