

ONE STOP SHOP GENERIC MODEL

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1 Introduction

1.1 Objective of the One Stop Shop (OSS) generic model

The objective of the OSS Model is to assist and drive public administration employees, partners, and customers to realise the OSS vision for improvement of services:

The priority for government or other organizations and legal entities as service providers will be the satisfaction of the public with their work. They will ensure that quality services are delivered in a responsive, transparent and efficient way, as part of a wider reform of the public sector in Bulgaria.

1.2 OSS model overview

The OSS model is generic – there is no one-size-fits-all solution to improving public services through One Stop Shops. It is not expected that all of the content of the model will be relevant to all organisations. The model does provide a basic blueprint for the activities to be undertaken and the corresponding risks inherent in implementing OSS. This information provides public organisations with a context in which to plan, implement, and monitor the process of improving public service provision.

The model is split into a number of sections. Section 2, on **background**, explains the One Stop Shop concept and how it can be related to typical public sector organisations delivering services.

Section 3 introduces the One Stop Shop **maturity framework**, which is a tool for assessing how much progress a particular public sector organisation has made in improving public services.

The remaining sections of are structured around four '**levers of change**', or focus areas (processes, people, technology, and performance management), as these provide a framework around which to structure OSS service improvements. We devote a chapter to each of these four areas, and also explore linkages between them. Each of these four chapters includes:

- Links to the eight strategic principles of public service provision in Bulgaria, which have been developed on the basis of best practice in public service provision in the European Union.
- The main implementation tasks, along with critical success factors and performance indicators related to these tasks.
- The potential results that should follow on from the implementation tasks. These are grouped into 'quick wins', i.e. results which can be achieved relatively quickly and at low cost, medium term results (predominately related to establishing new practices and systems), and long-term results (usually related to changes in behaviour).

- The key risks which may threaten the attainment of the implementation objectives, as well as various suggestions as to how to mitigate these risks.

1.3 **Benefits of using the generic OSS model**

Implementing more robust one stop services will:

- Help your organisation clarify what customers want from your service and target resources accordingly
- Help your organisation's staff clarify the aims of the organisation
- Engage your organisation's staff in the work to improve services and promote quality, and ensure that their knowledge and experience is appropriately used
- Explain to your organisation's users how they can help you deliver the services they want
- Help drive and sustain a process of continuous improvement in service quality
- Help foster good relations with your users generally.

1.4 **How to use the generic OSS model**

- Read the next background section carefully, as well as the Law on Administrative Services to Legal and Physical Entities and the Government of Bulgaria's 'Strategy for improving public administrative services' in the context of the OSS model. .
- Organise your work on service improvement using project principles. Most importantly, this means appointing a project manager who will be responsible for delivering results under your service improvement project
- Perform an assessment of your organisation's maturity, using the maturity framework (see Section 3)
- On the basis of the results of the maturity assessment, draw up a plan for the rest of your service improvement project. Prioritise which areas appear to be weakest under the maturity assessment, and devote more attention to those. Make sure that the plan follows the critical path outlined in section 2.
- Regularly assess progress against the plan, and if necessary make the appropriate adjustments.
- Finally, provide feedback to the Council of Ministers on what went well, and what went not so well, and begin planning the next round of service improvements.

2 Background

2.1 OSS Concept

The one stop shop concept can be defined as one point of contact for receiving service accessed through many different channels.

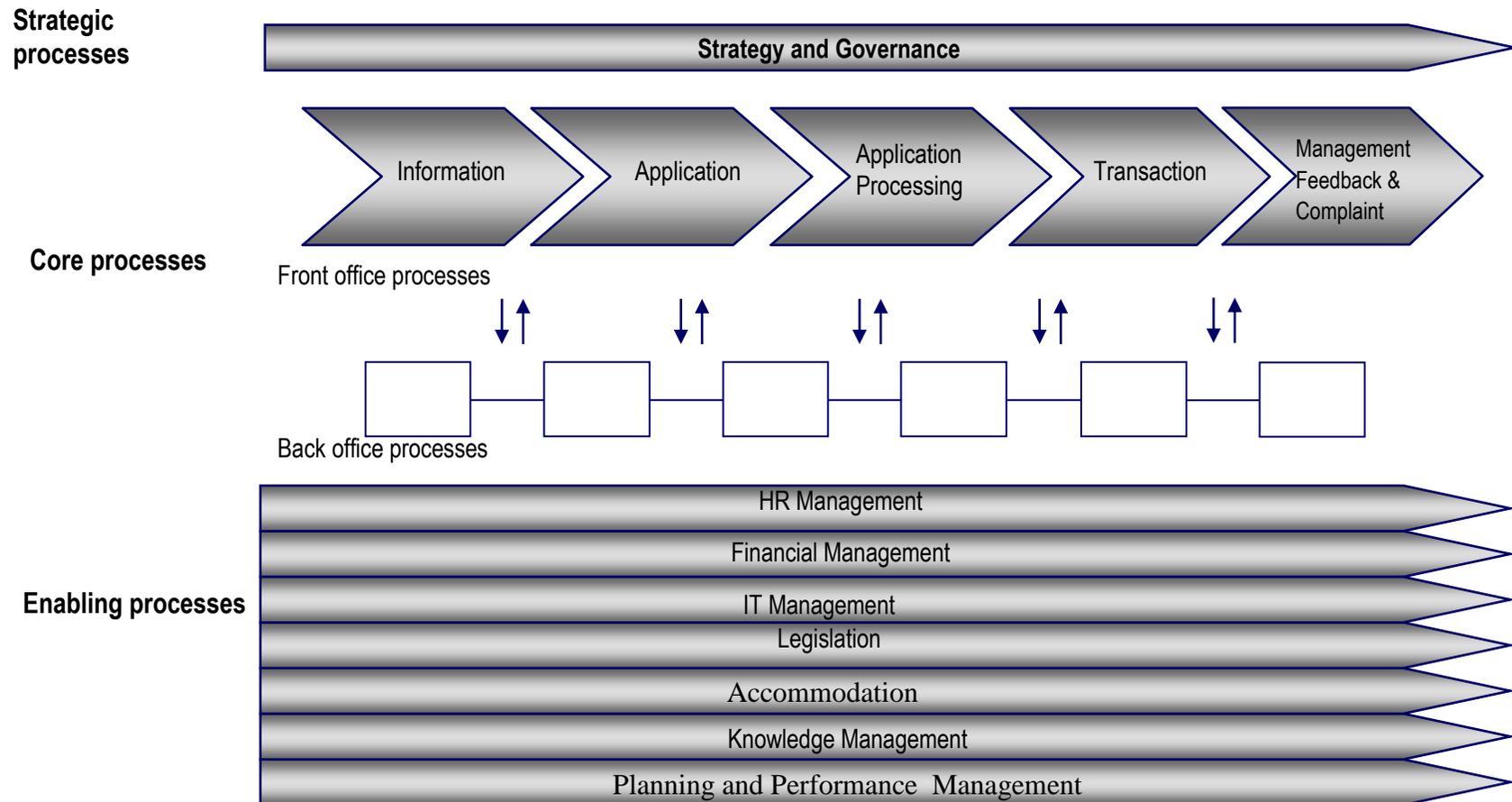
Its implementation requires a system of actions in place. Thus we will also refer to a system for one stop services.

There are two broad forms of embodiment of the OSS concept.

- Unified point of contact within an agency or organisation
- Unified point of contact across different 'horizontal' agencies.

This model is intended for use to improve services through either form of OSS. The second form will present more difficulties and risks, however.

2.2 The anatomy of public service delivery



This anatomy of the various elements of service delivery can also be called a 'value chain'. It is built upon three types of processes:

- Strategic management process

The strategic management process refers to the strategic or policy objectives relevant for each organisation, the standards and targets for performance, the mitigation of risks and monitoring of progress towards achieving these objectives and targets.

- Core processes

Core processes develop and deliver the public services to the end users, both businesses and citizens. In this specific value chain the core processes are differentiated into two types: (a) front-line processes related to interaction with the users by different means (face-to-face, telephone, e-mail, internet etc).- where customer care and customer satisfaction are the main performance drivers – and (b) back-line process related to each individual case resolution in terms of documentation, information and authorisation backup – speed, quality and cost of operations are the main performance drivers in this case.

- Enabling processes

Enabling processes are the processes that provide appropriate resources and enable the smooth running of the core processes. Core processes are related to doing the right things, whereas enabling processes are related to helping do the right things in the right way.

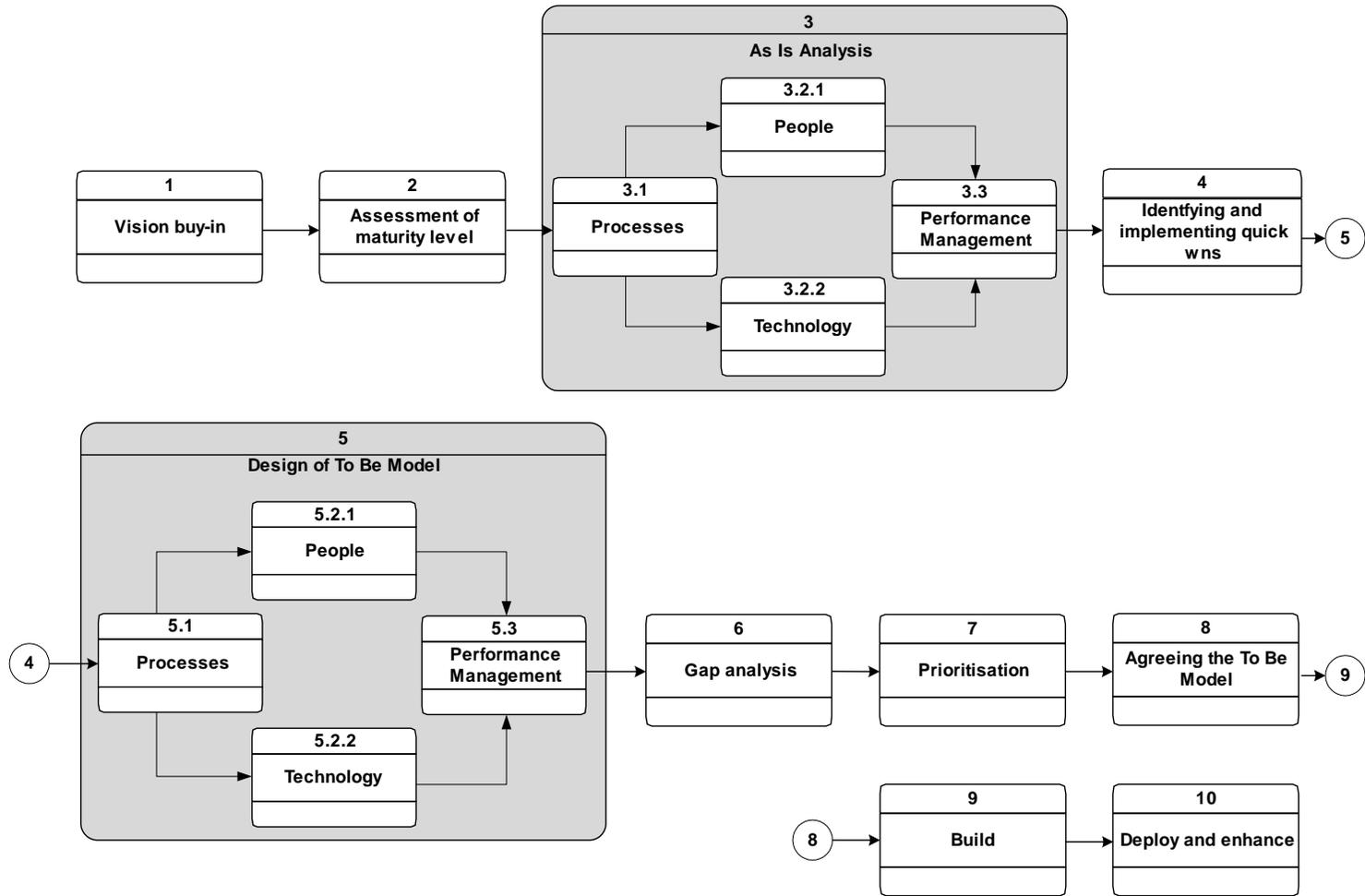
2.3 Organising a services improvement initiative

Improvements can usually be made in all the different processes represented above. However, in order to achieve genuine results as quickly as possible, in our experience it is best to focus on four particular areas of the above anatomy, which we call the four levers of change:

- (Core) Processes
- People (human resources management)
- Technology (IT management)
- Performance management

The various tools and analyses that are presented in this document are therefore structured around these four areas.

The areas need to be addressed in a logical order, which we call the 'critical path' of service improvement. This is represented in the diagram below:



3 OSS maturity framework

As a first step, an organisation can use the OSS maturity framework below to conduct a preliminary self-assessment of its state of maturity, and to prioritise future areas for development, using this toolkit as appropriate. The low maturity level of a particular organisation may be attributable to lack of finances, but a snapshot of the current state of maturity of service delivery is useful nevertheless.

Maturity framework	BASIC	DEVELOPING	PERFORMING	BEST IN CLASS
	<i>Very little evidence of change from previous service delivery arrangements</i>	<i>A clear improvement over previous delivery mechanisms, but little evidence of international best practice</i>	<i>Current arrangements are a large improvement over pre-OSS arrangements, and are in line with some EU benchmarks</i>	<i>Current arrangements are in line with elements of EU OSS best practice</i>
1. PROCESSES				
1.1 Core process improvement	Service delivery procedures have not been changed in the last 5 years	Service delivery procedures have been improved, more convenient for the agency	Improved service delivery procedures, more convenient for service users	Service delivery procedures are regularly re-engineered, with users involved in this
1.2 Contact point	Customer has multiple contacts with the agency	Mostly single point of contact, but some expert contact	Single point of contact but little case management	Single point of contact with pro-active case management
1.3 Improvement plans	No ideas for improvement	Some improvement wishes expressed	A drafted improvement implementation plan	Fully costed implementation plan for improvement of service delivery
1.4 Feedback/ complaints	No feedback system or complaints process	Some feedback collected/complaints encouraged	Feedback heeded; escalating complaints system	Use feedback to design service improvements
1.5 Public Relations (PR)	No marketing to users, no supporting information except for the info Board	Little ongoing P.R. activity, but perhaps initial press conference	Ongoing marketing, some brochures issued	Continuous marketing, clear set of brochures/website
1.6 Branding/ accommodation	No branding, difficult to locate OSS	Unclear branding, good OSS location but poor layout	Better branding, good OSS location, good customer-friendly lay-out	Clear and simple branding/signposting, good location, good lay-out
2. PEOPLE				
	CoM-driven OSS, little internal leadership	CoM-driven OSS, strong internal leadership	OSS is own initiative, little internal leadership	OSS is own initiative, strong internal leadership
2.2 Appreciation of OSS concept	No appreciation of OSS concept shown	OSS seen as purely a document process improvement	Some further customer benefits evidenced (anti-corruption, timescales reduced)	Appreciation of OSS concept shown through citation of numerous customer benefits
2.3 Understanding of services	Only administrative 'acts' delivered through OSS	Administrative 'acts' and related information delivered through OSS	All aspects of admin. servicing, including information & advice, delivered through OSS	All services, beyond just administrative ones, delivered through OSS

Maturity framework	BASIC	DEVELOPING	PERFORMING	BEST IN CLASS
2.4 Training	No training	Technical training	Customer care training	Customised individual training plan
2.5 Clarity/availability of information	Information on boards taken from law	Further service information provided, in legal terminology	Information on services is provided in plain language	'Frequently asked questions'-style information provided in plain language
2.6 Honesty	Customer surveys reveal high concerns about corruption	Customer surveys reveal medium concerns about corruption;	Customer surveys reveal low concerns about corruption	Surveys show low concerns about corruption, and are backed up by strong mystery-shopping results
3. TECHNOLOGY				
3.1 Customer service channels	Only face-to-face	Face-to-face and telephone	Face-to-face, telephone, early information website	Multi-channel access points
3.2 Workflow system	No electronic workflow system	Dept-level electronic workflow system	Individual staff electronic workflow system	Fully-integrated workflow system
3.3 Scope for expansion to web-based tech.	No computers used	Computers used in the back-office, but not for service delivery (front office)	Integrated use of computers in the back and front office, not on web-enabled platforms	Integrated use of computers in the back office and front office, using web-enabled platforms
3.4 Management information systems	No management information system	Simple performance results collated manually	Simple performance results regularly and automatically generated for management	Comprehensive performance results regularly and automatically generated for management
3.5 Knowledge management	There are no sample responses to the most frequent customer requests	There are some sample responses to frequent customer requests, in paper form	Staff use electronic sample replies to help them respond more efficiently in writing	'Knowledge management' system in place to help customer requests through various channels
4. PERFORMANCE MANAGEMENT				
4.1 Strategic management	No strategic objectives in place	The agency has vague, strategic objectives, not focused on results	The agency has results-focused strategic objectives, without performance indicators	The agency has coherent strategic objectives and strategic performance indicators
4.2 Customer measurement	No measurement of customer usage	Number of customers measured by number of documents issued	Monitoring of flows of customer queries and applications	Fully operational Customer Relationship Management system detailing users by type
4.3 Quality measurement	No service standards in place	Service quality measured through adherence to timescales/no. of complaints	Several quality standards in place	Multiple service standards in place and published in a 'citizens charter'
4.4 Customer satisfaction	No measurements of customer satisfaction	Customer satisfaction measured by number of complaints	Satisfaction measured by quantitative information from customer surveys	Quantitative and qualitative information on the satisfaction of various user profiles obtained.
4.5 Performance reporting	No reports on performance sent to parent ministry/CoM	Performance reports sent to CoM but not parent ministry	Performance reports sent to CoM and parent ministry, but not published	Performance reports sent to CoM and parent ministry and are regularly published

4 Processes

4.1 Principles of service provision

- Consult widely and promote continuous improvement

Consult your users and staff, businesses and NGOs, about how services can be improved, and regularly plan and implement service improvements.

- Be open and provide full information, within the limits specified in the statutory acts on classified information.
- Build strong communication
- Consult and involve
- Conduct effective transactions
- Build up good rapport with customers – encourage access and promotion of choice

Planning and implementing service improvements should focus on improving the core processes of service delivery. Making small improvements to unhelpful procedures or processes is not productive. Core processes therefore have to be re-engineered at regular intervals, to check that they are still optimal.

- Incorporate feedback and learn from complaints

Solicit feedback from your users and publicise examples of feedback, which you have incorporated in your service provision; have a clear, well-publicised and user-friendly complaints system.

4.2 Implementation tasks

- Select the range of services that will be bundled into an OSS service. If the services are on a pricelist, a mechanism for costing each service should be developed and publicised.
- Define target groups of users
- Define the range of contact points – channels, how many physical contact points etc
- Re-engineer the OSS core processes
 - Snapshot of the current (as-is) processes
 - Design of the ultimate (to-be) processes

- Revised document workflow
- Conduct a gap analysis – target the key areas for improvement and re-design the work patterns, as well as the structure and content of the relevant documents
- Identify the key intersections with the enabling processes like HR management, accommodation, financial management, etc.
 - Define the key performance drivers those enabling processes can contribute to the success of the core process of the OSS service
 - Group those performance drivers into relevant groups
 - Test where there is a need for additional performance drivers (for example the attitude of employees towards customers depends to some extent on employee satisfaction. Employee satisfaction is thus a HR performance driver, but is itself driven by the appraisal system and reward structure).
- Identify the appropriateness of the current organisation structure to the OSS demands for horizontal co-operation between different departments
 - Hierarchy
 - Reporting lines
 - “white spaces”- the degree of isolation between the departments
- Examine the need for a new physical layout of the customer-facing front desk, and also the back office in cases of large-scale OSS
 - Helpful signs and high visibility of the front desk or counter
 - Necessary provision of points of contact for people with disabilities
 - Helpful notice boards
 - Operational climate and “sense of urgency”
- Involve users and employees in the re-design process
- Strengthen the branding of OSS and public awareness of services
- Set up an internal procedure encouraging staff to give feedback and suggestions on how to improve services
- Encourage feedback, including by acting on it, and showing users proof of your organisation acting on it.
- Establish a clear and escalating complaints process.

Implementation Tasks	Critical Success Factor	Performance Indicator
<ul style="list-style-type: none"> ■ Select the range of services that will be bundled into a OSS service 	<p>A feasibility study based using clear criteria to reflect business and citizens needs, as well as government priorities such as deregulation.</p> <p>It is often best to start with a small number of services. Representatives of users of these services should then be involved, to help the organisation understand how services are perceived in practice. According to the Law on Administrative Services, ultimately all services should be delivered through the OSS, although this may be a long-term goal.</p>	<p>An analysis of services, their frequency and importance</p>
<ul style="list-style-type: none"> ■ Define target groups of users 	<p>Ability to segment certain users into groups, who can then be more easily consulted. For example, if services are used by businesses, the Chamber of Commerce or Industrial Association can be consulted; if services are used by the vulnerable, then suitable NGOs can be consulted; if services are used by all citizens then broader NGOs such as the Access to Information Programme can be consulted, or direct consultation with representative sections of the population.</p>	<p>Initial customer segmentation analysis</p>
<ul style="list-style-type: none"> ■ Define the range of contact points – channels, how many physical contact points 	<p>Ultimately, the preferred pattern of service usage by different target groups should guide the choice of channel(s) for delivering services (see section 6, on technology). At this stage the focus is on which channels are currently used (face-to-face, post, telephone, email, Internet etc)</p>	<p>Channels map</p>
<ul style="list-style-type: none"> ■ Re-engineer the OSS core processes <ul style="list-style-type: none"> ○ Snapshot of the current (as-is) processes 	<p>It will be important to understand actual processes of service delivery as experienced by users, rather than theoretical procedures which may be set up in law</p> <p>The as-is process should show the step-by-step flow of</p>	<p>“As-is” process assessment (process diagrams and quantification of efficiency factors)</p>

Implementation Tasks	Critical Success Factor	Performance Indicator
<ul style="list-style-type: none"> ○ Design of the ultimate (to-be) processes ○ Revised document workflow ○ Conduct a gap analysis – target the key areas for improvement and re-design of the work patterns and structure and content of the relevant documents ○ Differentiate those operations and working patterns that need a formally specified procedure or work instructions like a complaints procedure 	<p>services as currently delivered</p> <p>Once the workflow is mapped into distinct activities, interdependencies should be explored and the level of process efficiency quantified (in terms of time, staff, costs etc). An important element of process streamlining analysis is to consider the interaction between the participants and to differentiate between all internal (between departments) and external (between entities) interactions.</p> <p>Streamlining the current (as-is) process into new version (to-be) may be radical, and is likely to imply legislative change.</p> <p>Once the improved version of the processes is charted, the corresponding document workflow should be revised and the document use simplified.</p> <p>Particular emphasis should be paid to the need for senior staff to sign documents. This does not conform with normal practice in the EU, and should be discouraged.</p> <p>Those areas of service delivery where either the change is radical, brand new or critical in terms of quality standards will require the drafting of new procedures or detailed work instructions.</p>	<p>“To-be” process model (detail level process design)</p> <p>Document flow chart within the “To-be” process model</p> <p>Specified written procedures for ensuring a certain performance standard</p>
<ul style="list-style-type: none"> ■ Identify the key intersections with the enabling processes like HR management, Accommodation, Financial management, etc. <ul style="list-style-type: none"> ○ Define the key performance 	<p>Measurable deliverables which the enabling processes should “produce” for the efficient functioning of the OSS.</p> <p>Interdependencies between the enabling deliverables and the corresponding systems generating them should be identified.</p>	<p>Measurable deliverables.</p> <p>Defined programmes for improving the quality of the expected deliverables.</p>

Implementation Tasks	Critical Success Factor	Performance Indicator
<p>drivers those enabling processes can contribute to the success of the core processes of OSS service</p> <ul style="list-style-type: none"> ○ Group those performance drivers into relevant groups ○ Test where there is a need for additional performance drivers (for example the attitude of employees towards customers depends to some extent on employee satisfaction. Employee satisfaction is thus a HR performance driver, but is itself driven by the appraisal system and reward structure). 	<p>Any critical misalignments should be addressed, as the poor quality of the “enabling deliverables” could adversely affect the performance of the core service processes.</p>	
<ul style="list-style-type: none"> ■ Identify the appropriateness of the current organisation structure to the OSS demands for horizontal co-operation between different departments <ul style="list-style-type: none"> ○ Hierarchy ○ Reporting lines ○ “white spaces”- the degree of isolation between the departments 	<p>A clear understanding of the rationale behind the current organisational structure is needed - does the structure support the flow of work? Shortcomings can be listed under the following three criteria: hierarchy levels (span of control and centre of gravity), reporting lines and white spaces.</p> <p>Informal aspects of the organisation structure may also be important.</p> <p>Employees should be consulted on issues around the new and proposed organisation structures, and any potential concerns enumerated</p>	<p>Assessment of the current organisational structure</p> <p>Suggested options of new organograms and well defined interfaces, interdependencies, and expectations between the front and back structural units</p>
<ul style="list-style-type: none"> ■ Examine the need for a new physical layout of the front desk 	<p>Base the design on function. The layout and location of the front desk communicates attitude towards clients.</p>	<p>Open, customer-friendly atmosphere</p> <p>Information board</p>

Implementation Tasks	Critical Success Factor	Performance Indicator
<p>(and also the back office in cases of large-scale OSS)</p> <ul style="list-style-type: none"> ○ Helpful signs and high visibility of the front desk or counter ○ Helpful notice boards ○ Operational climate and “sense of urgency” 	<p>Where possible, there should be no barrier between employee and user.</p> <p>Notice boards and signs can be improved with input from users</p>	<p>Business-like climate</p>
<ul style="list-style-type: none"> ■ Involve users and employees in the re-design process 	<p>“Pilot” teams from the entity concerned can be used, rather than trying to make radical changes across the whole organisation at once. New operating practices, tools, and systems can be tested and refined; internal knowledge built up; and learning from experience documented before a wider organisational rollout.</p>	<p>Delineated roles within pilot teams, progress records</p> <p>Summaries of user input into redesign process</p>
<ul style="list-style-type: none"> ■ Strengthen the branding of OSS and public awareness 	<p>Users and staff reactions to different names for the OSS unit can be tested.</p> <p>An external communication plan, with the right frequency and media mix.</p> <p>A clear internal communication plan</p>	<p>Customer-friendly name of OSS (‘Customer service centre’)</p> <p>External communication plan & PR campaigns</p> <p>Internal communication plan</p>
<ul style="list-style-type: none"> ■ Develop an internal procedure for encouraging suggestions from staff on improvement 	<p>Clear rules for rewarding ideas.</p> <p>All staff have are allowed to participate in suggestion schemes, and the awards of bonuses are done according to transparent criteria</p>	<p>Internal procedure institutionalised, disseminated and actively used.</p> <p>Feedback on progress of the suggestion schemes.</p>
<ul style="list-style-type: none"> ■ Encourage feedback – including by acting on it, and showing users proof of your organisation acting on it 	<p>Building formalised feedback mechanisms into service provision, so that users find it easy to provide feedback.</p> <p>Actively seeking further feedback, perhaps from potential users who are not accessing services.</p>	<p>Feedback forms prominent in customer service units and included in other access channels (letters, websites)</p>

Implementation Tasks	Critical Success Factor	Performance Indicator
	Providing feedback to users on progress with improving services	Links to the updated versions of the communication plan.
<ul style="list-style-type: none"> ■ Establish a clear and escalating complaints process 	Encouraging people to complain by demonstrating to them positive results from previous complaints.	Complaints procedure, outlining the various stages of the hierarchy to whom complaints should be addressed.

4.3 Quick wins and medium to long-term outputs

Quick wins	Medium term	Long term
<i>Consult widely and promote continuous improvement</i>		
<ul style="list-style-type: none"> ■ Users have been involved in the OSS design and implementation and their priorities have been incorporated where possible ■ Mechanism is in place to consult the wider community, and your organisation shows commitment to addressing key improvement areas 	<ul style="list-style-type: none"> ■ The consultation methods used are expanded to include questionnaires, focus group discussions etc. 	<ul style="list-style-type: none"> ■ People with special needs are involved in designing further improvements to services ■ Consultation methods are regularly reviewed and expanded further where necessary ■ The information received and benefits achieved are regularly analysed ■ The information collected and knowledge generated are used to plan further staff training ■ The strategy for consultation and involvement is regularly reviewed and updated
Quick wins	Medium term	Long term
<i>Incorporate feedback and learn from complaints</i>		
<ul style="list-style-type: none"> ■ Users are aware that your administration 	<ul style="list-style-type: none"> ■ A summary of information (feedback) received 	<ul style="list-style-type: none"> ■ Complaints procedures are reviewed, based on

<p>welcomes comments and complaints and act upon them</p> <ul style="list-style-type: none"> ■ A written procedure is in place for dealing with complaints it is easy to use and specifies time limits for looking into complaints. ■ The procedure is publicised by using different media - leaflet, website, etc.; ■ The outputs are analysed and this information is used into designing improvements to the service ■ Staff have been trained in handling complaints 	<p>from customers, and action undertaken relevant to it, is publicised on notice boards, websites or special leaflets. Responsibilities are assigned to staff members for updating.</p> <ul style="list-style-type: none"> ■ Information is regularly provided on improvements which have resulted from the suggestions of users and staff ■ A monitoring system in place for formal and informal complaints; records are kept of how quickly/ satisfactorily they have been dealt with. ■ An independent review system is in place for cases with more serious complaints 	<p>customers' experiences</p> <ul style="list-style-type: none"> ■ A "learning culture" is created within the organisation, where mistakes are acknowledged and used as opportunities for learning and not for apportioning blame
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4.4 Risks and controls

Principles	Potential risk which threaten principles	Controls linked to risks
<ul style="list-style-type: none"> ■ Consult widely and promote continuous improvement <ul style="list-style-type: none"> ○ Be open and provide full information ○ Build strong communication ○ Consult and involve ○ Conduct effective transactions ○ Achieve a customer relationship rapport – 	<p>Regulatory hurdles can delay efforts to improve service processes;</p> <p>Difficulty of overcoming traditional practices in presenting the information in a simple and easily understandable way;</p> <p>Organisational culture barriers undermine attempts to improves communication;</p> <p>Lack of relevant competencies for the people appointed to the new or revised jobs, which could lead to poor performance;</p>	<p>Begin preparing legislative changes as early as possible;</p> <p>Put additional effort into developing employee awareness of this issue; develop samples and assign a team to authorise the design and printouts;</p> <p>Assess the current organisational culture, identify gaps between client-centric behaviours and current behaviours and list the initiatives required to fulfil the gap. Train people in process of communication and client care;</p> <p>Identify the competency framework for the key positions early;</p> <p>Involve people in the process mapping and do not compromise the workflow stream due to personalised arguments;</p>

Principles	Potential risk which threaten principles	Controls linked to risks
<p>encourage access and promotion of choice</p>	<p>Process and organisational design barriers that can hinder cross-departmental co-operation, respectively the back-front office points of effective contact;</p> <p>Inappropriate selection of customer-facing staff, and difficulty of putting client-centric principles into practice;</p> <p>Inappropriate channels for access of the service, or a wide but expensive choice of channels for users;</p>	<p>Identify early whether the organisational structure supports the streamlined workflow and focus on ways of creating or strengthening the interfaces and interdependencies among the departments/entities;</p> <p>Conduct a competency-based assessment of the current workforce. Do not be afraid to migrate people within the organisation and act early enough if there is a need for recruiting new people;</p> <p>Explore the preferred pattern of service usage by the different target groups and choose the appropriate channel for service delivering;</p>
<p>■ Incorporate feedback and learn from complaints</p>	<p>Dysfunctional procedure for managing complaints and lack of correlation between the formal procedure and employees' incentives to follow their professional rules of conduct;</p> <p>Resistance to changing the statutory status quo.</p>	<p>The complaints procedure should set out a clear 'escalation ladder' explaining to users what to do if they are not satisfied with the results of their complaint;</p> <p>Communication, involvement of staff in redesign activities, and recognition of employees' successes.</p>

5 People

5.1 Principles of service provision

- Treat all users fairly, honestly and courteously

Treat all those who need to use your service equitably and honestly; be polite and helpful to all users, and pay particular attention to potentially excluded groups of society.

- Communicate openly and provide full information

Provide full information, within the legal framework, to potential users about public services, using plain language in a variety of media; publicise details of services offered, how much they cost, how they can be accessed; and publish details of service performance.

5.2 Implementation tasks

- Ensure that the leadership of the organisation supports the process of change
- Identify the need for job enlargements, job enrichments or design of new jobs (such as Case Manager)
- Establish the right numbers of customer-facing staff
- Develop competency frameworks for new posts and the revised jobs
- Assess competencies of current staff
- Draw up a migration plan
- Analyse training needs and develop a training programme
- Develop a recruitment plan
- Investigate mechanisms to relate pay to performance
- Introduce improved mechanisms of communication among staff

Implementation tasks	Critical Success Factor	Performance Indicator
<ul style="list-style-type: none"> ■ Ensure that the leadership of the organisation supports the process of change 	<p>Strong leadership to implement improved OSS processes through organisational change</p> <p>Leadership support should regularly be demonstrated at different levels. Leadership should be seen not as a position but as a role.</p>	<p>The case of change is promoted and the current environment stimulates people's involvement and commitment.</p> <p>A contrastive organisational culture dominates within the entity.</p>
<ul style="list-style-type: none"> ■ Identify the need for job enlargements, job enrichments or design of new jobs (such as Case Manager) 	<ul style="list-style-type: none"> ■ Job enlargement – in the new organisational alignment, the same job/position may exist but the scale of activities may be increased ■ Job enrichment – in the new organisational alignment, decision-making could be delegated to staff closer to the clients. If so, then scope for corruption should be minimised ■ New jobs – in the new organisational alignment, new jobs could be designed based on the processes and new delivery channels (for example Case Managers could manage the interface with the citizen, driving processes internally while bringing in different professionals when needed ■ Define the split between the Case Managers and the Professional staff ■ Organisational roles – there may be a need for improving horizontal communication between front and back office. Staff groups could be organised and linked together by defining specific organisational roles or permanent cross-functional teams. 	<p>Job analysis and job design performed.</p> <p>New staff register</p> <p>Ratio between Case Managers and Professionals</p> <p>Organisational roles or cross-functional teams specified as well as responsibilities charting (RACI analysis)</p>
<ul style="list-style-type: none"> ■ Decide on the right number of customer-facing 	<p>Having defined the one stop services and the customer measurement, the volume of work should</p>	<p>New staff register</p>

Implementation tasks	Critical Success Factor	Performance Indicator
staff	be assessed and the right number of employees decided on.	
<ul style="list-style-type: none"> ■ Develop competency frameworks for new posts and the revised jobs 	<p>Identification of the competencies that are key for the performance standards of the respective job and roles descriptions. Identification of generalist (i.e. interchangeable skills).</p> <p>It could be useful to build one unified competencies framework for the whole entity, enabling customer service values to be embedded in the whole entity.</p>	<p>Competency framework established with well differentiated competencies</p> <p>Revised job descriptions</p>
<ul style="list-style-type: none"> ■ Assess competencies of current staff 	<p>Based on the competencies framework or the individual job specifications.</p> <p>People should be included from all over the entity, especially those that have contacts with clients and citizens.</p> <p>Multiple tools and multiple assessors will increase the quality of the assessment and ensure the objectivity of the process</p>	<p>Target Competency Profile (map between the leading jobs' criteria and key competencies)</p> <p>Assessment schedule and competency-based tools (structural interviews, technical tests, role plays, psychometric tests)</p> <p>Candidates' Competency Profile</p>
<ul style="list-style-type: none"> ■ Draw up a migration plan 	<p>A careful reconciliation between positions and staff levels of the old and the revised organisational structures</p> <p>The positions of each individual should be clear in the two versions of the organisational structure, increasing the transparency of the re-design process and providing information on each individual job migration.</p>	<p>Migration plan</p>
<ul style="list-style-type: none"> ■ Analyse training needs and develop a training programme 	<p>Based on the competencies framework and the staff assessment identify the key deficiencies in knowledge, skills, and behaviour.</p>	<p>Training need analysis paper</p> <p>Development programme</p>

Implementation tasks	Critical Success Factor	Performance Indicator
	<p>Improvement areas addressed in a thorough development programme.</p> <p>An individual development workplans assigned to the key positions and people. Those plans have to be compatible with the wider development programme.</p> <p>Modes of training and coaching linked closely to the development programme objectives and target areas</p> <p>Tracking the achievements of training by collecting evidence of the level of knowledge and skills applicability at workplace as well as changes in behavioural patterns.</p>	<p>Individual plans for development, part of employees' individual performance agreements</p> <p>Development programme, section training modules</p> <p>Development programme, section portfolio of evidence, assignments records</p>
<ul style="list-style-type: none"> ■ Develop a recruitment plan 	<p>Based on the identified vacancies from the Migration Plan and the competencies framework.</p> <p>Look for various sources for recruitment and explore networks for specific positions.</p>	<p>Recruitment plan</p> <p>Job adverts and contracts with specialised recruitment organisations</p>
<ul style="list-style-type: none"> ■ Investigate mechanisms to relate pay to performance 	<p>Compensation programme is well-structured and equitable within legislative norms.</p> <p>Rewards for innovative suggestions by staff.</p> <p>In the future, possible performance standards used as a yardstick for a bonus scheme.</p> <p>Salary levels not diverging further from external benchmarks.</p>	<p>Adequate grading differentiation</p> <p>Bonus schemes</p> <p>Performance-related bonus schemes</p> <p>Salary research and salary policy</p>

<ul style="list-style-type: none"> ■ Introduce improved mechanisms of communication among staff 	<p>Focus on the purpose of the communication rather than its presentation.</p> <p>The right messages are communicated to the right people.</p> <p>Use the communication process to build and maintain a sense of high urgency, sell the benefits of improved service, and maintain a constant two-way information exchange.</p> <p>Use the appropriate communication methods for the appropriate messages and communication purposes</p>	<p>Communication messages outlined in a clear and persuasive style</p> <p>Sense of urgency and lack of conflicts due to miscommunication</p> <p>Internal management communication plan and external communication plan</p>
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5.3 Quick wins and medium to long term outputs

Quick wins	Medium term	Long term
Treat all users fairly, honestly and courteously		
<ul style="list-style-type: none"> ■ Staff have passed training on customer care and understand and differentiate the needs of different customer groups ■ Behavioural competencies like friendliness and helpfulness of response on customer feedback are monitored ■ A photo board of front line staff is set up and the staff are further encouraged to wear name badges 	<ul style="list-style-type: none"> ■ A development programme or a training plan is available ■ A separate customer service policy and standards are developed and publicised ■ Internal guidelines on dealing with sensitive situations are prepared and are built into further training ■ Staff responses to initial training is monitored and feedback is built into all further training 	<ul style="list-style-type: none"> ■ Systems are in place to ensure that those clients with special needs and ethnic groups experience the same quality service ■ A staff performance appraisal system is introduced ■ Customers from different groups are involved in research studies (e.g. single parents, older people, people with disabilities) and feedback is used in order to review documentation and improve ease of understanding
Communicate openly and provide full information		

Quick wins	Medium term	Long term
<ul style="list-style-type: none"> ■ Opening times are clearly shown, contact numbers and the names of the relevant staff members put on the notice board ■ “Welcome ” signs and other visual aids that create an open environment for users ■ Clear and prominent signs for your OSS ■ Access information is disseminated - what your services are, how customers can get access, what are the requirements of getting the service, fees to be paid and sample completed documents ■ Different range of media are deployed (notice board, leaflets, newspaper articles, web-sites) ■ Clear, simple language with limited legal terms is used in majority of the documents ■ All required documents are available upon client request 	<ul style="list-style-type: none"> ■ Availability of leaflets for distribution providing information such as opening times, contact numbers and names, a summary of the requirements of the service – including on a website. ■ Improved facilities such as ramps for customers with special needs ■ Expanded customer training on access to service for people with special needs ■ All documents and guidelines are converted into clear, simple language using lessons learned from the notice board ■ Information on services is provided in other formats - e.g. phone, large print, on tapes, in other languages, according to customer demand ■ Procedures are regularly reviewed for possible improvements 	

5.4 Risks and controls

Principles	Potential risk which threaten principles	Controls linked to risks
<ul style="list-style-type: none"> ■ Treat all users fairly, honestly and courteously <p>Treat all those who need to use your service equitably and honestly; be polite and helpful to all users, and pay particular attention to potentially excluded groups of society.</p>	<p>Staff benefiting from corruption may seek to maintain the status quo.</p> <p>Poor leadership, unsupportive of service improvements, which may lead to poor implementation and consequent</p>	<p>Address corruption with all means possible, such as improved salaries, hotlines for customer complaints, legal sanctions, inspectorates and NGO monitoring.</p> <p>Look for sponsorship higher in the organisation or higher in the civil service hierarchy.</p>

Principles	Potential risk which threaten principles	Controls linked to risks
	<p>rejection of the OSS concept.</p> <p>Staff may be technically capable, but not have a suitable temperament for good customer service.</p> <p>Staff stick to formal responsibilities, without making the effort to change their behaviours.</p> <p>Staff may provide inequitable service to certain social groups and minorities, in some cases excluding them from a proper service altogether.</p> <p>Staff may not be able to manage conflict situations.</p>	<p>Ensure that your competency framework pays sufficient attention to 'softer' skills such as service and customer-care related generic and behavioural competencies.</p> <p>This may be caused by a poor organisational climate, which can be addressed through greater recognition or reward.</p> <p>As part of the assessment process test the attitudes of employees, perhaps using psychometric methods. This risk is a matter of cultural change.</p> <p>Build a professional "rule of conduct" procedure and, as part of the assessment process, assess the capability for conflict resolution.</p> <p>Train staff in relevant techniques, helping them to improve their conflict resolution skills and giving them greater confidence.</p> <p>Rotate employees between positions with different pressure levels.</p>
<p>■ Communicate openly and provide full information</p> <p>Provide full information to potential users about public services, using plain language in a variety of media; publicise details of services offered, how much they cost, how they can be accessed; and publish details of service performance.</p>	<p>Difficulty changing presentational habits and presenting information in a simple, comprehensible form.</p>	<p>Put additional effort into making staff aware of this issue, assigning an external body such as a NGO to validate the design and content of promotional literature.</p>

6 Technology Principles of service provision

6.1 Principles of service provision

- Encourage access to services, via different channels

Make your services available to all who need them, offering a choice of access media where possible.

- Work with others to provide an improved, joined-up service

Work in partnership with other organisations where possible, in order to ensure that services are joined-up between government organisations and are as efficient as possible.

6.2 Implementation tasks

- Assess the extent of IT use in the OSS and the wider organisation
- Explore the need for an electronic document workflow system
- Analyse the scope for service delivery via multiple channels such as post and telephone
- Explore the level of system integration required for the OSS
- Develop a conceptual model of the system (functional specification, system architecture, database model, reporting schedules report, users map)
- Explore the scope for expansion into new technologies (i.e. web-enabled)
- Build robust information security
- Improve management information systems
- Improve knowledge management

Implementation tasks	Critical Success Factor	Performance Indicator
■ Assess the extent of IT use in the OSS and the	Current IT enabling the front and back office	IS and IT inventory and capacity assessment as part

Implementation tasks	Critical Success Factor	Performance Indicator
wider organisation	<p>operations.</p> <p>An IT audit of front and back office, with gap analysis containing recommendations for future use of IT in compliance with OSS objectives and improved core processes.</p> <p>Action plan for future use of technology including, the need for key outsourcing contracts or partnerships.</p>	<p>of the IS/IT audit</p> <p>Prioritised recommendations and action plan</p> <p>Terms of reference for sub-contractors</p>
<ul style="list-style-type: none"> ■ Explore the need for an electronic document workflow system 	<p>Based on the core process mapping, a clear definition of document workflow and workload.</p> <p>An analysis of the costs and benefits of an electronic workflow system compared to those of a paper-based system. For smaller volumes of service provision, for example, the acquisition of scanners is unlikely to be justifiable.</p> <p>As part of the IS audit, a suitable solution for data management.</p>	<p>Section on document management and workflow in the IT recommendations.</p> <p>Cost/benefit analysis of a fully electronic workflow system.</p>
<ul style="list-style-type: none"> ■ Analyse the scope for service delivery via multiple channels such as post and telephone 	<p>Leadership strength to combat corruption (face-to-face channels are often preferred by staff in order to facilitate corruption opportunities).</p> <p>The mix of access media (telephone, in person, by post, various electronic media) preferred by target customer groups, broken down by different stages of the service delivery chain (information, interaction, transaction etc.)</p> <p>Estimate of costs of providing services through different channels, including promoting self-service options if applicable.</p>	<p>Agreed channel strategy</p>
<ul style="list-style-type: none"> ■ Explore the level of system integration required 	<p>Extent of linkages between front and back office,</p>	<p>Section on data integration and the role of data</p>

Implementation tasks	Critical Success Factor	Performance Indicator
for the OSS	<p>according to improved process map and the current state of data management.</p> <p>Definition of the scope and scale of required system integration, including with separate entities if required.</p>	warehousing and middleware in the IT recommendations.
<ul style="list-style-type: none"> ■ Develop a conceptual model of the system (functional specification, system architecture, database model, reporting schedules report, users map) 	Definition of the parameters of a new IT system, if necessary, incorporating functional specifications of OSS services and the revised document workflow.	System conceptual model and implementation plan.
<ul style="list-style-type: none"> ■ Explore the scope for expansion into new technologies (i.e. web-enabled) 	<p>The level of technological readiness of target customer groups and other organisations involved.</p> <p>Cost of installing web-based technologies</p>	<p>Section on estimated future demand/access trends in the IT recommendations</p> <p>Cost/benefit analysis of a installing web-based technologies</p>
<ul style="list-style-type: none"> ■ Build robust information security 	<p>Clear definition of the areas where information security is critical, which will lead to the choice of appropriate security actions and access permissions for users.</p> <p>If secure Intranet systems are used, this will not be a major issue; but if any interaction with customers is electronic, it becomes a very important issue. .</p>	Section on information security in the IT recommendations
<ul style="list-style-type: none"> ■ Improve management information systems 	<p>This should be closely linked to the performance management work in the following section. Managers should have access to regular updates on performance, so that they can react quickly to any problems.</p> <p>Sophisticated software or complex systems should be avoided – the system might simply consist of spreadsheets distributed every week, or could be linked to an electronic document workflow system.</p>	A functioning management information system.

<ul style="list-style-type: none"> ■ Improve knowledge management 	<p>Knowledge management is a set of management processes and initiatives to ensure that an organisation's knowledge is used as efficiently as possible. Examples include an organisation Intranet, and the use of databases or other tools to store sample replies to frequent customer requests (including responses via different channels such as telephone, letter and email)</p>	<p>Evidence of improved knowledge management, such as a database of frequent responses, or a leaflet with Frequently Asked Questions and their answers.</p>
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6.3 Quick wins and medium to long-term outputs

Quick wins	Medium term	Long term
<i>Encourage access to services, via different channels</i>		
<ul style="list-style-type: none"> ■ A central telephone numbers(s) for general enquiries; the number(s) are published and staff have the information required to respond promptly to the basic queries ■ Basic information is provided through Internet 	<ul style="list-style-type: none"> ■ A comprehensive and user-friendly website is developed, including Frequently Asked Questions drafted with inputs from users ■ If consultations with users reveal a desire to access information and other aspects of service by telephone: staff answering the telephone have the information required to respond promptly to common queries ■ The central telephone number is a 'free-phone' or 'toll-free' number 	<ul style="list-style-type: none"> ■ Feedback is monitored and the choice of channels open to users is increased e.g. mobile offices, mobile staff giving information nearer to customers' homes
<i>Work with others to provide an improved, joined-up service</i>		
<ul style="list-style-type: none"> ■ Other organisations with whom you may be able to work in partnership are identified and the costs and benefits thereof are analysed ■ Other "best practice" examples, from Bulgaria 	<ul style="list-style-type: none"> ■ Partnership details, involving customer representatives in discussions, are agreed ■ Partnerships (such as with NGOs) are publicised 	<ul style="list-style-type: none"> ■ Service provision is joined up where appropriate ■ Partners are involved in service improvements, increasing quality as well as the level of

Quick wins	Medium term	Long term
and elsewhere, are identified	<ul style="list-style-type: none"> ■ Customers are directed to other services that users might reasonably want ■ Options to outsource clearly separate parts of your organisation are explored (e.g. cleaning, catering, transport, IT support etc) 	<p>standardisation</p> <ul style="list-style-type: none"> ■ Outsourcing contracts are in place, following competitive tenders, which offer better value for money than the in-house option

6.4 Risks and controls

Principles	Potential risks which threaten principles	Controls linked to risks
<ul style="list-style-type: none"> ■ Encourage access to services, via different channels <p>Make your services available to all who need them, offering a choice of access media where possible</p>	<p>A decision to explore certain access channels could be taken without careful consideration of usage patterns and the level of demand, which might lead to wasted investment.</p> <p>Staff benefiting from corruption may resist any attempts to increase focus on non face-to-face channels</p> <p>Danger of focusing too much effort on electronic service delivery to users with low-levels computer literacy or access to computers</p> <p>Poor quality and reliability of electronic channels (through technical or staff deficiencies) may discourage use of this specific means of service access.</p> <p>Cultural attitude of users towards electronic media, which may lead to low take-up.</p> <p>Lack of financial resources to invest into the most contemporary forms of access channels.</p>	<p>Focus on the demand of users, in order to design a channel mix with maximum value for the customer and balanced cost for the entity.</p> <p>Strong leadership in the battle against corruption</p> <p>Prepare a contingency plan</p> <p>Employ high technological standards, train the staff operating with those technical means and constantly monitor system performance.</p> <p>Address these perceptions through information dissemination and case demonstration. Offer financial incentives for electronic service take-up if possible</p> <p>Prepare a well structured cost-benefit analysis, inform the right stakeholders and contract the right vendors.</p>
<ul style="list-style-type: none"> ■ Work with others to provide an improved, 	Difficulty of achieving consensus around a particular	The entities under consideration should be

Principles	Potential risks which threaten principles	Controls linked to risks
<p>joined-up service</p> <p>Work in partnership with other organisations where possible, in order to ensure that services are joined-up between government organisations and are as efficient as possible.</p>	<p>joined-up service, due to the strength of fiefdoms in different institutions.</p> <p>Lack of mechanisms either to stimulate OSS staff or sanction those managers and directors who obstruct service improvement</p> <p>Overload of different projects related to administrative service reform, lacking co-ordination.</p>	<p>supervised in their effort for integration by a higher level authority, which in most cases will be a parent Ministry or the CoM. Special integration teams should be organised with representative members from the entities concerned and headed by the institution with higher authority. Debates should always be handled in the broader context from the point of view of user results and speed of delivery, with separate entities acting as internal clients in the course of the process.</p> <p>Strong governance of OSS implementation by the CoM, including resourcing, consulting and advice interventions.</p> <p>Strengthened accountability for service performance, including scope for linking budgets to service performance and dismissing senior staff for poor performance.</p> <p>Strong role of the CoM, managing all administrative service reform in a consistent way corresponding to the CoM's general work plan, and careful supervision of critical intersections between projects.</p>

7 Performance management

7.1 Principles of service provision

- Set and publicise service standards and publish results against those standards

Set clear, measurable and realistic standards of service; monitor performance against those standards and publish the results; and use independent organisations to validate your performance wherever possible.

- Measure and publish measurements of customer satisfaction

Show that your users are satisfied with the quality of services you provide, and that their needs are met through your service.

7.2 Implementation tasks

- Clarify your strategic objectives
- Develop, monitor and publish service standards
- Improve measurement of customer usage - numbers of documents issued, number of telephone enquiries answered
- Improve management reporting
- Draw up an organisational 'business plan'
- Align individual performance plans with the business plan
- Consider the use of voluntary quality assurance schemes

Implementation tasks	Critical Success Factor	Performance Indicator
<ul style="list-style-type: none"> ■ Clarify your strategic objectives 	The existence of strategic objectives (a small number of key objectives, which between them encapsulate all the desired outputs of an organisation)	Organisation strategic objectives

Implementation tasks	Critical Success Factor	Performance Indicator
	Focus on outputs rather than activities	
<ul style="list-style-type: none"> ■ Develop, monitor and publish service standards. 	<p>Should include statutory requirements (e.g. processing time) as well as waiting and response times to telephone calls, correspondence, reliability and punctuality standards, standards of how staff deal with users</p> <p>Availability of data on others' service performance for benchmarking purposes</p> <p>Publish the entity's achievement and share your new commitments</p>	<p>A set of service standards (customer charter)</p> <p>Reports of actual service results</p> <p>Benchmarking study reports.</p> <p>Annual reports</p>
<ul style="list-style-type: none"> ■ Improve measurement of customer usage 	<p>Measurements of customer usage are expanded beyond the current 'number of documents issued' to include information provision and other broader aspects of service delivery.</p> <p>The information is used to analyse performance and efficiency, rather than just create statistical records.</p> <p>Bulgarian telephone operators are able to support the measurement of customer usage by telephone</p>	<p>Regular reports.</p>
<ul style="list-style-type: none"> ■ Improve management reporting 	<p>Basing management information on meaningful measures of service performance, not just on numbers of documents issued</p> <p>Profiling usage of a service by customer segments and acting on this information, which should lead to improved services</p>	<p>Regular management reports on performance.</p>
<ul style="list-style-type: none"> ■ Draw up an organisational 'business plan' 	<p>Guidance from parent Ministry or the Council of Ministers on the content of such plans, which should include predicted budgets, spending plans, strategic and other performance targets and efficiency improvement plans</p>	<p>A business plan</p>

Implementation tasks	Critical Success Factor	Performance Indicator
<ul style="list-style-type: none"> ■ Align individual performance plans with the business plan 	<p>Linkage of individual performance plans to business plan of the whole entity</p> <p>The most important individual performance plans will be those of the key managers or team leaders.</p>	Individual performance plans in compliance with the generally accepted appraisal system
<ul style="list-style-type: none"> ■ Consider the use of voluntary quality assurance systems 	Investigate available quality schemes such as ISO, guided by the CoM if necessary. Such quality schemes are intended to assure the quality of your service and more generally the performance excellence of your entity.	Voluntary quality assurance standards chosen and accreditation achieved.

7.3 Quick wins and medium to long-term outputs

Quick wins	Medium term	Long term
<i>Set and publicise service standards, and publish results against those standards</i>		
<ul style="list-style-type: none"> ■ Information about statutory service standards is available on notice boards, websites, leaflets etc ■ Information about the current performance is collected ■ The first iteration of a business plan with realistic costing of the proposed improvements in service 	<ul style="list-style-type: none"> ■ Further precise and measurable standards are developed to reflect the key elements of services ■ Customers are involved in setting and reviewing service standards ■ Precise standards are enumerated for your services, including waiting and response times to telephone calls, correspondence, reliability and punctuality standards, standards of how staff deal with users ■ A monitoring system is set up to track 	<ul style="list-style-type: none"> ■ Standards are reviewed and raised regularly e.g. each year ■ Performance is compared with similar organisations ■ An independent validation of the results is obtained ■ Performance against all standards is published

Quick wins	Medium term	Long term
provision	performance <ul style="list-style-type: none"> ■ Different options for financing the improvement plans are considered (e.g. budget, donors, public private partnerships) 	
<i>Measure and publish measurements of customer satisfaction</i>		
<ul style="list-style-type: none"> ■ Initial survey of customer satisfaction 	<ul style="list-style-type: none"> ■ Inclusion of a question on customer satisfaction in feedback forms. ■ Results of initial survey published ■ Various European quality schemes are analysed (EFQM, ISO, Chartermark) and their relevance to your particular service assessed 	<ul style="list-style-type: none"> ■ Regular consultations on satisfaction, including both quantitative and qualitative analysis (using group discussions with customers as well as surveys) ■ Results of these consultations regularly published ■ Accreditation with appropriate quality scheme is achieved.

7.4 Risks and controls

Principles	Potential risk which threaten principles	Controls linked to risks
<ul style="list-style-type: none"> ■ Set and publicise service standards and publish results against those standards <p>Set clear, measurable and realistic standards of service; monitor performance against those standards and publish the results; and use independent organisations to validate your performance wherever possible.</p>	<p>Setting standards for insignificant activities, undermining their importance.</p> <p>Basing service standards on best practice, which may lead to unrealistic targets.</p> <p>Publishing service standards but not living them, which may be facilitated by undemanding users.</p>	<p>Leadership should support the service standards</p> <p>The process maps can be used to distinguish the most important customer interactions.</p> <p>Think about what should be measured rather than measuring what is easy to measure.</p> <p>Always keep the specific context of your services in mind.</p> <p>Strong leadership and accountability frameworks, including recognising positive achievements.</p>

Principles	Potential risk which threaten principles	Controls linked to risks
<p>■ Measure and publish measurements of customer satisfaction</p> <p>Show that your users are satisfied with the quality of services you provide, and that their needs are met through your service.</p>	<p>Poor presentation of information on satisfaction, which will decrease the chances of broad public awareness of the good results you may have achieved.</p> <p>Publishing but not disseminating the information to target audiences.</p> <p>Relying solely on electronic communication channels.</p>	<p>Do not underestimate the skills needed for producing a clear and persuasive document. Decide whether it is appropriate to target different audiences and thus producing different versions of the same information.</p> <p>Manage your dissemination process.</p> <p>Make these publications a consistent part of your whole communication plan</p>