

Public Services Commission

Client Services Charter Implementation in Public Service Organizations

Compliance Monitoring and Reporting

Social Security and National Insurance Trust

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ACRONYMS

CS	Client Service
CSC	Client Service Charters
PSC	Public Services Commission
PSO	Public Service Organizations
SSNIT	Social Security and National Insurance Trust

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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	“To be the model for the administration of social protection scheme in Africa and beyond.” To be the <i>model in social security administration</i> encompasses excellent customer service, appropriate technology, and product value; which result in customer satisfaction.
Mission	Explicit	“To provide income security for workers in Ghana through excellent business practices” The mission statement is client-focused. Excellent business practices underpin the mission of SSNIT.

Core Values	Explicit/ Inferred	One of our core values is expressly focused on the customer. The other six are inferred as they all revolve around customer satisfaction.
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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

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				
Service 1 Statement Printing	3,914	2,410	6,324	<ul style="list-style-type: none"> • Service Centre • Electronic contact
Service 2 Records update	2,662	1,589	4,251	<ul style="list-style-type: none"> • Service Centre • Electronic contact • Telephone Contact
Service 3 General Enquiry	2,110	1,554	3,664	<ul style="list-style-type: none"> • Service Centre • Electronic contact • Telephone Contact • Survey • Mystery Shopping (Recommendations)
Designing Service Delivery Processes				
Service 1 Statement Printing	3,914	2,410	6,324	<ul style="list-style-type: none"> • Service Centre • Survey • Focus meeting
Service 2 Records update	2,662	1,589	4,251	<ul style="list-style-type: none"> • Focus Meeting • Service Centre • Electronic contact • Survey • Telephone contact
Service 3 General Enquiry	2110	1554	3,664	<ul style="list-style-type: none"> • Electronic contact • Telephone contacts • Mystery Shopping (Recommendations) • Service Centre
Designing The Complaint Processes				

Service 1 Statement Printing	3,914	3,914	6,324	<ul style="list-style-type: none"> • Service center • Focus Meeting • Electronic contact • Telephone contacts • Survey • Mystery Shopping (Recommendations) • Social Media
Service 2 Records update	2,662	1,589	4,251	<ul style="list-style-type: none"> • Survey • Focus Meeting • Service center • Electronic contact • Telephone contacts • Mystery Shopping (Recommendations) • Social Media
Service 3 General Enquiry	2110	1554	3,664	<ul style="list-style-type: none"> • Electronic Contact • Telephone contacts • Mystery Shopping (Recommendations) • Focus Meeting • Service Centre • Social Media • Survey

Select from the following mode of client engagement

- Workshop
- Service center contact ✓
- Survey ✓
- Focus Meeting ✓
- Media ✓
- Electronic contact ✓
- Telephone contact ✓
- Other (specify) Mystery Shopping

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	<ul style="list-style-type: none"> • International Best Practices in Customer Service Delivery • Emotional Intelligence • Product knowledge • Dos and Don'ts of Customer Service • Code of Conduct • Service Standards 	The main aim of the training was to improve the service delivery skills of staff to enhance Member and Client satisfaction and promote a positive image for the Trust.	342
Supervisor	<ul style="list-style-type: none"> • Best Practice in Customer Service Delivery • How to deliver Excellent Service • How to handle difficult customers 	The main aim of the training was to improve the service delivery skills of staff to enhance Member and Client satisfaction and promote a positive image for the Trust.	188
Management	<ul style="list-style-type: none"> • Customer-Centric Manager 	The main aim of this training was to expose the Branch Managers to the need to embrace Customer-Centric Culture within the institution.	48

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?	Quality Assurance Department *Strategic Planning *Research Department *Member Client Services Department
How many staffs are in the Unit/Units?	2 - Strategic Planning Officers 2 - Research Department 5 - Member Client Services Department
List 3 key functions of the Unit	1. Develop tools, strategies, programs, and policies for client customer care. 2. Implement tools, strategies, programs, and policies for client customer care 3. Evaluate tools, strategies, programs, and policies for client customer care

*Traditionally, these departments monitor the isolated components of the CSC Framework

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? NO

Question 2

If NO, why?

There is no documented framework or monitoring manual. However, all the components of the framework are in existence but are isolated in different documents and different departments (Strategic Planning /Research / Member & Client Services Departments).

Internal Monitoring Reports

Question 1

Does the unit prepare internal monitoring reports? YES

The aforementioned departments which are the custodians of the various components, prepare reports for management.

Question 2 N/A

If No to question 1, why? -----

Question 3

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

Question 4

If NO to question 3, 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 Statement printing	84.4%	The Clients' responses were that the staffs were helpful, good communicators, and courteous.	<ul style="list-style-type: none"> • On-line surveys of clients • Field surveys • Key person Interviews (Walk-In)
Service 2 Records Update	83.5%	The Clients' responses were that the staffs were helpful, good communicators, and knowledgeable	<ul style="list-style-type: none"> • On-line surveys of clients • Field surveys • Phone in surveys • Key Person Interviews (Walk-In)
Service 3 General Enquiry	79.2%	The Clients' responses were that the staffs were helpful, good communicators, and courteous	<ul style="list-style-type: none"> • On-line surveys of clients • Field surveys • Phone in surveys • Key Person Interviews (Walk-In)
Service 4: Benefits Issues	82.1%	The Clients responses were that the staffs were helpful, good communicators, and knowledgeable	<ul style="list-style-type: none"> • On-line surveys of clients • Field surveys • Phone in surveys • Key Person Interviews (Walk-In)

Service 5: Contribution payment	82.6%	The Clients' responses were that the staffs were helpful, good communicators, and knowledgeable	<ul style="list-style-type: none"> • On-line surveys of clients • Field surveys • Key Person Interviews (Walk-In)
Service 6: Registration	83.7%	The Clients' responses were that the staffs were helpful, courteous, and knowledgeable	<ul style="list-style-type: none"> • On-line surveys of clients • Field surveys • Key Person Interviews (Walk-in)

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 / Actions	Start / End Time	
			Start	End
Service 1: Service Request	n/a	<ul style="list-style-type: none"> • Liaise with HRD to organize training for all front-facing staff in the Trust on excellent service delivery. • Facilitate the use of the Service Delivery Handbook for standardization of service delivery in the Trust. • Liaise with the MIS Division for the implementation of an electronic feedback mechanism to ensure real-time feedback from Members/Clients on branch floor • Liaise with the Operations Division to ensure Branches hold periodic briefing sessions on excellent service, using the Service Delivery Handbook as a guide. 	January	December
Service 2: Registration Services	n/a	<ul style="list-style-type: none"> • Implementation of the customer centricity framework in the Trust. 	January	December

Service	Survey Score	Planned Services Improvements / Actions	Start / End Time	
			Start	End
Service 3: General Enquiry	n/a	<ul style="list-style-type: none"> Implementation of the customer-centricity framework in the Trust. 	January	December
Service 4: Records Updates	n/a	<ul style="list-style-type: none"> Implementation of the customer-centricity framework in the Trust. 	January	December
Service 5: Benefits Services	n/a	<ul style="list-style-type: none"> Implementation of the customer-centricity framework in the Trust. 	January	December
Service 6: Compliance Services	n/a	<ul style="list-style-type: none"> Implementation of the customer-centricity framework in the Trust. 	January	December