



GOVERNMENT OF ENUGU STATE OF NIGERIA

Baseline Assessment Questionnaire – Service Delivery Evaluation

April 2013



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Purpose of Tool

This tool (questionnaire) was developed for use by SERVICOM /PIB in facilitating service delivery improvement in Enugu State Public Service. It is aimed at assisting establishments within the Enugu State Civil Service who were not part of the original pilot MDAs in assessing the current state of their service before the development and implementation of service charters. It can also be used as a monitoring tool to ascertain progress in service delivery improvement with a view to developing further service improvement plans.

How to use the Tool

The tool has a total of about 188 questions across five (5) key drivers namely; Service delivery, Timeliness, Information, Professionalism, and Staff Attitude. The users of the tool are to simply tick a “Yes” or a “No” against each question as honestly as possible. The temptation to window dress should be avoided as it would cloud the judgement of the management of such an establishment and therefore necessary support that might be given.

Rating Scale

Yes	2
No	0

S/N	Dimension	Max Score Obtainable
1.	Service Delivery	50
2.	Timeliness	26
3.	Information	44
4.	Professionalism	38
5.	Staff Attitude	30
	Grand Score	188

Interpretation of Score

Score Range	Inference
188 – 178	Excellent service delivery, minor improvement required. Always delivers excellent service to customer
177 – 147	Understands the requirements of service delivery, strives to deliver within present constraints. Key areas of improvement exist.
146 – 106	Possesses potential to deliver standard service delivery, needs to put the right structures in place driven from management level.
105 – 0	Significant orientation required in the area of service delivery.

Looking for evidence

No Criterion can be scored above 0 without supporting evidence. Supporting evidence must be documented for every Aspect that is covered. There are 6 specific types of evidence that can be documented to show that an Aspect has been covered by a Service Window. These are listed below.

D - Documents – e.g. survey reports, Records of meetings, Business plans

C - Discussions with Customers

S - Discussions with Staff

P - Discussions with Partners

O - Observation – What the evaluator sees

R - Research e.g. Websites

The process of looking for evidence is best served by looking for one or (maximum) two key pieces of evidence for each Aspect that needs to be assessed.

1.0 Service Delivery Dimension

This dimension relates to the actual service offering of the agency and its ability to deliver same. Ultimately customers are prepared to put up with some failures in other areas provided that the eventual result is satisfactory.

CRITICAL ELEMENT1: STANDARDS & PRACTICES / PERFORMANCE				
Criterion A: Sets Standards for main areas of activity (Score 0-4)	Yes	No	Score	Enter description of evidence found
			There is an understanding by all members of staff of the mandate of the organisation and the services rendered	
Staff members are aware of who the organisation renders services to (customers) Standards are set for all main services provided by the organisation [Service Provision] Standards take account of national or statutory standards Standards reflect local priorities				

	Standards are challenging				
	Standards are precise				
	Standards are measurable				
	Standards are realistic				
Criterion B: Sets standards for customer care (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Promptness, speed of response				
	Reliability and punctuality				
	Staff treatment of customers				
Criterion C: Monitor Performance (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Systems are in place to monitor performance against all standards				
	Monitoring actually takes place				
	The results of monitoring are recorded				
Criterion D: Performs well (Score 0-4)		Yes	No	Score	Enter description of evidence found
	The organisation achieves the majority of its standards and / or targets most of the time				
	There is independent confirmation of this				
	The organisation compares well with other similar organisations				
Criterion E: Explains poor performance (service failure) (Score 0-4)		Yes	No	Score	Enter description of evidence found
	The organisation recognises poor performance				
	The organisation gives an honest explanation of the reasons for				

	poor performance				
Criterion F: Acts to remedy poor performance (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	The organisation analyses the reasons for poor performance and takes remedial action				
	The organisation monitors the remedial action for its effectiveness				
Criterion G: Review and raise standards (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	All standards are reviewed regularly				
	If appropriate, standards are raised				
CRITICAL ELEMENT 2: RECEPTION EXPERIENCE					
Criterion A: Access to the service is well publicised and signposted. (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	Services are accessible to everyone				
	Clear directions and signage are provided				
Criterion B: Access is easy (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	Customers can reach the service without difficulty				
	There are no physical or bureaucratic obstacles to access				
Criterion C: Access is at convenient times (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	Consideration has been given to customer needs				
	Service has adapted to customer				

	needs.				
Criterion D: Access is enabled for those with special needs (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Consideration has been given to meeting the access needs of those with physical and mental impairment				
	Consideration has been given to the needs of ethnic minority communities				
	Service is adapted to meet these needs				
Criterion E: Where possible choice is offered (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Consideration has been given to the needs of customers who find it difficult to access the service e.g. remote communities				
	Some provision has been made to meet customer need				
Criterion F: Access is affordable (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Costs / charges are set which are within the reach of all customers and potential customers				
	Consideration has been given to the needs of the very poor				
Criterion G: Facilities meet customer needs (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Adequate waiting area				
	Convenience and refreshment availability				
	Cleanliness and state of repair				
	Joined up services / One Stop shops - Is everything connected with the provision of the service				

	located in one place				
CRITICAL ELEMENT 3: COMPLAINTS & GRIEVANCE REDRESS					
Criterion A: Complaints Procedure (Score 0-4)		Yes	No	Score	Enter description of evidence found
There is a written procedure					
Easily accessible, easy to use					
Procedure guarantees investigation and resolution					
Procedure has time limits for response					
Procedure identifies to whom complaints should be sent					
Criterion B: Complaints Officer/Desk (Score 0-4)		Yes	No	Score	Enter description of evidence found
Nominated complaints officer / complaints desk					
Officer has sufficient authority to investigate and deal with complaints					
Criterion C: Staff Training (Score 0-4)		Yes	No	Score	Enter description of evidence found
Front-line staff have been trained to receive and handle complaints					
Guidance is issued					
Staff are empowered to deal with complaints at point of contact					
Criterion D: Complaints recorded and analysed (Score 0-4)		Yes	No	Score	Enter description of evidence found
A record is kept of all complaints					
The record includes details of timeliness and resolution					
Management carries out regular					

	analysis of complaints received				
Criterion E: Action taken (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Action is taken to remedy the cause of justified complaints (Y/N)				
	Action is effective				
Total					

2.0 Timeliness Dimension

This aspect indicates the importance of providing service within a reasonable amount of time. This dimension is second only to Service Delivery in importance to customers. It indicates how much the customer dislikes being kept waiting for service.

CRITICAL ELEMENT 1: STANDARDS& PRACTICE/PERFORMANCE					
Criterion A: Set Standards for waiting times (Score 0-4)		Yes	No	Score	Enter description of evidence found
	challenging standards are set for waiting times for initial service				
	Standards are set for waiting times for any subsequent visit to receive service or for service to be delivered				
Criterion B: Monitor Standards (Score 0-4)					
Criterion B: Monitor Standards (Score 0-4)		Yes	No	Score	Enter description of evidence found
	A system exists to monitor waiting times				
	Monitoring actually takes place				
	The results are recorded				
Criterion C: Perform Well (Score 0-4)					
Criterion C: Perform Well (Score 0-4)		Yes	No	Score	Enter description of evidence found

	The organisation meets its waiting time standards				
	There is independent confirmation of this				
	The organisation compares well with other similar services				
CRITICAL ELEMENT 2: CUSTOMER FRIENDLINESS					
Criterion A: Explain Delays (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Staff explain any delays beyond standard waiting times				
	There is a reasonable explanation for delays, which are not a regular occurrence				
Criterion B: Provide prompt service (Score 0-4)					
Criterion B: Provide prompt service (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Staff are attentive and are seen and perceived to provide a prompt service				
	Management has worked out the busiest times of day and provided extra staff at these times to reduce customer waiting				
	Off-duty staff remain out of sight of customers				
Criterion C: Provide a predictable and reliable service (Score 0-4)					
Criterion C: Provide a predictable and reliable service (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Services are provided throughout the advertised times				
	The full range of services is provided				
	Customers are told of any foreseen interruptions to service and unforeseen interruptions are explained				
Total					

3.0 Information Dimension

This dimension indicates the importance of keeping customers informed and ensuring that they are consulted regularly. Information needs to be a two way process if the service is to satisfy its customers. Factors such as accuracy of Information, comprehensiveness, and being kept informed about progress are critical success factors.

CRITICAL ELEMENT 1: INFORMATION				
Criterion A: Publicise services and access (Score 0-4)				
	Yes	No	Score	Enter description of evidence found
The organisation publishes information on the full range of services provided				
The organisation gives full details of where and when services are provided				
Information on services is made available to all customers and potential customers by using a variety of information dissemination means				
Criterion B: Publicise Standards (Score 0-4)				
	Yes	No	Score	Enter description of evidence found
Standards for all major activities and for customer care are published in a Charter				
Information on standards is widely available to customers and potential customers				
Performance against standards is available on a regular basis at all service outlets				
Criterion C: Publicise Costs (Score 0-4)				
	Yes	No	Score	Enter description of evidence found
All costs of all services provided				

	to customers should be clearly displayed at all service outlets				
	There should be no hidden costs to any customer				
Criterion D: Plain Language (Score 0-4)		Yes	No	Score	Enter description of evidence found
	All information should be given in plain language with a minimum of technical and legal jargon				
	Customers should be asked to comment on this aspect				
Criterion E: Special Needs (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	The organisation has considered the information requirements of those with physical or mental disabilities and those who do not speak or read English				
	The organisation has adapted its information provision accordingly				
Criterion F: Review and Update (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	Information is reviewed and updated on a regular basis				
CRITICAL ELEMENT 2: CUSTOMER FEEDBACK					
Criterion A: Consultation takes place with Customers (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	There is a plan for systematic consultation with customers				
	Consultation takes place on a regular basis				
Criterion B: Variety of methods are					
		Yes	No	Score	Enter description of

used (Score 0-4)					evidence found
	Consideration has been given to the most suitable ways of obtaining feedback from customers A variety of appropriate measures are used				
Criterion C: Comment is encouraged (Score 0-4)		Yes	No	Score	Enter description of evidence found
	The organisation actively encourages comment on its services				
	Facilities for comment are provided				
	A nominated officer is responsible for collecting and collating comment				
Criterion D: Staff and Partners are consulted (Score 0-4)		Yes	No	Score	Enter description of evidence found
	There is a system for capturing the views of staff and partners / co-providers There is evidence that the system is implemented				
Criterion E: Results of consultation are recorded and analysed (Score 0-4)		Yes	No	Score	Enter description of evidence found
	An officer is nominated to collect and collate the feedback from customers, staff and partners The results are analysed and reported regularly to Management				
Criterion F: Results are published (Score 0-4)		Yes	No	Score	Enter description of evidence found
	There is systematic publishing				

	of the results of comment				
Criterion G: Consultation leads to improvement (Score 0-4)					
	There is evidence that the organisation has responded to the results of consultation and adapted services accordingly Customers confirm that their comments are acted upon	Yes	No	Score	Enter description of evidence found
Criterion H: Consultation covers all customer groups including those with special needs (Score 0-4)					
	The organisation has recognised its various customer groups Consultation is tailored to meet the needs of the various groups	Yes	No	Score	Enter description of evidence found
Criterion I: Customer satisfaction is regularly tested (Score 0-4)					
	The organisation has planned and implemented customer satisfaction surveys	Yes	No	Score	Enter description of evidence found
	Surveys cover all customer groups				
Total					

4.0 Professionalism Dimension

This dimension emphasizes the importance customers place on well trained staff and the equality of service delivery.

CRITICAL ELEMENT 1: TRANSPARENCY					
Criterion A: Payment Procedures (Score 0-4)					
	Costs and payment procedures	Yes	No	Score	Enter description of evidence found

	are clearly detailed at all service outlets Staff adhere to procedures and there are no hidden costs to the customer				
Criterion B: Appointment Procedures (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Appointment procedures are clearly detailed at all service outlets Staff adhere to these procedures and do not give unfair preference to certain customers				
Criterion C: Staff identifiable (Score 0-4)		Yes	No	Score	Enter description of evidence found
	All front-line staff wear name/appointment badges Staff use their names in telephone and written/electronic communications				
	Offices and desks clearly indicate function and names of officials				
Criterion D: Organisation clearly explained (Score 0-4)		Yes	No	Score	Enter description of evidence found
	An organisation chart is displayed at all service outlets				
	Display names: person in charge, customer service and complaints officer				
Criterion E: Complaints are published (Score 0-4)		Yes	No	Score	Enter description of evidence found
	A summary of complaints received over a certain period is published				

	Details of action taken as a result of complaints are published				
Criterion F: Poor performance is explained (Score 0-4)					
	The organisation explains the reasons for any poor performance. Details of action taken to remedy poor performance are published	Yes	No	Score	Enter description of evidence found
Criterion G: Budget and expenditure are published (Score 0-4)					
	Summary of budget and expenditure provided for the benefit of customers The results of audit are placed in the public domain	Yes	No	Score	Enter description of evidence found
CRITICAL ELEMENT 2: EFFICIENCY					
Criterion A: Performance Management (Score 0-4)					
	Performance targets are set for individuals and department Performance is monitored against standards Action is taken to rectify poor performance	Yes	No	Score	Enter description of evidence found
Criterion B: Business and improvement plans (Score 0-4)					
	Business and improvement plans exist.	Yes	No	Score	Enter description of evidence found
	Plans are implemented				
	Plans are revised and updated				

Criterion C: Staff Training (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Staff receive adequate training to equip them for their role				
	Training includes customer care and complaints handling Refresher / update training is given A training record is maintained				
Criterion D: Staff Motivation (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Staff feel supported by Management Staff are encouraged to comment and make suggestions for service improvement				
	Staff receive incentives and rewards for good performance				
	Poor performance is penalised				
	A staff appraisal / career development system exists				
Criterion E: Cooperation with others (Score 0-4)		Yes	No	Score	Enter description of evidence found
	The organisation recognises which other services and agencies it is dependent upon to deliver a full range of services to its customers The organisation recognises its effect on the delivery of services by others (Y/N)				
	The organisation actively seeks partnerships to enhance the service given to customers.				
	There are arrangements for the				

	exchange of information and for consultation with partners				
Criterion F: Set and achieve targets (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	There are overall targets set for the achievement of the business of the organisation				
	These targets are largely met and variances are explained				
Criterion G: Service is improving (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	The organisation is able to demonstrate that its services have improved over time. Continuous improvement is the aim				
Criterion H: Customer perception (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	Customers perceive that the organisation is efficient				
	Customers confirm an improved service				
	Total				

5.0 Staff Attitude

This dimension ensures that customers place importance on how they are received and treated by staff. Important elements such as polite and friendly staff and how empathetic staff are to customer needs should be taken into keen consideration

CRITICAL ELEMENT 1: STAFF ATTITUDE					
Criterion A: Customer care policy (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	The organisation has produced a customer care policy				

	The policy is published and displayed				
	The policy takes into account the needs of all customers				
Criterion B: Customer care training (Score 0-4)		Yes	No	Score	Enter description of evidence found
	All staff have received customer care training				
	There is written guidance for staff on aspects of customer care				
Criterion C: Customer relations officer/desk (Score 0-4)					Enter description of evidence found
	There is a nominated customer relations officer	Yes	No	Score	
	The officer has sufficient authority to perform his/her function on behalf of the customer				
	The officer is clearly identifiable				
Criterion D: Polite, friendly and attentive staff (Score 0-4)					Enter description of evidence found
	Staff are observed to be polite, friendly and attentive to customers	Yes	No	Score	
	Customers confirm				
Criterion E: Staff treat customers with sensitivity (Score 0-4)		Yes	No	Score	Enter description of evidence found
	Staff recognise the need to preserve the privacy and dignity of customers.				
	Staff are observed to treat customers with sensitivity				
	Suitable facilities for privacy are available				
Criterion F: All customers receive		Yes	No	Score	Enter description of

equal treatment (Score 0-4)					evidence found
	All customers receive the same level of service				
	Consideration is given to the requirements of those with special needs				
Criterion G: Services are adapted to meet customer needs (Score 0-4)					
		Yes	No	Score	Enter description of evidence found
	Consideration is given to the actual needs of customers rather than staff convenience and routine services are adapted to meet these needs				
	Special needs are catered for				
Total					

6.0 Total Rating

S/N	Dimension	Score
1.	<i>Service Delivery</i>	
2.	<i>Timeliness</i>	
3.	<i>Information</i>	
4.	<i>Professionalism</i>	
5.	<i>Staff Attitude</i>	
	Grand Score	