



LAGOS STATE GOVERNMENT

SERVICE STANDARDS AND IMPROVEMENT PLANNING REPORT

March 2013

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Abbreviations and Acronyms

BOS	Branding, OSPEs and Service Charters
CSC	Civil Service Commission
CSPO	Civil Service Pensions Office
DFID	Department for International Development
EXCO	Executive Council
HoS	Head of Service
LASG	Lagos State Government
LAWMA	Lagos State Waste Management Authority
LB	Lands Bureau
LSHOA	Lagos State House of Assembly
MDAs	Ministries, Departments and Agencies
MEd	Ministry of Education
MEPB	Ministry of Economic Planning & Budget
MET (P)	Ministry of Establishment , Training & Pensions
MoH	Ministry of Health
MVAA	Motor Vehicle Administration Agency
OHOS	Office of the Head of Service
OOT	Office of Transformation
OSAuG	Office of the State Auditor General
OSPEs	One Stop Public Enquiry System
PPUD	Physical Planning and Urban Development
PSSDC	Public Service Staff Development Centre
PSM	Public Service Management
PSO	Public Service Office
SDU	Service Delivery Unit
SIP	Service Improvement Plan
SPARC	State Partnership for Accountability, Responsiveness and Capability
SPM	State Programme Manager
TCM	Technical Coordination Manager
ToR	Terms of Reference

Executive Summary

Short Summary

This is a report on SPARC's training and support to a group of Service Delivery Unit Officers from phase one of the Service Charter MDAs in Lagos State, to help them with the development of implementable service standards, and Service Improvement Plans.

Full Summary

This is a report on SPARC's training and support to a group of Service Delivery Unit Officers from phase one of the Service Charter MDAs in Lagos State, to help them with the development of implementable service standards, and Service Improvement Plans.

The training took place over a four day period, at the Lagos Chamber of Commerce and Industry training centre. A follow up visit was embarked on a few weeks after the training to ensure that participants had revised the Service Improvement Plans (SIPS) they came up with and had gained support of the management of their various MDAs.

Thirty-one participants from 13 MDAs were trained during the Service Improvement Planning Workshop. The four day programme was divided into two segments; the first segment was for introduction of the Service Improvement Planning concept; whilst the remaining two days provided the participants with hands on exercises. The workshop was facilitated by a SPARC consultant in partnership with the Office of Transformation.

The Service Improvement Plans were reviewed and feedback given to the SDU officers. One-on-one visits were conducted with the MDAs to assess the level of progress. 10 (of 14) MDA service improvement plans were assessed from two perspectives;

- SMART - this judged the content of the SIP for elements of Specificity, Measurability, Achievability, Realism & Time scheduled for execution. (50%)
- Relevance to MDA (50%)

Overall the MDA SIPS rated 60-75%; action points for each MDA are tabled in the report.

The outline of this report is as follows:

- Section 1 gives the Introduction and background of the work
- Section 2 sets out the approach and methodology used. .
- Section 3 contains the findings and ratings of the SIPS.
- Section 4 articulates the recommendations
- Section 5 states the lessons learned.
- Section 6 proposes the required next steps to be taken.

Supporting materials and copies of the SIPS are presented in the appendices and annexes to the report.

Section One: Introduction and Background

Background

State Partnership for Accountability, Responsiveness and Capability (SPARC) is a DFID funded programme supporting governance programmes in Lagos State in improving governance and therefore delivery of public goods and services to the users. In 2010 SPARC started supporting Lagos State Government (LASG) in the development of Service Charters policy and guidelines for LSG MDAs. The first phase of 14 Service Charters was launched by the State Governor and the Office of Transformation (OOT) in July 2012. An impact assessment by OoT was carried out in November 2013 as directed by the Governor, to enable LASG assess the impact the Service Charters were on service delivery. OOT and SPARC provided further support to Service Improvement Plans (SIPs) in 2013.

Building on the impetus from the Governor to improve service delivery, the Service Charter Delivery Units in MDAs are being supported to put service standards and improvement plans in place and also ensure there is equity to access of available services.

Objectives and overview of the Assignment

Objective

The objectives of this assignment were to ensure the Service Delivery Units (SDUs) are in place and operating as planned; to support SDUs in drafting sustainable service standards and Service Improvement Plans (SIPS), emphasising equity of access; and with the Office of Transformation (OOT) to report progress to LSG and the Governor.

The assignment was divided into 2 key phases:

- training of the Service Delivery Unit (SDU) staff of the first phase MDAs
- follow up visits to review the SIPs developed during the training workshop and provision of further guidance on implementation.

Outputs

The output is Service Delivery Unit (SDU) staff in the first phase of Lagos State Service Charter MDAs who are able to develop an implementable Service Improvement Plan (SIP)

Section Two: Approach and Methodology Adopted

The methodology adopted included: off site preparation for the training by the consultant; prior visit to Office of Transformation for a meeting with the Deputy Director Branding OSPES¹ and Service Charters (BOS); Princess Adenike Adedoyin-Ajayi; briefing by the SPARC Technical Coordination Manager (TCM;) and agreement on the best approach to achieve the output. It was agreed that a four-day workshop would be held to effectively train the SDU officers on how to draft the SIPS and also physically develop the SIPS. The consultant was then to conduct an offsite review of the SIPS, provide comments or queries, and then have one-on-one visits to the MDAs to discuss the SIPS and give advice on how they could best implement the SIPS. The consultant reviewed the service standards earlier developed and the materials to be used in delivery of the training content over a four-day period.

The workshop was held on March 5 – 8 at LCCI conference centre at Alausa, Ikeja, Lagos. Thirty-one participants attended from 13 of the 14 Service Charter MDAs (a full list of attendees is in Appendix 1). The consultant delivered the training using a mostly participatory approach and adult learning strategies, co-facilitated by the Deputy Director BOS, ; Princess Adenike Adedoyin- Ajayi. The participants worked in small groups of 5-6 persons and carried out group exercises for some section of the Service Improvement Plan. The presentations were then subjected to a stress test using the outlined principles and good practices. Facilitators provided clarifications when needed during the course of the training.

Each MDA that attended the Service Improvement Planning workshop were advised to come along with their service charters which contained their service standards. The purpose of this primarily was to serve as a basis for the development of the SIPS. Most of the service standards addressed issues on equity and access to service. However, the consultant advised that there was a need for some a review of some parts of the service standards listed by the MDAs, owing to the fact that some of them were ambiguous.

Verbal guidance was provided on how the reviews can be done and how the service standards should be articulated; but since the workshop was not solely about reviewing and amending the Service Charters brought to the workshop; more focus and attention was given to the development of service improvement plan for each MDA.

The training sessions were preceded by a brief introduction to the relevant section of the Service Improvement Planning agenda and content. See Appendix 2 for the workshop agenda and Appendix 3 for the exercises used during the workshop.

Quality review of the SIPS was carried out and this involved visits to the various MDAs who participated in the training to review the zero draft of the SIPS, provide advice on possible steps to fully implement the plan and also report on progress.

Copies of the PowerPoint presentations can be found in Annex 1

¹ One stop public service enquiry (OSPES)

The Service Improvement Planning training workshop is described below:

Day 1

Session 1:

Upon the opening of the workshop by the Director General of the Office of Transformation, the consultant commenced with a plenary session 'Introducing the Service Improvement Planning (SIP)' as a much need part of service delivery process. This was aimed at giving an overall picture of the service improvement planning process with a view to enhancing a logical understanding of the various stages. Feedback was sought and obtained from the group on their understanding of the service improvement planning.

Session 2:

Ample time was spent taking the participants through the benefits of a SIP as well as the stages of developing a SIP and the key components of a very good SIP. It was also very important to use the performance imperative model (see slide within annexes of section 6) to enumerate the pivotal nature of service delivery as well as service improvement planning.

As a critical part of the SIP process participants were requested to come to the training the following day with their respective MDA mandates.

A lot of room was given to participants to contribute experiences from the various MDAs and to share knowledge through discussion during the plenary session.

The consultant reviewed the process used at the end of Day 1 informally with the SPARC Technical Coordinating Manager (TCM) and they both agreed that the approach encouraged adult learning, peer support and promoted broader participation of all participants while ensuring that participants became familiar with the guide.

While participants understood most of the concepts presented through the plenary and group discussions, they expressed concern about the availability of funds to execute some of the actions in their SIPs. The consultant advised that they were to start with quick wins and low cost interventions.

Day 2

Session 1:

On Day 2 the participants were taken through a review of the content that was covered on day 1. Subsequently the day started with a plenary session focused on the role of vision, mission and standards in service improvement planning. To reinforce this, the relationship between the process of service improvement planning and service charter was reiterated. At the end of the plenary participants were broken into groups of 6-7 persons cutting across MDAs and they were made to review the Service Charter of two MDAs within the group offering feedback on areas for improvement with the various component of the Charter such as Vision, Mission Statement and the Standards highlighted (see Appendix 3 for the exercises used during the workshop).

Session 2:

The rest of the session was spent taking the participants through how to identify and prioritise service failures within their MDAs. They were broken up into groups where they had to make a list of identifiable service failures within their MDAs and suggest quick wins (see Appendix 5). This approach was adopted because the Office of Transformation could not provide us with the details of service failures documented during the impact assessment in the pilot MDAs, prior to the workshop. However, only the OOT evaluation score for each MDA was presented on Day 2.

At the end of Day 2, participants were given the opportunity to ask questions pertaining to the content covered; and raised concerns regarding budget constraints for the SIP interventions they identified. The consultant reiterated the need to focus on low cost, but high impact interventions.

Day 3

Session 1:

On Day 3 the participants were taken through how to diagnose service failures using the fish bone analysis tool as well as process mapping. Participants were asked to pick one service failure identified by their MDAs and get to the root cause of it using the fishbone tool. The activity was very valuable as it enabled most MDAs who had a challenge in coming up with areas for improvement for service failures within their MDA to rethink their stance.

Session 2: participants spent the rest of the morning and afternoon session, identifying and listing appropriate interventions to rectify the service failures. Subsequently participants were guided through the development of their SIP using an assessment template provided by the consultant (Appendix 4) as the action plan blue print for their work.

At the end of Day 3, most participants had commenced the development of their SIPs ready for preparation the next day.

Day 4

Session 1:

On Day 4 the participants presented the first draft of their MDA SIP to the entire class and opportunity was provided for feedback.

Outputs

The output for this work was the development of a draft Service Improvement Plan by the MDAs present at the training and an agreement reached for the SIPs to be presented before their respective management for approval.

Follow up visits to review the SIPs developed during the training workshop and provision of further guidance on implementation

This output became the precursor to the support and review visit which was carried out between the 18th and 29th of April, 2013; and the submission of final SIPs approved and signed off by each MDA's management. 11 MDAs were followed up.

Verbal guidance was provided on how the reviews can be done and how the service standards should be articulated; but since the workshop was not solely about reviewing and amending the Service Charters brought to the workshop; more focus and attention was given to the development of a service improvement plan for each MDA.

Section Three: Findings – Rating of SIPs

Various MDAs had challenges drawing up Service Improvement Plans without the need for high level approval for service infrastructure plans and budgets to improve access and equity.

In order to ensure that each MDA left with the knowledge and skill on how to draw up an SIP; the consultant decided to advise that all the MDAs with challenge with access to funds for their capital intensive plan should identify low cost, but high impact interventions that affect both internal and external customers. And this formed the basis for the format in which the SIP was written by most MDAs.

Using the template in Appendix 4, each MDA's service improvement plan was assessed from two perspectives; namely:

- SMART - this judged the content of the SIP for elements of Specificity, Measurability, Achievability, Realism & Time scheduled for execution. (50%)
- Relevance to MDA (50%)

Outlined below are the ratings and comments on each MDA's SIP based on the criteria set:

S/N	MDAs	Rating of SIP	Comment to MDA	Readiness to Implement.
1.	Ministry of Education	70%	<p>The SIP addresses the immediate concerns of the MDA.</p> <p>Upon the consultant's visit, it was realised that Ministry of Education had achieved majority of the plans within their draft SIP.</p> <p>In view of this, the consultant advised the SDU staff to come up with fresh areas that require improvement.</p>	<p>Already implemented their first SIPs and working on getting approval for the second phase.</p> <p>They have a grasped on the requirement of a SIP.</p>

2.	Ministry of Health	75%	Majority of the interventions highlighted within the SIP cater for cross cutting needs of both internal and external customers.	Already implemented. And have the skills to execute their SIP. They have already put SIP structures in place that are working.
3.	Office of the State Auditor General	70%	The SIP addresses certain fundamentals that should be in place to ensure a sense of readiness for implementation of the SIP The need for sensitization of staff was also highlighted.	Require Support.
4.	HoS/PSO	65%	The HoS/PSO office had commenced the OSPES initiative, however certain critical elements like ensuring that an infrastructure to handle calls/ communication between the front desk and relevant officers was missing, this was flagged and has been added to the final SIP.	Require support, to strengthen existing initiatives like OSPES.
5.	Ministry of Economic Planning & Budget	60%	The Ministry's SIP address the essentials for a starter in service improvement planning such as sensitisation and re-orientation of staff member and social inclusion intervention such as access for wheel chair users were also taken into consideration.	At approval stage, will need support from OoT.

6.	Establishment & Training	65%	<p>The SIP addresses the core mandate of the organisation; whilst also setting out plans for provision of front desk office as well as re-orientation of staff.</p> <p>Issues of social inclusion are yet to be addressed, but primarily once the front office arrangement has been taken care of.</p>	Require support in the area of skill set require to implement some content of their SIP.
7.	Lagos State Waste Management Authority	70%	LAWMA's SIP shows a policy of continuous improvement by LAWMA, it also addresses the need of both external and internal customers.	Have already commenced execution of some parts of their SIP.
8.	Motor Vehicle Administration Authority	70%	<p>MVAA's SIP addresses both the needs of the external customers as well as internal customer needs.</p> <p>Issue of social inclusion are yet to be addressed.</p>	Have already commenced execution of some parts of their SIP
9.	PSSDC	65%	<p>PSSDC's plan is straight forward and easily achievable due to a previously existing plan targeted at service improvement.</p> <p>Additional plans were advised to be developed during the consultant's visit.</p>	Have already executed the content of their SIP and identifying new areas.

10.	Lands Bureau	65%	The SIP contains a good mix of intervention for addressing both soft and structural issues within the MDA; such as provision of adequate space workspace for internal customers.	Require technical support from OoT. To gain management support as well for some of their action points.
11	Civil Service Commission	Not completed*	The SIPs addresses the immediate concerns and issues affecting their external customers.	Require support of management
12	Physical Planning & Urban Development	Not completed**	Final SIP yet to be submitted	
13	Civil Service Pensions Office	Not completed***	Addresses their mandate and provision is also made for the training of staff to sustain the effort	Require management support
14	Lagos State House of Assembly	Not completed	Not present at the training due to an earlier planned international programme.	NA

*The meeting with the Civil Service Commission could not take place due to the team leader's involvement in another exercise.

**The visit to Ministry of Physical Planning and Urban Development did not take place as there was a change in the SDU team of the Ministry and the only available staff had to travel out of town for an important programme.

***The meeting with Civil Service Pensions Office did not take place as a result of the officers not being available to meet with the consultant despite several visits by the consultant to the MDA.

Conclusions

The consultant rated the workshop as successful, based on the fact that all relevant SIP content was covered; as well as introduction of participants to various diagnostic tools useful for addressing service failures within their MDAs. Tools like process map, fish bone analysis, were demonstrated during the workshop and participants also carried out hands on analysis of service failures within their MDAs.

Participants were able to develop a zero draft SIP for their various MDAs. Recommended actions to be addressed by each MDA are tabled in Section 4 below.

Section Four: Recommendations

The following recommendations were made to ensure the successful implementation of the Service Improvement Plans

- a) OoT staff should be adequately trained to be able to identify service improvement strategies and develop SIPs and Service standards. They should be adequately staffed with capable officers to sustain the LASG/SPARC initiative on Service Charters.
- b) The crop of MDA SDU officers trained should be ring-fenced until approval for the implementation of the plan has been obtained. This is to ensure that the implementation of the SIPs does not suffer a setback with the introduction of new officers to handle same.
- c) The Office of Transformation should ensure that this team of trained SDU staff fosters a community of practice to share challenges and lessons learnt.
- d) MDAs should ensure that funds for the proper set-up and running of the SDUs are included in the budget to enable the successful implementation of the SIPs and indeed the entire service delivery initiative.
- e) MDAs are advised to budget for any expenditure to improve access to services and ensure equity of access for all groups.

Recommended Actions to be taken by Each MDA SDU

S/N	MDAs	Follow Up Plan for OoT
1.	Ministry of Education	Need to ensure that its complaint mechanism is working effectively.
2.	Ministry of Health	Continue to sustain the gains achieved. They have an excellent complaint mechanism that works and was tested by the consultant.
3.	Office of the State Auditor General	They would need to execute the plans highlighted in their SIP. Particularly areas that affect external customers and all issues of access for disabled.
4.	HoS/PSO	Need to strengthen its OSPES initiative and ensure visitor management does not fall below standard.
5.	Ministry of Economic Planning & Budget	Need to get approval and execute its SIP in line with the Service standards of the Ministry.
6.	Establishment & Training	Need to work on their reception area and access for the disabled.
7.	Lagos State Waste Management Authority	Need to continue to improve on its existing customer management initiatives and every other aspect highlighted within their SIP; in line with their service standards.
8.	Motor Vehicle Administration Authority	Need to execute their SIP as highlighted.

9.	PSSDC	Need to review their service standards and identified areas that require improvement in their service.
10.	Lands Bureau	They need to get approval and execute the initial SIPs highlighted.
	Civil Service Commission	OoT need to visit to ensure their SIP is revised and is implementable.
12	Physical Planning & Urban Development	OoT need to visit to ensure their SIP is revised and is implementable.
13	Civil Service Pensions Office	Need to execute their SIP as highlighted and ensure issues of access for aged pensioners are at the fore.
14	Lagos State House of Assembly	OoT needs to ensure they come up with a Service improvement plan; as they were not at the workshop.

Section Five: Lessons Learned

The training provided a number of learning opportunities both for the consultant, the team supporting the process (SPARC & OoT) and the participants which include:

- The training adopted various methodologies to ensure that learning took place; the approach emphasised a lot of action centred learning; which encouraged participants to share practical issues that related to how they were getting on in their various SDUs, in order to deepen participants' understanding. Some participants facilitated through the presentation of their group work exercises. This was planned to be part of their preparation to support their MDAs; as well as prepare them to defend the interventions highlighted.
- Training is apparently better appreciated by adults when it is very participatory.
- One or two officers at the training were due to retire in a matter of months; if possible they should be replaced by younger officers who once trained will be able to apply the skills for longer.
- Working in partnership with the Deputy Director of OSPES, OoT, to organise this training greatly enhanced attendance and participation at the training.
- The presence of the Director General of OoT during the first day, laid credence to OoT's commitment to anchoring service delivery improvement within the State.
- Most of the MDAs had developed SIPs that addressed quick wins within their MDAs as well as low cost intervention.
- During the workshop, some MDAs identified the need to review some of their service standards to ensure they matched with reality on ground.

Section Six: Next Steps

The necessary next steps will include:

- There will be a need to form a community of practice which will be helpful for SDU officers to share lessons learnt and challenges being faced in their various MDAs as regards the implementation of the SIPs and overall achievement of effective service delivery.
- OoT would need to plan a refresher training for the participants to ensure that the knowledge of the SDU team members of each MDA is still current and relevant.
- Before commencement of a second phase, there would be the need for OoT to hold a knowledge sharing session.
- To ensure strict compliance and effective implementation of the SIP, OoT should ensure close monitoring and supervision of the SDUs and escalate identified challenges and issues to the PSM Technical Working Group (TWG) and PSM steering group.

Appendix 1: Attendance List

S/N	NAME	MDA	PHONE NO.
1	OLALEYE E.A (MRS)	ESTAB & TRAINING	08062325554
2	OGUNSOLA, B.R	MEPB	08023386451
3	OSHODI S.T	PSSDC	08033013603
4	ODUYEBO, S.A (MRS)	MIN. OF EDUCATION	08029627655
5	MRS. GLENN A.O	MIN. OF HEALTH	08023386451
6	MRS. ADEWUMI Y.Y	PUBLIC SERVICE OFFICE	08022971476
7	MRS. GRILLO A.A	MIN. OF EDUCATION	08023341309
8	MRS. OGUNBOR A.O	CIVIL SERVICE PENSIONS OFFICE	08033345455
9	MR. JUNAID K.	MPP&UD	08023409054
10	FANIMOKUN, K.L (MRS)	MPP&UD	08023227264
11	SALU, A.O	MEPB	08023099958
12	LAWAL O.A	MVAA	08033440334
13	BODEDE O.A	OoT	08023010097
14	RUFAI O.A	OoT	08023415407
15	OYEWOLE S.A	OoT	08025263225
16	ABUDU I.A	OSAG	08033014565
17	FEMI OGUNLANA	OSAG	08037278530
18	SADIQ M.T (MRS)	LANDS BUREAU	08023242401
19	DR. EMMANUELLA ZAMBA	HEALTH	08033001731
20	BAKARE O.T	P.S.O	08033196282
21	TAYO G.B (MRS)	CIVIL SERVICE COMMISSION	08034617119
22	RAHEEM A.I	PSO	08023271354
23	ISHMAIL O.T	OFFICE OF ESTAB & TRAINING	08033061361
24	ADETUNMOBI B.A	MVAA	08023071038
25	AGIRI, R.A	LANDS BUREAU	08023241369
26	SULAIMAN F.Y	PSSDC, MAGODO	08023901908
27	BADA G.O.C	CSPO	08023219499
28	ANIMASHAUN T.O	CSC	08033296950
29	BANKOLE RUKAYAT O.	CSC	08038046643
30	TOYE LAWAL	LAWMA	08034242660
31	ADEJUWON E.A (MRS)	EDUCATION DISTRICT 6	08033237791

Appendix 2: Workshop Agenda

Date: 5th- 8th March, 2013

Day 1 : 5th March, 2013	Content
9.00 – 9.30am	Opening session
9.30am – 10.00am	Expectations & Concerns
10.00am – 11.00am	Introduction to Service Improvement Planning
11.00am – 11.20am	TEA
11.20am – 1.30pm	Role of Vision, Mission & Standards in Service Improvement (Morning & After session)
1.30pm -2.30pm	LUNCH
2.30pm – 3.00pm	Identifying Service Failures
3.00pm - 3.15pm	Review of Learning Points
Day 2 : 6th March, 2013	
9.00am – 10.30am	Prioritising Service Failures
10.30am – 11.00am	TEA
11.00am – 11.30am	Case Study Review
11.30am -1.30pm	Diagnosing Service Failures
1.30pm – 2.30pm	LUNCH
2.30pm – 3.30pm	Diagnosing Service Failures (cont'd)
3.30pm – 3.45pm	Review of Learning Points

Day 3 – 7th March, 2013	
9.00am – 10.00am	Diagnosing Service Failures (continues)
10.00am – 11.00am	Developing Service Improvement Plan
11.00am – 11.20am	TEA
11.20am – 1.30pm	Developing Service Improvement Plan (cont'd)/Mock Presentation of SIP 1
1.30pm – 2.30pm	LUNCH
2.30pm – 3.00pm	Monitoring Performance for Continuous Improvement
3.00pm – 3.30pm	Review of Learning Points
Day 4 – 8th March, 2013	
9.00am – 10.00am	Leading Change & Advocacy for Management Support
10.00am – 11.00am	Mock presentations on SIP 2
11.00am – 11.30am	TEA
11.30 – 12.00noon	Amendments on mock presentations on SIPs / Rework of developed Production of SIPs
12.00noon – 12.15pm	Review of entire programme
12.15pm – 12.30pm	Evaluation of the Workshop, Next Steps & Action Planning
12.30pm -1.30pm	LUNCH
1.30pm	Departures.

Appendix 3: Workshop Exercises

Exercise 1: Review of Areas Requiring Improvement within MDA

Break into groups of 5- 6 persons, using the Service Charters of the MDAs represented in your group. List out areas within the service charter and the service standards within it that the quality improvement in your service.

If you have an existing charter, review the service standards outlined in your charter to:

- Identify gaps in standards
- Review the adequacy of existing standards

Exercise 2: Exercise on Identifying Service Failure

Asses the cost of fixing the identified service failures from the last session and identify QUICK WINS

- Identify 4 – 5 priority areas for inclusion in your SIP
- Present back your ideas

Exercise 3: Tower Building Exercise

In your groups, use the materials provided to build a Tower that can stand on its own without need for support.

The group with the tallest tower that can stand without support will be the winner of the exercise.

Exercise 3: Fish Bone Analysis

Using the Fish Bone analysis tool, identify the root causes of at least 3 service failures you have identified within your organisation.

Appendix 4: Service Improvement Planning Template

S/N	Priority Area (Issues identified)	Planned Action	Resources Required	Responsibility	Support Required
1.					
2.					

Appendix 5: SIP assessment tool

	Measure	Score
1	SMART criteria	50%
2	Relevance to MDA/ establishment	50%
	Total Score	100%

PART A: SMART Criteria

Measure	Explanation	Rating	Percentage Score
Specific	Specific intervention must be mentioned, including the target group or section it would impact directly.	1 = not specific 2= fairly specific 3 = Specific with need for clarity on target group. 4= specific addresses all concerns.	10%
Measurable	Appropriate and verifiable means of measuring the achievement of the intervention must be put in place.	1= no indicator for measurement 2= vague indicator, lacks a key verifiable indicator 3= verifiable measures/indicators for progress are available, but requires additional 4= Meets all measurement requirement	10%
Achievable	A key point to note here will be the element of cost and impact to the organisation. In the immediate the SIPs should have lots of low cost, but high impact interventions. This is in view of budgetary constraint.	1= not achievable due to cost constraint and other external challenges beyond the control 2= fairly achievable, needs to be broken down into phases 3= achievable with moderate cost 4= very achievable; intervention is low cost with high impact	10%

Realistic	The element of realism here borders mainly on the amount of time projected to complete the specified intervention	1= not realistic due to time required for such an intervention 2 = fairly realistic, requires divided into phases. 3 = realistic and achievable within the period stipulated; requires very little adjustment. 4 = well thought out and realistic.	10%
Time bound	Here each intervention is meant to have a specific start and completion time.	1 = no specific time outlined 2 = timeline fairly realistic 3 = time for completion is specified 4 = specifies completion time with, other interdependencies stipulated.	10%

PART B: Relevance to MDA

S/N	Definitions	Score
1.	Addresses the core mandate of the MDA	15%
2.	Contribute to service delivery reform process	15%
3.	Contributes to Staff development	10%
4.	Sustainable	10%
	Total Score	50%

Appendix 6: SIP for all MDAs (Zero Draft)

MDA: CIVIL SERVICE PENSIONS OFFICE
PERIOD COVERED JAN – DEC 2013

S/N	PRIORITY AREA (Issues identified)	PLANNED ACTION	RESOURCES REQUIRED	RESPONSIBILITY	SUPPORT REQUIRED	TARGET DATE
1	Easy access of pensioners to verification centres	To spread the verification centres across the state by increasing the number of verification centres	Local government and L.C.D.A Secretariat / funds	Service Improvement officers /pensions Admin staff	The Honourable Commissioner & The Permanent Secretary	April 2013
2	Gratuity release plan	Pensioner to collect his/her gratuity within 49 days of his/her file getting to pensions office	Pension ,Admin and Account department staff	Service Improvement officer/ Amin & Account department	The Honourable Commissioner & The Permanent Secretary	Jan – Dec 2013
3	Sensitisation of staff on service chatter/ service improvement plan	Training of all staff on service chatter/ service improvement plan	Funds	Service delivery officers/ service improvement officers	The Honourable Commissioner & The Permanent Secretary	Jan – Dec 2013

**MDA: LANDS BUREAU
PERIOD: JANUARY –DECEMBER, 2013**

LANDS BUREAU PERIOD COVERED JANUARY – DECEMBER, 2013							
S/N		PRIORITY AREA ISSUES IDENTIFIED	PLANNED ACTION	RESOURCES REQUIRED	RESPONSIBILIT Y	SUPPORT REQUIRED	TARGET DATE
1.	INTERPRETATION OF DATA	Lands Bureau is the foremost Ministry to maintain a register and log-book	Conduct a research on Service Failures. b) Data Captured should be used to improve on Service Delivery	Provision of adequate stationery items and contemporary technology to interpret data.	Planning unit (Statisticians)	Permanent Secretary, Head of Directorates, Service Delivery Unit.	30 th April, 2013
2.	REDUCTION OF TIME FOR OBTAINING GOVERNOR'S CONSENT	Expansion of the pool of authorities Public Servants to grant Consent on behalf of the Governor	a) The processing time should still be streamlined b) Need to introduce timelines at every stage of the documentation process	Collection of Title documents at stipulated deadlines. b) Time for collection and approval should be reviewed because they seem unrealistic.	Use of the print and Television and radio, brochures AND Journalist to disseminate information to the Public (Public Relations Units)	Top echelon Management	15 th July, 2013
3	LACK OF OFFICE SPACE	Creation of a conducive work environment	a) Scout for additional space within the MDA. b) Seek approval from relevant MDA's where necessary. c) Procurement of Modern furniture and Technology	a) Fund b) Approvals must be received from relevant MDA's before execution commences.	Planning Unit Service Delivery Unit Planning Unit	Top echelon Management	Jan – Dec Every year

4.	POOR STAFF ATTITUDE	Change attitude of staff from negative to positive on effective service delivery	a) Commending outstanding Officers and staff b) Improving on mistakes and complaints c) Organisation of target -driven Training.	a) Invitation of Training Consultants on a constant basis. b) Liaising with the Ministry of Establishment and Training and the Office of Transformation.	a) Service Delivery Unit b) Finance and Administration Directorate	a) Permanent Secretary b) Ministry of Establishment and Training	January – December (All the year round)
5	STANDARDISED RATE OF FEES AT ALL STAGES	Eradication of replication in fees paid	a) Elimination of payment at different stages of the process and indifferent Agencies. b) Stream lining the processes and reviewing them as well.	Adherence to complaints and redress as soon as possible	EXCO members approval	Top Management	Jan – Dec
6.	ERADICATION OF TOUTS AND MIDDLEMEN	Clear the Ministry of touts and Middlemen entirely from its environs	a) Introduction of name tags for all Permanent and Temporary Staff	a.) Fund b) Invitation of a reputable printer c) Liaising with the Lagos State Printing Corporation	Service Delivery Unit	Top Management	July 2013

**MDA: MINISTRY OF EDUCATION
PERIOD COVERED: JAN – DECEMBER 2013**

S/N	PIORITY AREAS ISSUES IDENTIFIED	PLANNED ACTION	RESOURCES REQUIRED	RESPONSIBILITY	SUPPORT REQUIRED	TARGET DATE
1	SENSITIZATION OF STAFF ON SERVICE CHARTER INITIATIVE.	RAISE A SUBMISSION ON THE NEED FOR STAFF BE TO SENSITISED 2 ORGANISE 1-DAY WORKSHOP FOR SERVICE WINDOWS OFFICER IN THE COMPONENT AGENCIES AND DEPARTMENTS.	EDUCATION RESOURCE CENTER OJODU, COURSE HANDOUT, FUND FOR FACILITATOR AND REFRESHMENT.	SDU/SIP OFFICERS.	PERMANENT SECRETARY/HONORABLE COMMISSIONER	APRIL 2013
2	PROVISION OF DEDICATED LINES FOR SERVICE WINDOW OFFICERS .REPAIR THE INTERCOM LINES IN THE DEPARTMENTS.	WRITING OF SUBMMISSION FOR THE PROVISION OF CALLER USE GROUP LINES.2APPLY FOR CALLER USER GROUP LINES FROM THE APPROVED TELECOMUNICATION COMPANY (VISAFONE)	APPROVAL FROM PERMANENT SECRETARY.	SDU/SIP OFFICERS	PERMANENT SECRETARY/HCE	APRIL
3	PROVISION OF VISITORS TAG AND NAME TAGS FOR SERVICE WINDOW OFFICERS /SDU.	SEEK APPROVAL FROM PERM.SEC. FOR THE PROVISSION. 2. AWARD THE JOB TO THE ARTISAN.	FUND	SDU/SIP	PERM.SEC/HCE	APRIL
4	CONVENIENCIES FOR VISITORS.	FORWARD A SUBMISSION TO THE PERM.SEC. FOR APPROVAL TO PROCURE A MOBILE TOILET. 2. PROCURE A MOBILE A TOILET.	FUND	SDU/SIP	PERM.SEC/HCE	APRIL

5	DISSEMINATION OF INFORMATION TO THE COMPONENT AGENCIES IN THE EDUCATION SECTOR.	PUT IN PLACE INFORMATION DELIVERY/DESPATCH PERSONNEL.	PROVISION OF MOBILITY	MINISTRY	PERM.SEC/HCE.	JUNE

Name of MDA: Ministry of Health

Period Covered: January – December, 2013

S/N	Priority Area Issues (Identified)	Planned Action	Resources Required	Responsibility	Support Required	Target Date
1.	Upgrade of Conveniences for customers and staff a. Outsourcing of Janitorial Services	Contracting of a Private Facility Management Company	150,000/month	DFA, SDU	PSH	Accomplished
	b. Upgrade of Toilets	Obtain vetted BOQ from MOW&I Forward HE's Memo Award of Contract	N12,098,166.22	SDU, MOW&I	PSH, HCH, HE, STB	Accomplished 31 st of May, 2013
2.	Upgrade of Facilities. Renovation of Conference Room. Rehabilitation of Ministry (Tiling of stairs and corridors, doors)	Obtain vetted BOQ from MOW&I Forward HE's Memo Award of Contract	Funds	SDU, MOW&I	PSH, HCH, HE, STB	June 2013
3.	Special Needs Provision Provide Lift services	Structured a fixed time for lift break and ensure accessibility to the lift on request during break time	Network HR	DFA	MOW&I	Accomplished
		Erect a temporary ramp	N75,000	SIO	PSH, HCH	Accomplished
		Renovate second lift as back-up	Funds	SDU, PSH	PSH, HCH, HE, STB	31 st of May, 2013
		Designation of staff in each Directorate to attend to PWSN at the front desk when necessary.	HR	SDU, DFA	HODs, PSH, HCH	31 st of March, 2013
4.	Crowd Control	Send a circular to all HODs mandating provision of prior notice (24 hours min.) of	Stationeries.	DFA, SDU	PS, DFA	31 st March, 2013.

		<p>planned meetings and interviews, PMBs etc with list of names.</p> <p>Provide an ad-hoc screening point for the crowd – side entrance or conference room entrance.</p> <p>Provide seating arrangement for expected crowd on corridors or in collaboration with MOI &S</p>	Furniture	SDU	PS, DFA.	31 ST APRIL, 2013.
5.	<p>Communication</p> <p>a. Front Desk to Service Window</p>	<p>a. Provision of Service Delivery Directory indicating staff at Service Windows, their functions, GSM phone nos.</p> <p>b. Procurement of a back-up phone for use of Front Desk Officers</p> <p>c. Provision of Intranet for the entire ministry.</p>	<p>Stationeries.</p> <p>N20, 000.</p> <p>Funds.</p>	PS, DFA, SDU.	MOW& I	31 ST DEC.2013.

6.	Staff Attitude <ul style="list-style-type: none"> • Front Desk Officers • Front Line Officers in Directorates • Porters/Security 	<ol style="list-style-type: none"> a. BU back-up list of Officers to reevaluate current crop of staff. b. Re-orientation to meet Service Improvement requirement. c. Branding. d. Capacity Building. e. Review / restructure Front Desk Officers' roster. 	Stationeries.	SDU		30 TH APRIL, 2013.
7.	Cascading Complaint Mechanism to Service Windows within LSMOH and the State Health facilities.	<ol style="list-style-type: none"> a. Orientation of Directorates' liaison Officers and Frontline Officers on management of Complaint mechanism. b. Nomination of Complaint Officers at Directorate level. 	Facilitator	SDU	OOT	31 ST May, 2013.

8.	STAFF CLINIC a. Waiting Time at Medical Records, consultation and Lab.	a. Orientation of Medical Records Staff. b. Improving filing system of Medical Records. c. E-Health d. Ensure constant deployment of NYSC Doctors. e. Ensure there are two Laboratory officers on duty.	Facilitators DPRS	SDU		
9.	HEFAMAA a. Unacceptably long waiting time. b. Delay in processing of customers' request. c. Inadequate office space. d. Inadequate monitoring of State Health Facilities.	a. Sensitise the new Ex. Sec. on the service standards for his agency. b. Ensure the pacing of accreditation requirements at service windows and LSMOH website. c. Conduct Service process mapping. d. Address findings and institute recommendations. e. Provision of new office space. f. Enfranchising monitoring function to the private sector.	SDU	PS, SDU	HEFAMAA EX. SEC.	31 ST MARCH, 2013.

10.	<p>LASAMBUS</p> <ul style="list-style-type: none"> a. Delay in response time. b. No response at all. c. Insufficient Man-power 	<ul style="list-style-type: none"> a. Orientation of Staff. b. Public enlightenment. c. Increase ambulance fleet. d. Bonding of new graduates of LASCOHET paramedic training. e. Hiring of new paramedic staff on contract basis. f. Privatisation. 				
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MDA: Motor Vehicle Administration Agency
PERIOD COVERED: JAN-DEC 2013

S/N	Priority Areas	Planned Action	Resources Required	Responsibility	Support Required	Target Date
1	<u>Carol Dept and License and Regulation Dept</u> Inadequate access to services and products e.g. Drivers License and Vehicle License and registration of vehicles.	Airing of jingles on radio	Fund	Service Delivery Unit	Commissioner for Economic Planning and Budget	(Quarterly)
		Sensitizing the public through advertisement on the radio	Fund	Service Delivery Unit	Commissioner for Economic Planning and Budget	June 2013
2	Unreliability of online authoreg service	Providing alternative service provider with a dedicated connection	Fund	Service Delivery Unit	Commissioner for Economic Planning and Budget	August 2013
3	Re-orientation of staff on service delivery	Capacity building through workshops on customer service skills.	Fund	Service delivery unit	Commissioner for Economic Planning and Budget	(Quarterly)
4	Inadequate of directional signs	Provision of directional signs in all our service windows	Fund	Service Delivery Unit	Commissioner for Economic Planning and Budget	September 2013
5	Complaint Mechanism (Complaint Box)	To provide complaint boxes in all 86 service window	Fund	Service Delivery Unit	Commissioner for Economic Planning and Budget	September 2013
	Dealers department					
6	Effective communication for improved relationship of information management with dealers	1. Public Enlightenment 2. Email (Bulk) 3. Bulk SMS 4. Motorised Visits 5. Stakeholders forum with dealers Executives	Vehicles, Recharge cards, Internet	Service Delivery Unit	Commissioner for Economic Planning and Budget	August 2013
7	Promote compliance among dealers	1. Organize at least 3 Town Hall Meetings in a Year	Fund	Service Delivery Unit	Commissioner for Economic Planning and Budget	September 2013

		2. List and communicate benefit of compliance 3. Text 4. Email 5. Seal up shop of defaulters.				
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PUBLIC SERVICE STAFF DEVELOPMENT CENTRE (PSSDC)

PERIOD COVERED: JANUARY – DECEMBER 2013

S/N	Priority Area (Issues Identified)	Planned Action	Resources Required	Responsibility	Support Required	Target Date
1	Time spent on closing ceremony	To scrap it a) Survey b) feedback from participants c) analyse data d) present results to management	Questionnaires	SDU/SIO	DG Management	20/04/13
2	Provision for Special Needs	a) Survey the Location b) Estimate c) Submission d) Seek for Approval	Funds	SDU/SIO	a)DG b) Finance &Accounts c) Audit	31/05/13
3	Dedicated Lines for Service Window Officers	a) Seek for Vendors b) Estimate C) Submission d) Seek for Approval	Funds	SDO/SIO	a)DG b) Finance &Accounts c) Audit	30/04/13

MINISTRY OF PHYSICAL PLANNING & URBAN DEVELOPMENT

Period Covered: January – December, 2013

S/N	Priority Area (Issues Identified)	Planned Action	Resources Required	Responsibility	Support Required	Target Date
1.	Sensitization of staff on service charter initiative	i. Raising a submission on the need for staff to be sensitized. ii. organize a 1-day workshop for service delivery windows in the component agencies and departments	i. Adeyemi Bero, Course Handouts, Funds for facilitators and refreshments.	Service Improvement Officers	PS, HODs & GMs	20 th April, 2013
2.	Name Tags	i. Raising submission for the production of name tags for all staffs of the ministry (MPP&UD and its four Agencies)	Funds	Service Improvement Officers	PS, HODs & GMs	7 th June, 2013
3.	Issuance of Development Permit	i. Engage and challenge the directors concerned to reduce time of action from 90 days to 45 days ii. In order to get their buy-in, we informed them of international best practices and got them involved in the process.	i. Comparative review of other Countries (International best practices) e.g. Ghana, Egypt, Brazil etc. ii. Personnel in all the concerned departments/agencies iii. Creating awareness on the need for buy-in of all staffs of MPP&UD	Service Improvement Officers	HC, PS & HODs	December, 2013

4.	Issuance of Renovation permit	<p>i. Engage and challenge the directors concerned to reduce time of action from 90 days to 21 days.</p> <p>ii. In order to get their buy-in, we informed them of international best practices and got them involved in the process.</p>	<p>i. Comparative review of other Countries (International best practices) e.g. Ghana, Egypt, Brazil etc.</p> <p>ii. Personnel in all the concerned departments/agencies</p> <p>iii. Creating awareness on the need for buy-in of all staffs of MPP&UD.</p>	Service Improvement Officers	HC, PS & HODs	December, 2013
5.	Planning Information	<p>i. Engage and challenge the directors concerned to reduce time of action from 21 days to 7 days.</p> <p>ii. In order to get their buy-in, we informed them of international best practices and got them involved in the process.</p>	<p>i. Comparative review of other Countries (International best practices) e.g. Ghana, Egypt, Brazil etc.</p> <p>ii. Personnel in all the concerned departments/agencies</p> <p>iii. Creating awareness on the need for buy-in of all staffs of MPP&UD</p>	Service Improvement Officers	HC, PS & HODs	December, 2013
6.	Layout Plans	<p>i. Engage and challenge the directors concerned to reduce time of action from 180 days to 90 days.</p> <p>ii. In order to get their buy-in, we informed them of international best practices and got them involved in the process.</p>	<p>i. Comparative review of other Countries (International best practices) e.g. Ghana, Egypt, Brazil etc.</p> <p>ii. Personnel in all the concerned departments/agencies</p> <p>iii. Creating awareness on the need for buy-in of all staffs of MPP&UD</p>	Service Improvement Officers	HC, PS & HODs	December, 2013

**NAME OF MDA: OFFICE OF THE STATE AUDITOR GENERAL
PERIOD COVERED: JANUARY-DECEMBER, 2013**

S/N	Priority Area [Issues Identified]	Planned Action	Resources Required	Responsibility	Support Required	Target Date
1.	Ease of Access to Service Points	Provide front desk	Slight variation in the cost of the ongoing office renovation	Service Improvement Officer and Office Manager	State Auditor General; Service Delivery Officer and DFA.	June
		Provide signage and direction	Cost of signage and Tags for doors	Service Improvement Officer and Office Manager	State Auditor General and Service Delivery Officer.	June
		Deploy front desk officers	Cost of requisite training	Service Improvement Officer and Training Officer	State Auditor General and Director [F& A].	June
		Educate Auditors going out to client offices on the tenets of Service Delivery	Cost of requisite training	Service Improvement Officer and Training Officer	State Auditor General; Service Delivery Officer and Director [F& A].	August
2.	Accessibility of the Service Charter	Distribute copies of the Service Charter to all staff and forward its soft copy to their email boxes.	Duplicating paper, tonner, printer and spiral binding of document.	Service Improvement Officer	State Auditor General and Service Delivery Officer.	August
		Attach the Service Charter to letters of introduction for all audit engagement.	Duplicating paper, tonner, printer	Service Improvement Officer and Service Delivery Officer.	State Auditor General and audit technical committee	June
		Make copies of the Service Charter available to visitors at the front desk.	Duplicating paper, tonner, printer	Service Improvement Officer	State Auditor General and Service Delivery Officer.	June
		Display the Vision, Mission and OSAG Core Values at the front	Display flex and frames	Service Improvement Officer and OSAG Information Officer	State Auditor General and Service Delivery Officer.	September

		desk.				
3.	Ensure a functional complaint and redress process	Provide suggestion and complaint box in the front desk	Fund to buy a box fit for that purpose	Service Improvement Officer	State Auditor General and Service Delivery Officer.	September
		Review the Service Charter on OSAG webpage to allow guests to the webpage forward their suggestions and complaints	None [Personal contact and persuasion]	Service Improvement Officer and OSAG ICT resource personnel	State Auditor General and PS Ministry of Science and Technology.	September
		Provide log of all suggestions and complaints; and the analysis of their status.	Fund to buy log book and a computer to keep and analyse the records	Service Improvement Officer	State Auditor General and Service Delivery Officer.	September
4.	Monitor movement of staff and guests	Provide separate logbook for visitors and Lagos State Government Staff; and a movement register for OSAG staff.	Fund to buy logbook	Service Improvement Officer	State Auditor General and Service Delivery Officer.	June
		Provide tags for visitors and other Lagos State Government Staff	Cost of procuring tags	Service Improvement Officer	State Auditor General and Service Delivery Officer.	June
		Ensure OSAG staff conspicuously display their identity card.	None	Service Improvement Officer	State Auditor General and Director [F& A].	June
5.	Review of Existing Standard [the 3 rd pledge] under Financial	Notify MDAs a week prior to the commencement of their respective audit	None	Service Improvement Officer and Head of Core Audit Directorates	State Auditor General	August

	Audit Service [Service Charter].	engagement.				
6.	Review of Existing Standard [bullet point 4] under Recommendation of External Auditors [Service Charter]	Forward list of recommended External Auditors to the Parastatal within 3days of the receipt of the request from Parastatal and the expiration of the tenure of the incumbent External Auditor	None	Service Improvement Officer and Head of Core Audit Directorates	State Auditor General	August

MINISTRY OF ECONOMIC PLANNING AND BUDGET

PERIOD COVERED: JANUARY – DECEMBER 2013

S/N	PRIORITY	PLANNED ACTION	RESOURCES REQUIRED	RESPONSIBILITY	SURPORT REQUIRED	TARGET DATE
1.	Ease of Access to Service Points	<ul style="list-style-type: none"> a) Provision of signage around the premises. b) Provision of telephone lines and e-mail address for customers who cannot readily visit the Ministry 	<ul style="list-style-type: none"> a) Funds 	Service Improvement Officer	Permanent Secretary, Head of Department	April 2013
2.	Poor Staff Attitude	<ul style="list-style-type: none"> a) Training of staff on Customer service skills and continuous monitoring of unacceptable behaviour 	<ul style="list-style-type: none"> a) Conference Room b) Course Handouts c) Funds for light refreshment 	Service Improvement Officer	Permanent Secretary	April 2013
3.	Lack of effective communication between the service windows and the front office	<ul style="list-style-type: none"> a) Research into costing of necessary infrastructure (telephones lines and services/packages that suit the purpose of the Ministry. b) Procurement of items upon obtaining approval from the Hon. Commissioner/Perm. Secretary 	<ul style="list-style-type: none"> a) Funds for the procurement of hardware 	Service Delivery Officer	Hon. Commissioner, Permanent Secretary	April 2013
4.	Visiting Hours	<ul style="list-style-type: none"> a) Put up a proposal to management suggesting the need for the leadership of the Ministry to have visiting hours with the aim of controlling traffic into the building 	<ul style="list-style-type: none"> a) Management approval 	Service Delivery Officer	Honourable Commissioner Special Adviser Permanent Secretary	April 2013

5.	Publication of Budget Review Report	<ul style="list-style-type: none"> a) Relate with the Public Relations Unit and research the cost of newspaper advertorials b) Relate with the ICT unit on the need to upload the Report on the Ministry's website 24-48 hours after the Hon. Commissioner's quarterly press briefing. c) Put up a submission on the costing of newspaper advertorials 	a) Funds	Service Delivery Unit Public Relations Unit ICT Unit	Permanent Secretary	Quarterly
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**NAME OF MDA: OFFICE OF ESTABLISHMENT AND TRAINING
PERIOD COVERED: JANUARY-DECEMBER, 2013.**

S/N	PRIORITY AREAS (ISSUES IDENTIFIED)	PLANNED ACTION	RESOURCE REQUIRED	RESPONSIBILITY	SUPPORT REQUIRED	TARGET DATE
1	Structured Training Programme on training needs/special needs of staff.	Issuance of letters to MDAs requesting for nominal roll alongside with their staff training needs.	Use of Staff Training Management System (STMS) for sorting nominal rolls collected.	Service Delivery Unit	Permanent Secretary & Training Dept.	January-April
2	Undertaking impact assessment survey three (3) months after training programme.	Issuance of nomination letters two (2) weeks attached with questionnaires for the immediate superior Officer of the nominated Officer.	MDAs' nominal rolls.	Service Delivery Unit	Permanent Secretary & Training Dept	May, 2013
3	Providing an enabling and progressive environment for the development of a result-oriented Public Service.	Draw up a checklist template for training venues.	Service Delivery Unit to be provided a bus for monitoring of the training venues	Service Delivery Unit	Honourable Commissioner, Permanent Secretary and Training Dept	April, 2013
4	Undertaking impact assessment of training on participants on two different levels during the workshop.	Facilitators to draw up: Level 1: known as smiling sheet for participants on their knowledge of the topic at the beginning of the workshop. Level 2: known as knowledge test at the end of the programme for participants to test knowledge	Templates drawn up by the Facilitators of workshop.	Service Delivery Unit	Honourable Commissioner, Permanent Secretary and Training Dept	June, 2013

		acquired.				
5	Lack of incentive for front desk officers	To provide Officers interested with befitting outfits.	Suits with ties for men and skirt suits with scarf for the ladies. Little sum of money to motivate them at the end of the month.	Service Delivery Unit. Funds required	Honourable Commissioner, Permanent Secretary, DFA Accounts	May 2013
6	Lack of dedicated lines for SDU Officers. Poor intercom in Offices.	Provision of dedicated lines for Service Window and Front desk Officers. Repair of intercoms for all the Offices.	Lines from Service Providers. Requests to Ministry of Work for restoration of intercoms in the Office.	Service Delivery Unit	Honourable Commissioner, Permanent Secretary, DFA Accounts	April 2013
7	Lack of Eating Area for staff	Provision of an Office to serve as Eating room for the staff	Identification of a space dedicated as Eating area fully furnished with necessary items.	Service Delivery Unit. Funds required	Honourable Commissioner, Permanent Secretary, DFA Accounts	June , 2013

**NAME OF MDA: OFFICE OF THE HEAD OF SERVICE/PUBLIC SERVICE OFFICE
SERVICE IMPROVEMENT PLAN FOR YEAR 2013**

S/N	PRIORITY AREA (Issues Identified)	PLANNED ACTION	RESOURCES REQUIRED	RESPONSIBILITY	SUPPORT REQUIRED	TARGET DATE
1.	Provision of Facilities for Individual with Special Needs	(a) provision of Ramp for access to wheel chair users.	Funds (N100,000.00)	Director, Finance & Administration and Service Delivery Officer	Head of Service, Permanent Secretary and Office of Works	May, 2013
2.	Ease of Communication within PSO	(a) Provision of Closed User Group phones for ease of communication between front desk and SDU team members.	Funds (N200,000.00)	Director, Finance & Administration and Service Delivery Officer	Head of Service, Permanent Secretary, Office of Works & HC (MEPB)	July, 2013
3.	Lack of adequate intercom system within the office building	(a) Write and forward a letter to the Office of Works to complain about the ineffectiveness of our intercom system within the office and then await a response. Where response is not forthcoming the office will write and forward a reminder letter on the subject matter and keep doing a follow-up until a response is received from the Ministry. (b) The Ministry will then be invited to inspect the intercom system, identify the problem and then requested to forward the cost of re-installing the faulty intercom system in the office through direct labour for the consideration of the Permanent Secretary	Funds (N250,000.00)	Director, Finance & Administration and Service Delivery Officer	Head of Service, Permanent Secretary, Office of Works & HC (MEPB)	July, 2013
4.	Lack of incentive for the front-desk and back	(a) Raise the issue at the Management Meeting	Funds (N400,000.00)	Director, Finance & Administration and Service	Head of Service, Permanent	December, 2013

	–end Officers	(b) Bring up a proposal in this respect to convince top Management on the need to raise the morale of the front - desk and back-end Officers for the additional work done. (c) Analyse the financial implication of this action and identify its total cost		Delivery Officer	Secretary & HC (MEPB)	
5.	Lack of Name tags for staff	(a) Discuss issue at the Management meeting to convince management on the reason why the need must be met (b)Design the name tag suitable for the staff and for the corporate image of this office (c) Organize a forum where the design would be deliberated and agreed upon (d) Invite at least three signage persons to view the design and put a cost to it. (e) Request the signage persons to submit a proforma invoice to the office for consideration and recommendation (d) Raise a memo for the approval of the Ministry of Economic Planning and Budget, and when fund is released, embark on the project	Fund (N450,000.00)	Director, Finance & Administration and Service Delivery Officer	Head of Service, Permanent Secretary & HC (MEPB)	September, 2013
6.	Inadequate good toilet facilities in most of the floors	(a)Discuss issues with the Permanent Secretary and Director, Finance and	Fund (N1,200,000.00) quarterly	Director, Finance & Administration and Service Delivery Officer	Head of Service, Permanent Secretary, Office of	March, June, September

		<p>Administration.</p> <p>(b) Discuss subject matter at the Management Meeting.</p> <p>(c) Bring up a proposal to convince the Permanent Secretary in writing for the need to renovate the toilet.</p> <p>(d) Invite three companies reputable for good plumbing works to inspect the toilets and forward cost estimates thereafter for the execution of the project quarterly.</p> <p>(e) Forward the cost estimates to the Office of Works for vetting, appraisal and professional advice.</p> <p>(d) Based on the recommendation of Office of Works, raise a memo for the approval of the HC (MEPB) for the execution of the project at the Office of Works recommended price through direct labour.</p>			Works & HC (MEPB)	ber and December 2013
7.	Lack of regular power supply in the Public Service Library	<p>(a) Discuss issue with the Director, F&A and Permanent Secretary to get their buy-in.</p> <p>(b) Write a letter to the Office of Works inviting the Ministry for inspection, production of preliminary drawings and Bill of quantities through direct labour system</p>	Fund (N350,000.00)	Director, F&A the Permanent Secretary and Office of Works (Electric al dept.)	Head of Service, Permanent Secretary, Office of Works & HC (MEPB)	May,2013

		(c) Presentation of proposal for approval based on Office of Works recommendation				
8.	Lack of storage tank facility to ensure bulk purchase of diesel	<p>a) Discuss issue with the Director, F&A and Permanent Secretary verbally to gain their buy-in.</p> <p>b) Write a letter to the Office of Works, inviting the Ministry for inspection of the building to enable the Ministry view the placement of the storage tank around the building premises, produce Bill of quantities for the project to be executed through direct labour system</p> <p>c) Presentation of proposal for approval based on Office of Works recommendation</p>	Fund (N500,000.00)	Director, F&A the Permanent Secretary and Office of Works	Head of Service, Permanent Secretary, Office of Works & HC (MEPB)	June,2013
9.	Lack of sensitization of staff on the usage of the office Feedback mechanism	(a) Discuss observation of lack of usage of the complaint box with DFA and then write an internal memo to all staff through the HOD's assuring them that their request will be attended to and their complaint	NO COST	Director Finance and Admin., Service Delivery Officer	Permanent Secretary and Head of Service	March

		<p>will be addressed timely.</p> <p>(b) Discuss issue at the Management Meeting</p> <p>(c) Employ HOD's to discuss the issue at Departmental Meetings</p>				
10.	Lack of the Office Service Charter at the reception area of the office	<p>(a) Discuss observation with the Director, F&A and the Permanent Secretary and agree on how the office wishes to make its representation at the reception, preferably on a standing scroll. Decisions on colour separation would also be agreed upon.</p> <p>(b) Invite a signage person to present a cost estimate</p> <p>(c) Bring up a proposal for the approval of the Permanent Secretary</p>	N25,000.00	Director Finance and Admin., Service Delivery Officer	Permanent Secretary and Head of Service	March

MDA: Civil Service Commission
Period: January – December 2013

S/N	PRIORITY AREA (ISSUES IDENTIFIED)	PLANNED ACTION	RESOURCES REQUIRED	RESPONSIBILITY	SUPPORT REQUIRED	TARGET DATE
1.	Advertised vacancies shall be disposed of within 3 months from date of closing	a) Sorting/Compilation/inputting on the System b) Selection by Criteria c) Contact the applicant	N 50, 000	SIO/SDO	Permanent Secretary/Director Finance & Administration/Director Recruitment and Appeal	
2.	All telephone calls will be attended to within the second ring (5-9 seconds)	a) Submission/Approval b) Contact the Telephone Exchange Office c) Non-functional telephones should be reactivated	N 50, 000	SIO/SDO	Permanent Secretary/Director Finance & Administration/Public Relation Officer	31/05/2013
3.	Complaint Form/ Box and File	a) Submission/Approval b) Provision of Complaint Form/ Box c) The Public Relation Officer will liaise with the Procurement Officer to make provision for it	N 100,000	SIO/SDO	Permanent Secretary/Director Finance & Administration/Public Relation Officer/Procurement Officer/	30/04/2013
4.	Visitors Tags/colour codes	a) Submission/Approval b) Contact a Printer	N 100,000	SIO/SDO	Permanent Secretary/Director Finance & Administration/Procurement Officer/Officer Manager	30/09/2013
5.	Identification Tags for Staff	a) Submission/Approval b) b) Contact a Printer	N 50, 000	SIO/SDO	Permanent Secretary/Director Finance & Administration/Procurement Officer/Officer Manager	31/09/2013

6.	Common Room	a) Submission/Approval b) Contact a Furniture Maker/Interior Decorator c) b) Time frame should be fixed for its usage	N 2,000,000	SIO/SDO	Permanent Secretary/Director Finance & Administration/Procurement Officer/Officer Manager	31/12/2013
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LAGOS WASTE MANAGEMENT AUTHORITY
PERIOD COVERED: JANUARY-DECEMBER 2013

S/N	PRIORITY AREAS (ISSUES IDENTIFIED)	PLANNED ACTION	REQUIRED RESOURCES	RESPONSIBILITY	TARGET DATE
1.	CREATING A CONDUCTIVE CUSTOMER CARE OFFICE WHERE PEOPLE CAN WALK- IN, COMPLAINT AND GET ISSUES RESOLVED	<ul style="list-style-type: none"> • PROPOSAL SENT TO THE MANAGEMENT • DESIGN SUBMITTED BY PROJECT DEPT • DESIGN APPROVED 	FUND	DIRECTOR – PROJECTS DEPT. SIO/SDU	JAN 2013 (DONE)
2.	INSTALLATION OF COMPLETE CUSTOMER RELATION MANAGEMENT SOFTWARE (PABX)	<ul style="list-style-type: none"> • PROPOSAL RECEIVED FROM ALCATEL, VISAFONE, GLO • PROPOSAL REVIEWED 	FUND	IT UNIT PPRO UNIT	APRIL-JUNE 2013
3.	REORIENTATION AND SENSITIZATION OF STAFF ON SERVICE DELIVERY	<ul style="list-style-type: none"> • TO SENSITIZE ALL STAFF ON SERVICE CHARTER • ORGANIZING AN IN-HOUSE TRAINING OR STAFF • PLACEMENT OF SERVICE CHARTER AT OUR CUSTOMER CARE OFFICE 	EMAIL TO BE SENT TO ALL STAFF LAWMA TRAINING CENTRE	IT UNIT SIO PPRO UNIT	JUNE-DEC 2013
4.	COMPUTERIZATION/AUTOMATION OF ALL COMPLAINTS	<ul style="list-style-type: none"> • TO KEEP LOG OF ALL COMPLAINTS • TO ANALYZE THE COMPLAINTS WEEKLY • TO RANDOMLY CHECK ON COMPLAINTS BY CALLING OR VISITING COMPLAINERS • PROVISION OF DEDICATED LINES TO SIOs • PROVISION OF MONITORING VEHICLES TO SIOs 	FUND	MANAGEMENT	FEB-JUNE 2013
5.	DISTRIBUTION OF WASTE BINS TO ALL HOUSEHOLDS IN THE STATE	<ul style="list-style-type: none"> • TO ENSURE ALL HOUSEHOLD GET A 240-LITRES BIN TO STORE REFUSE • PROCUREMENT OF BINS • DISTRIBUTION OF BINS TO HOUSEHOLDS FREE OF CHARGE ON PAYMENT OF 	FUND	STATE GOVT SIO	JAN 2013-DEC 2013

		<ul style="list-style-type: none"> LAND USE CHARGES • SALE OF BINS TO HOUSEHOLD THAT NEED EXTRA CONTAINER 			
7.	INTRODUCING WASTE SEGREGATION AND RESOURCE RECOVERY TO HOUSEHOLDS AND COMMERCIAL AREAS	<ul style="list-style-type: none"> • ENSURE WASTE IS SEGREGATED FROM SOURCE TO IMPROVE THE ON-GOING RECYCLING PROGRAMME • PROVISION OF RECYCLING BINS TO OFFICES AND CLEAR BAGS TO HOUSEHOLD 	FUND	RECYCLING UNIT, PRO, PSP UNIT	APRIL-JUNE 2013
8.	ADVOCACY AND ENLIGHTENMENT TO THE PUBLIC	<ul style="list-style-type: none"> • ENSURE CONTINUES ENLIGHTENMENT ON ALL LAWMA SERVICES AND WASTE CONTAINARIZATION AND SEGREGATION THROUGH RADIO PROGRAMMES, TV, COMMUNITY INTERACTION • PUBLIC WARENESS ON THE IMPORTANCE OF SUSTAINABLE WASTE MANAGEMENT 	FUND	PRO, ADVOCACY UNIT	JAN-DEC 2013

Appendix 7: Service Improvement Planning Presentation


The following annexes are Power point presentations used during the training which are attached as separate documents:

Slide 1



Slide 2

Introduction and Workshop Overview



Slide 3

Background to the course

- The Governor of Lagos has made public announcements in support of service improvement driven through the introduction of service charters. He and EXCO have endorsed Performance Agreements between the Governor and nominated Commissioners. This is a very significant initiative, as failure to deliver could potentially mean a Commissioner being removed from office. A successful pilot could create a significant shift in in accountability.
- Building on the impetus from the Governor to improve service delivery to citizens, the service Charter Units in MDAs will be supported to put in place service standards and improvement plans. a complementary drive will come from the first phase of Performance Agreements between the governor and the nominated MDAs, thereby enhancing transparency and accountability

Slide 4

... Background

- The workshop is packaged for evaluated MDAs to enable them review the evaluation reports on them, identify other service failures and develop SIPs to address such failures
- Ideally, the SIP workshop is a forum for the Chief Executives of MDAs to review the SIP developed and commitment to the implementation of same.

Slide 5

Objectives

- The overall aim of the workshop is to equip participants with knowledge and skills to develop a Service Improvement Plan in order to address service failures
- Specifically, the workshop will work with participants to:



Slide 6

Objectives

- Review & analyse areas that require improvement in services rendered to citizens
- Prioritise service improvements needed
- Identify causes of service delivery failures and plan remedial activities
- Develop skills in change management and organisational advocacy
- Develop a framework for monitoring implementation of the SIP
- Agree next steps to implement the SIP

Slide 7

Introduction to SIP

Introduction

Government and Provision of Public Service:

- The primary purpose of Government is to improve quality of life of citizens
- To do this Ministries Departments and Agencies are established to provide services to the people
- For the citizen, public institutions have a social obligation to render service and therefore have a legitimate expectation to be provided with good services without a commercial motive
- Often, because of the nature of services they are meant to provide, public institutions have no real competition and the citizen has no choice but to use government services

Slide 8

Introduction to SIP

Introduction

Public Expectations Vs Public Services



Slide 9

Introduction to SIP

Introduction

- Service delivery is also a critical component of SEEDS and the MDG's
- Development of **Service Charters** in MDAs across Lagos State is thus a service-focused approach to Public Service Reform
- 'No reform process will be credible and sustainable if government cannot demonstrate that it is serious about service delivery, and even while longer-term reform takes place, that services are actually improving in practice'

– The Roadmap

Slide 10

Introduction to SIP

Introduction



The quality of service delivered by the various arms of Government is one of the key yardsticks by which the performance of the Government would be assessed

Slide 11

Introduction to SIP

Introduction

Public service is about the people...

"Service is what we offer ourselves for. And service is what the people are entitled to expect from us".

Public service is the only contact that most people have with Government

Slide 12

Introduction to SIP

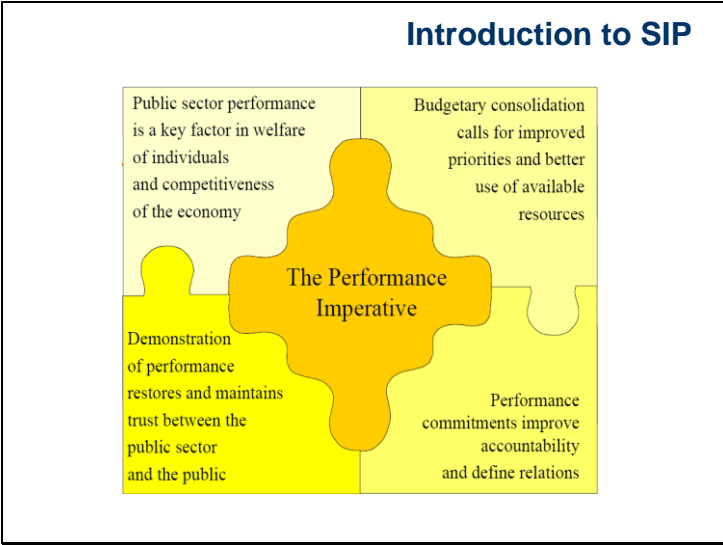
Every MDA should focus on the quality of that contact...

Slide 13

Introduction to SIP

... or the lack of it...

Slide 14



Slide 15

Introduction to SIP

Hence there is a need for a system to drive significant, measurable and sustainable improvement in client satisfaction with services provided by federal departments and agencies

SIP provides this system

Slide 16

Introduction to SIP

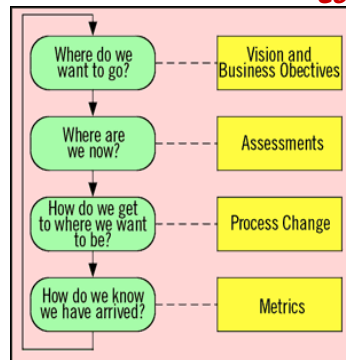
Definition

- Service Improvement Planning is the process of setting out clear goals, priorities and strategies for performance improvement and progress in line with the mission and vision of the organization/MDA.

Slide 17

Introduction to SIP

Components of a Good SIP



Slide 18

Introduction to SIP

Benefits of SIP

- Provides both conceptual and a practical framework for continuous service improvement
- Provides a road map to the positive outcomes prioritized by the MDA
- Prioritizes assessed gaps, according to risks to meeting business objectives
- Helps to focus on key issues such as quality and productivity
- Enables the MDA make rational and coordinated decisions about improving their services

Slide 19

Introduction to SIP

...Benefits of SIP

- Enables individuals know how they fit into corporate objectives
- Helps organizations uncover training needs of staff required to improve performance
- Identifies changes needed to close the most important (painful) service gaps
- Assigns responsibility, due dates and resources for each identified activity
- Helps define metrics for the activity to verify that the gaps have been closed

Slide 20

Introduction to SIP

Stages of a Good SIP

Every service plan will have:

- Vision, targets & objectives: Where do we need to be?
- Assessment of current performance: Where are we now?
- Service improvement strategies for achieving objectives: How do we get there?
- Ways of measuring success: How do we know we are there?

Slide 21

Introduction to SIP

Where Do We Need To Be?

- What is the vision and priorities of your MDA?
- What are the high level objectives and customer expectations of your MDA?
- What changes are necessary to achieve these objectives and customers' expectations?

Here information gathered from customer consultation is used

Slide 22

Introduction to SIP

Where Are We Now?


- Baseline assessment of how well the MDA is performing against criteria such as:
 - How does the service meet its set goals?
 - How does the service meet customers' expectations?
- The level of current performance is measured against the organization's standards, mission and vision

Slide 23

Introduction to SIP

How Do We Get There?

- Detailed Service Improvement Plan stating objective, tasks or action to take, who does what, risks involved, resources required and time line.



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Slide 24

Introduction to SIP

How Do We Know We Are There?

This involves setting out measures to give information such as:

- The mechanisms for monitoring performance and progress
- What will be reported
- When information will be reported and how frequently
- Who will report to whom
- Who will take action if there is insufficient progress

Slide 25

Introduction to SIP

Stages in SIP

1. Assessment of the current state of service provision and delivery

- Service Delivery Champions assumes customer's position and need to ask the following questions. If the answer is 'NO', action is required.
 - ✓ Has a **Charter** been formulated and published?
 - ✓ Does it contain a **Mission** and a **Vision**?
 - ✓ Does the Charter contain **performance standards** for service provision and delivery?

Slide 26

Introduction to SIP

...Stages in SIP

- ✓ Is there a workable system of **performance monitoring** for all services?
- ✓ Are **performance standards** being met?
- ✓ Are there **policies/procedures** in place covering:
 - Complaints?
 - Customer care?
 - Performance Management?
 - Budget and anti-corruption?

Slide 27

Introduction to SIP

...Stages in SIP

- ✓ Are physical facilities conducive to good service provision and delivery?
- ✓ Are all service frontlines provided with properly qualified and trained staff?
- ✓ Do all service frontlines have adequate resources to achieve their mission?
- ✓ Does the above list cover all aspects of service provision/delivery for the service?

Slide 28

Introduction to SIP

...Stages in SIP

2. Assessment of what needs to be done to achieve Vision, Mission and standards

- For every assessment where answer is 'NO!' – Identify priority areas for action

Slide 29

Introduction to SIP

...Stages in SIP

3. Assessment of resources needed to implement the activities and actions needed

- ✓ Analysis of the detailed activities and cost implications for each priority area.

Introduction to SIP

...Stages in SIP

4. Prioritization



- Availability/adequacy of resources
- Consultation to get customers' opinion on priorities
- Consider the risk (probability of success or failure of the intervention)
- Prioritize the most important and of greatest impact

Introduction to SIP

...Stages in SIP

5. Assessment of timeframe needed to achieve improvements

- How long will particular improvements take?
- Identify quick and long solutions
- Set deadlines
- Initiate progress reporting



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Introduction to SIP

...Stages in SIP

6. Production of a Draft Plan


- After stages 1-5 above, draft an SIP to include:
 - ✓ Priority Area e.g. Grievance Redress Mechanism
 - ✓ Detailed activities
 - ✓ Responsibility for activities/improvements
 - ✓ Resources required/allocated
 - ✓ Progress report arrangements
 - ✓ Success criteria

Slide 33

Introduction to SIP

...Stages in SIP

- Circulate draft plan for people's observation and comments before production of final plan and implementation



Introduction to SIP

...Stages in SIP

7. Plan Implementation

- Production of final plan by the MDA
- Service Frontlines develop their own implementation plans
- Secure approval and release of resources
- Implement plan with monitoring, advice and guidance from the MSU/PSU

Role of Vision, Mission...

Introduction: The Service Charter

- A service charter is a public document that sets out the **standards of service** that clients can expect from an organization, as well as avenues for taking up complaints
- Service charters are in effect a 'social pact' between service providers and receivers. They should be developed in consultation with customers, staff and other stakeholders
- Service charters are intended to ensure that organizations:
 - focus on service delivery
 - measure and assess performance
 - initiate performance improvement

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Role of Vision, Mission...

Significance of Service Charters

Service charters are important for several reasons:

- by publicly committing to particular standards, they facilitate the process of public accountability, and encourage improved performance
- they symbolize the changing public service.
- they provide a clear and accessible commitment to **standards of service**

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Role of Vision, Mission...

Contents of a Service Charter

Service charters should include:

- An introduction/background
- The vision, mission and goals of the organization
- The business transacted/services provided
- The customers, clients or stakeholders
- Specific standards of service (e.g. phone calls to be returned within one working day)
- Opportunities to provide feedback to the agency, and information about how to complain
- A commitment to assess the organization's performance against the standards set out in the service charter.
- etc.

Role of Vision, Mission...

Contents of a Service Charter: Mission Statement

Before commencing on the development of a service improvement plan, there must be a clear understanding of the mission of the MDA.

The mission statement:

- Is a statement which defines the core purpose of the organization - why it exists
- This core purpose is relatively unchanging and sets the organization apart from others

Role of Vision, Mission...

Contents of a Service Charter: Mission Statement

Examples of Mission Statements

- To improve public services by providing leadership on customer-focused service delivery through research, training and promoting good practice...*The SERVICOM Institute*
- To consistently provide excellent management training, consultancy, research and allied services for performance improvement in all sectors of the economy...*ASCON*

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Role of Vision, Mission...

Contents of a Service Charter: Mission Statement

- What is the mission of your MDA?
- Reflecting on the mission of your MDA helps clarify:
 - Why your MDA exists
 - The problem or need your MDA is trying to address
 - The beneficiaries of your services

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Role of Vision, Mission...

Contents of a Service Charter: Vision Statement

- The vision describes the future destination, of the organization & all of its resources
- It is a vivid idealized description of a desired future or outcome that inspires, motivates, energizes and secure the commitment and cooperation of stakeholders
- It describes the future or outcome to be created through the successful actualization of the organization's mission.
- It should be ambitious but attainable & based on the needs of customers

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Role of Vision, Mission...

Contents of a Service Charter: Vision Statement

- The vision provides stimulation, inspiration, direction, & guidance at all levels of the organization & guides decision making from the board room to the receptionist.
- This implies that everyone in the organization should know, understand, & accept the vision.
- Hence, communicating the vision is as important as having one.

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Role of Vision, Mission...

Contents of a Service Charter: Vision Statement

Examples of Vision Statements

- To be a world MDI involved with cutting edge performance and state-of-the art technology...*ASCON*
- To be one of the leading Civil Aviation Authorities in the World...*NCAA*
- To be the clear leader and Nigeria's Bank of first choice...*FBN Plc*

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Role of Vision, Mission...

Contents of a Service Charter: Vision Statement

- What is the vision of your MDA?
- Reflecting on the mission of your MDA helps:
 - Inspire, motivate, energize and secure the commitment and cooperation of stakeholders to actualize the mission of the organization.

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Role of Vision, Mission...

What are service standards?

- The main purpose of having a charter is to define the service experience the client will have with the MDA and the responsibilities of both the agency and the client. This experience is achieved by setting standards of service.
- Service delivery generally is a function of the standards set by an organization and the orientation given to the staff to conform to such standards. These Standards for Service delivery define the acceptable standard against which public services are measured and improved.
- Standards also assist to establish a common language that defines quality and establishes criteria for safety, rights, reliability, efficiency and service user outcomes.

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Role of Vision, Mission...

What are service standards?

- Service standards provide a practical way of managing performance and helps to shape the expectations Nigerians have about government services. Nigerians are entitled to know what they should expect from the government, how services will be delivered and what they cost, and what clients can do when services they receive are not acceptable.
- Standards and monitoring performance are central to ensuring that Nigerian citizens have access to high quality and accountable services, they provide an operational basis for measuring, monitoring and continually improving the quality of service rendered by public agencies.

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Role of Vision, Mission...

Service standards are used to measure and report performance

For example, within a few years of establishing service standards through Citizen Charters, the UK public service could report:

- The Post Office delivered 91.9% of first class mail the day after posting
- The Passport Agency average turn-round time fell to under 9 days
- The Employment Service ensured 98% of clients are seen within 10 minutes
- Hertfordshire County Council ensured a 24-hour pothole repair service
- The Benefits Agency reduced clearance times for Income Support Claims from 5 days to 3.5

Without measuring performance, there is no way of knowing if you are meeting standards or improving services at all

Role of Vision, Mission...

Client Service Standards

- There is no required minimum or maximum number of standards
- A charter could include standards in one or more of the following areas of the service experience:
 - the quality of the relationship with the client
 - the quality of the services provided
 - the timeliness of service delivery

Role of Vision, Mission...

Relationship-related standards

These cover the client's expectations and understanding of their relationship with the agency and what it can achieve for them.

Service standards could include:

- **Compliance** (e.g. explaining clearly what the client needs to do; rights and responsibilities, mutual obligations)
- **Advice** (e.g. consistency, accuracy, impartiality)
- **Staff manner and interpersonal skills** (e.g. friendliness, helpfulness, respect, sensitivity to the clients' individual needs, identifying themselves, explaining, listening carefully to the client).

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Role of Vision, Mission...

Service Standards

These could include:

- **responsiveness** (e.g. prompt referrals, availability of help in emergencies)
- **clarity** (e.g. of letters, forms and publications, processes and other product information) and be understandable by people with disabilities
- **accuracy** (e.g. of advice, information, payments or filled order)
- **appropriateness** (e.g. fit to clients' needs and circumstances)

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Role of Vision, Mission...

Timeliness-related standards

These cover the speed and efficiency of the administration of the service delivery process and the delivery of the agency's products.

This could include:

- **responding to client contacts** (e.g. letters, emails, phone messages)
- **processing** (e.g. registration, applications, claims for products and services, filling orders)
- **appointments** (e.g. availability from time of booking, waiting times for a booked appointment to start)
- **emergency service** (e.g. help where no appointment has been made)
- **telephone service** (e.g. time to get through to a staff member, phone appointments)
- **availability of service or information online**
- **complaint resolution.**

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Role of Vision, Mission...

Selecting Standards

When deciding which standards to publish, agencies should take account of the following:

- client and stakeholder views and expectations
- alignment with the agency Corporate Plan (especially strategic goals and business outcomes)
- their ability to measure performance against each standard, and current levels of performance
- realistic and achievable service levels

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Role of Vision, Mission...

How Many Standards Should We Have?

- You should have standards that are appropriate to the size, diversity and complexity of the business/service.
- You should only have service standards that can be monitored accurately with an appropriate degree of effort.

Role of Vision, Mission...

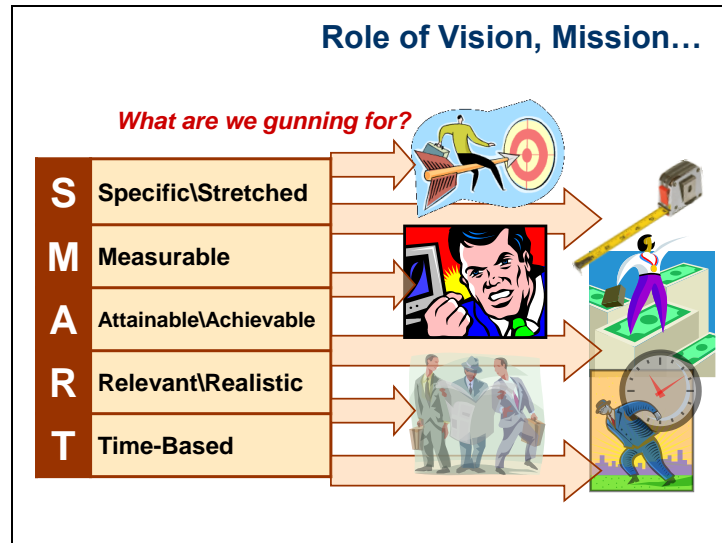
A good process lays a strong foundation for actual service improvements later

1. **Consult** consumers – what do they want and expect?
2. **Consult** with staff – how can the MDA deliver what customers want and expect?
3. **Consult** with management – get commitment from to devote the resources and efforts to improve services
4. **Adopt** formally – Charter outlining service standards must be adopted as an organization-wide commitment
5. **Publicize & disseminate** – customers must be made aware of their rights through publicity and at every service window
6. **IMPROVE SERVICES**
7. Monitor performance
8. Report on the results of service improvement activities

Role of Vision, Mission...

Who to consult?

- When setting service delivery standards, agencies should consult with clients, staff and other key stakeholders including people with additional or diverse needs in relation to:
 - What services are currently not meeting our customers expectations?
 - What service failures are most aggravating?
 - What aspects of service are most important to them?
 - What aspects of the service should the MDA target for improvement?



Role of Vision, Mission...

Conclusion

Lagosians interact with the State Government both directly (through specific transactions) and indirectly (by benefiting from a public good provided by the government).

When dealing with government, Lagosians have the right to:

- know what kind of interaction or service they should expect to receive;
- expect that meaningful information relevant to their concerns is readily available;
- be treated fairly, courteously, promptly
- respond if their dealing with the government is not satisfactory

The service standards initiative is intended to fulfill these expectations.

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Identifying Service Failures

Slide 59

Identifying Service Failures

Objective

- To enable participants to detect areas needing improvement in their own MDAs

An illustration of a person in a white shirt and dark shorts aiming a bow at a large red and white target. The target is on a green field under a blue sky. The person is positioned to the right of the target, facing it.

Identifying Service Failures

What is service failure?

Service failure arises:

- When customers experience dissatisfaction because the service was not delivered as originally planned or expected
- The customer's perception of a service falls short of what they believe is a reasonable and basic expectation – regardless of what the organisation believes it has provided.



Identifying Service Failures

Classification of service failure

- Service delivery failures
 - Unavailable service
 - Unreasonably slow service
 - Difficult or obstructive access
 - Unprofessional / unhelpful staff
- Failure to respond to customer needs and requests:
 - To make an informed choice
 - Complaints & grievances
 - Special needs / preferences



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Identifying Service Failures

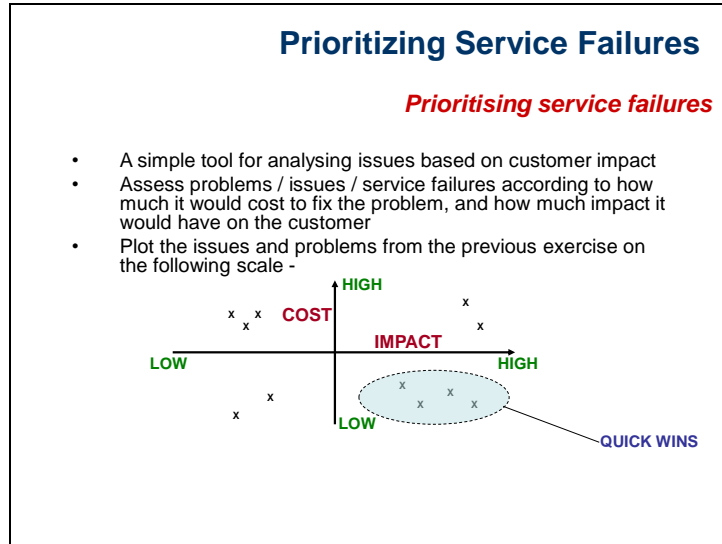
How does your MDA measure up?

In your groups, build up on the list of service standards gaps from the review of your MDA Service Charter:

- Identify the service failures you are aware of:
 - Which failures have been solved/fixed?
 - How were they solved/fixed?
 - Which ones are yet to be solved/fixed?
- Prioritize the identified service failures into impact on customer satisfaction – High / Low
- Present back your findings

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Prioritizing Service Failures

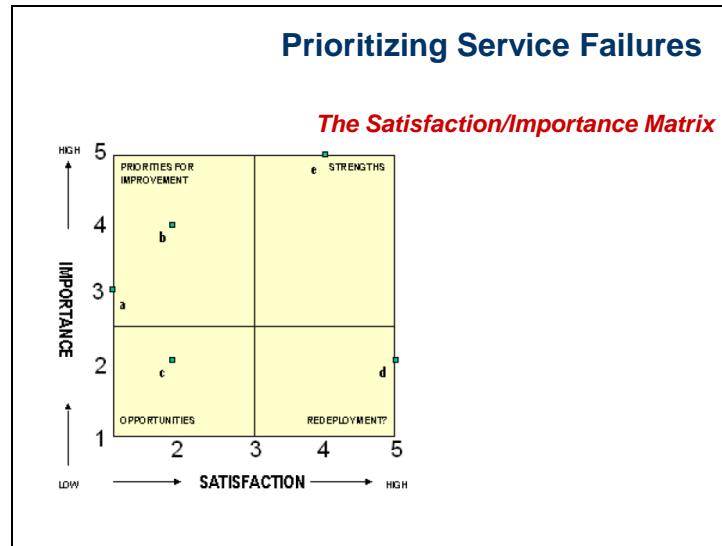


Prioritizing Service Failures

The Satisfaction/Importance Matrix

	Dimension of Service	Satisfaction	Importance
a)	Hours of service	1	3
b)	Comfort of waiting area	2	4
c)	Waiting times	2	2
d)	Parking	5	2
e)	Staff courtesy	4	5

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Diagnosing Service Failures

Diagnosing Service Failures

Introduction

There are many approaches to problem solving, depending on the nature of the problem and the people involved in the problem. The more traditional, rational approach is typically used and involves:

- Clarifying description of the problem,
- Analyzing causes,
- Identifying alternatives,
- Assessing each alternative,
- Choosing one and implementing it, and
- Evaluating whether the problem was solved or not.

Diagnosing Service Failures

What is a Problem?

- A problem (obstacle) exists when there is a difference from an expected norm or objective
- A problem is a gap between what is (the actual) and what should be (the ideal)

Diagnosing Service Failures

Problem Solving Tools

- Problem-solving tools explain how various analytical methods and techniques can be applied to improve our understanding of a problem and how they can be tackled.
- Two key tools will be considered in this session:
 - The fishbone diagram and
 - Process mapping

Diagnosing Service Failures

What is a Fishbone diagram?

- Dr. Kaoru Ishikawa, a Japanese quality control statistician, invented the fishbone diagram.
- The fishbone diagram is an analysis tool that provides a systematic way of looking at effects and the causes that create or contribute to those effects.
- The design of the diagram looks much like the skeleton of a fish.

Diagnosing Service Failures

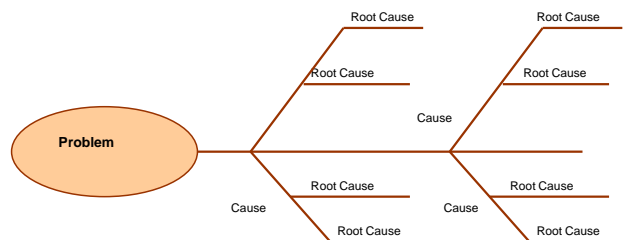
When should a fishbone diagram be used?

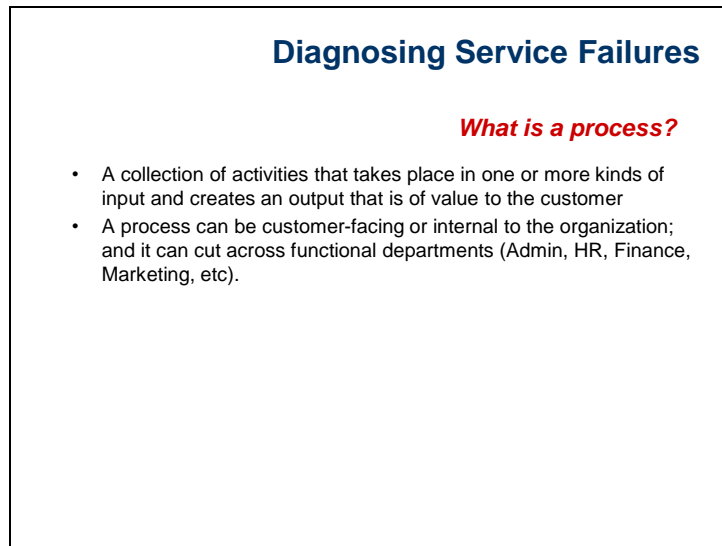
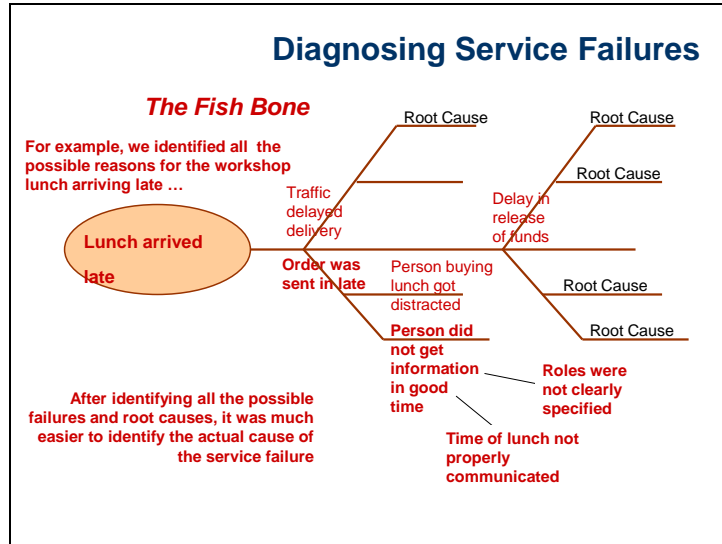
Does the team...

- Need to study a problem/issue to determine the root cause?
- Want to study all the possible reasons why a process is beginning to have difficulties, problems, or breakdowns?
- Need to identify areas for data collection?
- Want to study why a process is not performing properly or producing the desired results?

Diagnosing Service Failures

The Fish Bone





Diagnosing Service Failures

What is process mapping?

- A process map is a visual aid for picturing work processes which shows how inputs, outputs and tasks are linked.
- Process maps:
 - Allow processes and tasks to be understood
 - Highlight problems
 - Prompt new thinking

Diagnosing Service Failures

Why map processes?

- To gain an understanding of the organization
- To gain ownership and get buy-in from customer
- To identify inefficiencies, duplications and opportunities
- To identify and make improvements
- To optimize resource utilization
- To understand the costs of a process
- To measure performance of a process
- To raise questions like how, why, where, what, who, when

Diagnosing Service Failures

How to map processes

- Process selection
 - Identify process
 - Prioritize
- Preparation and planning
 - Process owner
 - Define process boundaries
 - Define team/resource
 - Confirm improvement target
- 3. Process analysis and design
 - Define process steps
 - Measure and assess process
 - Identify and test improvements
- 4. Implement new process
 - Implement process
 - Continuous measurement

Developing Service Improvement Plan (SIP)

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Developing SIP

Service Plan

- Summarises services and products offered in response to its customers' needs based on the organisation's mandate over a specified time period.
- A foundation for prioritising what services are needed to meet the needs of customers. Hence, customer views must be adequately factored into service plans.
- Within the Lagos State Public Service, the Service Charter represents a Service Plan.

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Developing SIP

Importance of Service Plans

- Enable organisations make rational and coordinated decisions and focus on priorities
- Outline and address customer needs and focus on key issues such as quality and productivity
- Cornerstone of effective performance management, linking corporate objectives to public outcomes through individual performance plans
 - Enable individuals to know how they fit into corporate objectives and priorities
 - Help uncover training needs of staff and keep track of performance of every member of staff.
- Provide a route map to positive outcomes prioritised by MDA
- Help to identify and mitigate risks to planned service levels

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Developing SIP

Definition of a Service Improvement Plan

- A Service Improvement Plan (SIP) contains the details of all actions and activities to be carried out, by indicating time, resources and individuals responsible ***for closing gaps in service performance and achieving new levels of performance and progress*** in line with the mission and vision of the organization / MDA.

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Developing SIP

Service improvement Planning

Our service improvement plans should consider:

- Where we are now in achieving service standards?
 - Service failures, failing standards, gaps
- Where do we need to go next to offer better service?
 - New services and products, more ambitious standards
- The route we will use to go there
 - Activities and actions to address failures & improve services
- The resources we need to help us get there
- How we can be sure we are on the right course
 - Indicators & measurement tools

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Developing SIP

Finalize Plan

- Circulate draft plan for people's observation and comments before production of final plan for implementation



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Developing SIP

Plan Implementation

- Production of final plan by the MDA
- Service frontlines to develop their own implementation plans
- Secure approval and release of resources
- Implement plan with monitoring, advice and guidance from the Service Delivery Team within your MDAs

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Monitoring Performance for Continuous Improvement

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Monitoring Performance for Continuous Improvement

Objectives

- At the end of this session, participants should be able to:
 - Select appropriate indicators for measuring the success of each service improvement activity
 - Identify data sources to verify that the actions have been successfully completed (evidence or proof of successful completion)

Monitoring Performance for Continuous Improvement

Definition

- **Performance Measurement** is the essential foundation on which performance management is built. It is the design, implementation and use of quantifiable indicators to judge success
- **Performance Measures** are particular values used to measure results that indicate to what extent the set objectives were achieved

Monitoring Performance for Continuous Improvement

Why Performance is Measured?

- Performance measurement is essential for achieving **continuous improvement** in public services and **improved accountability**: Clarifying the outputs and outcomes expected for the resources used makes it easier to hold organizations accountable.

Monitoring Performance for Continuous Improvement

...Why Performance is Measured?

- In addition, performance measurement will help manage and motivate staff – keeping them focused on key priorities they (or their departments) are supposed to achieve and rewarding them if targets are met
- It is important not to lose sight of the fundamental objectives of performance measurement: Improved public services. Performance measurement is not an end in itself – the key is to define indicators to target priority areas of service delivery

Monitoring Performance for Continuous Improvement

Measuring performance

Each objective should have:

1. an objectively verifiable indicator
2. a means of verification; evidence or proof that the action has been successfully carried out



Monitoring Performance for Continuous Improvement

Indicators

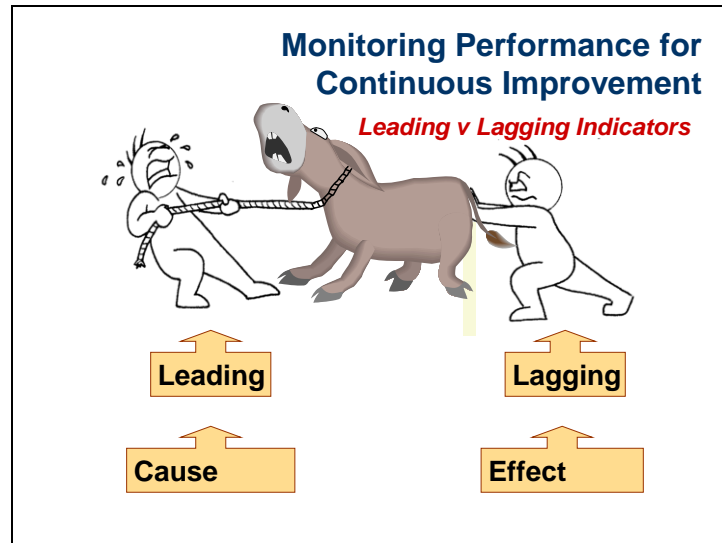
- One of the critical steps in designing and conducting an SIP is selecting the most appropriate indicators.
- **Indicators** are quantifiable measures of program performance and impact. They provide clues, signs, and markers as to how close or far we are from achieving our objectives and whether we are headed in the right direction.

Monitoring Performance for Continuous Improvement

...Indicators

- Indicators should be directly linked to the standards set for each of your objectives, so the process of selecting indicators can be fairly straightforward if the standards have been presented clearly and in terms that define the quantity, quality and timeframe
- For example, if you are driving a car and the fuel gauge shows you are low on fuel, it is not actually the fuel you are looking at, but rather you are looking at an "indicator" of the amount of fuel you have in your tank.

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Monitoring Performance for Continuous Improvement

...Indicators

The right indicator should:

1. Be relevant to the objective
2. Be easily understandable to everyone involved with the activity
3. Provide reliable information
4. Be easily measured
5. The effort and cost required to monitor and measure it should be small compared to the benefit expected to be derived

Monitoring Performance for Continuous Improvement

Examples of indicators

- Increased patients satisfaction with accessibility to drugs
- Increased client satisfaction with signage
- Reduction in medical test errors

Monitoring Performance for Continuous Improvement

Means of verification (MOV)

- Standards and indicators are of no use if performance against them cannot be monitored, measured and verified
- Having defined the ideal set of standards and identified indicators, the next step is deciding how you will measure actual performance against those standards
- Means of Verification are the Verifiable proofs or evidence that the action has been successfully completed.
- It is best to look for existing data, sources of information and records that can provide proof of relevant performance

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Monitoring Performance for Continuous Improvement

Guide for selecting MOV's

- Identify data needs
- Identify data source and how the data will be collected and analyzed. You also have to take into consideration the form, quality and frequency of data
- Determine how results will be managed, reported and used. There must be systems for collating and evaluating information and for producing the necessary reports
- Consider costs such as additional staffing, equipment and technical assistance needs

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Monitoring Performance for Continuous Improvement

Don't Just Be a Metrics "Collector" Drive visible Improvements By Taking Appropriate Action

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Monitoring Performance for Continuous Improvement

Key Takeaways

- You cannot manage what you do not measure
- Use measures to improve, not just reward or punish
- Indicators must be linked to the MDA's objectives and priorities
- Assign indicators for service improvement objectives that are most important to your customers
- Involve everyone in understanding and using measures
- Ensure your measures are well integrated across the organization
- Choose a set of indicators that best apply to your situation

Slide 101

Leading Change and Advocating for Management Support



Leading and Managing Change

Introduction to leadership

- Service delivery is a major shift (change) from the old order and that will require people to make it work. Hence there is the need for MSU staff to acquire skills to lead and manage change
- Experience has shown that it isn't enough to have a great strategy for service improvement, to succeed, people have to want to follow it
- To achieve that, you have to create and maintain a framework that bring the beliefs of staff in line with the customer centered approach the organization has settled upon
- They must see an advantage in coming on board and recognize how it allows them to achieve their own goals
- This requires inspiration, regular communication as well as good LEADERSHIP

Leading Change and Advocating for Management Support

Definitions of Leadership

- **Peter Drucker** : "The only definition of a leader is someone who has followers."
- **John C Maxwell** : "leadership is influence - nothing more, nothing less."
- **John W. Gardner** : "Leadership is the process of persuasion and example by which an individual (or leadership team) induces a group to take action that is in accord with the leader's purpose, or the shared purposes of all."

**Leading Change and Advocating
for Management Support**

Leadership

- Good leadership is critical to the success of any change effort:
 - First, leaders must play a central role in setting the direction for the organization to ensure effective service improvement.
 - Second, they must maintain sustained leadership throughout the initiative.
- Leadership is a cornerstone on which the service improvement process is based.

**Leading Change and Advocating
for Management Support**

Characteristics of effective leaders

- Ability to work with people
- Ability to gain the respect and support of people
- Decisiveness
- Enthusiasm
- Vision and imagination
- Ability to inspire others with enthusiasm and vision
- Willingness to work hard
- Analytical ability
- Integrity
- Ability to change leadership style to suit the occasion

Remember that leaders are ordinary people who do exceptionally well by

- showing a genuine interest in others
- Listen and seek for advise

- Show appreciation
- Act decisively to remove obstacles
- Involve people in the vision
- Act with integrity
- Provide support and encouragement
- See the potential people often can't see in themselves

Leading Change and Advocating for Management Support

Leadership skills: Hersey and Blanchard – Life cycle theory

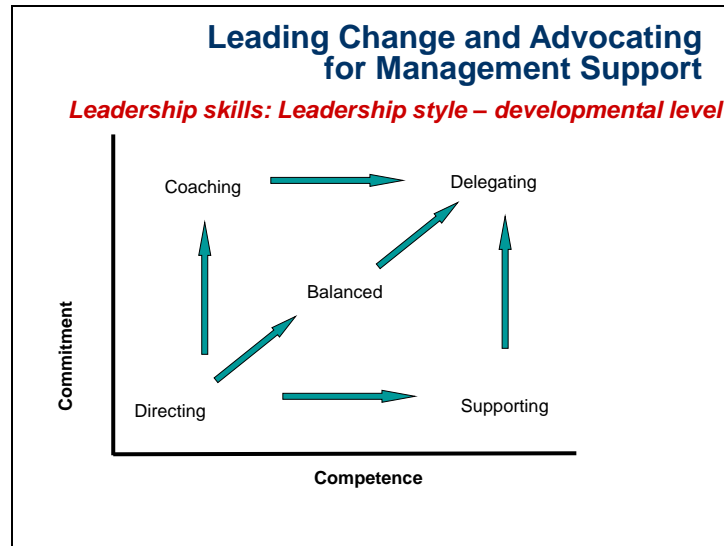
Leadership style depends on “group maturity”:

- *Directing* - the leader provides specific instructions and closely supervises task accomplishment
- *Coaching* - the leader continues to direct and closely supervise task accomplishment but also explains decisions, solicits suggestions, and supports progress
- *Supporting* - the leader facilitates and supports subordinates' efforts toward task accomplishment and shares responsibility for decision making with them
- *Delegating* - the leader turns over responsibility for decision making and problem solving to subordinates

Describe different leadership styles. Give examples to illustrate each style:

- Directing – telling someone exactly what to do and monitoring closely each stage – giving them no freedom
- Coaching – a sports / athletics coach
- Supporting –
- Delegating – an effective leader who gives responsibility for tasks to subordinates, but takes “the buck stops here” approach; this leader also has time on hands for most important tasks because is not encumbered by detail that subordinates are looking after.

At each stage ask participants if they can give an example. You may need to ask the participants to clarify what it was about the leader's behaviour that made it a particular style. If a wrong style is described, show how those characteristics could also be seen as typical of a different style.



This slide shows which leadership style is appropriate for different groups of staff.

Explain diagram, showing how the competence and commitment of staff changes, the most appropriate leadership style changes. This diagram can also be used for as a backdrop for talking through the leadership styles shown on the previous slide.

Modifying leadership styles for each individual can cause problems... some may need support and encouragement (supporting) whilst others need to be told what to do (directing)... this can be seen as unequal treatment or as persecution of particular members of staff. Ask participants how they would approach this. There is not a correct answer! A good leader may not be able to avoid being seen to treat different staff differently... e.g. there may be personal reasons why one member of staff is being treated differently (parents are dying etc) – but the leader cannot share this with other people.

Remind them that criticism of staff should always be done in private.

Leading Change and Advocating for Management Support

Leaders are responsible for overseeing implementation of the initiative

Specific steps leaders will take along the road to more satisfied citizens and clients may include:

- Establishing a Service Improvement Team to begin planning
- Identifying key client groups and using feedback from clients, citizens and staff to establish base-line measures of satisfaction with service
- Overseeing the establishment of a Service Improvement Plan, including targets for improvement and systems to measure achievement, so that satisfaction levels can be systematically improved
- Establishing service standards based upon client priorities and systems for measurement
- Leading implementation of the Service Improvement Plan
- Following up and celebrating success

Leading Change and Advocating for Management Support

Change management

To gain support, people need to be convinced of...

WHY	+	WHAT	+	HOW
"Why should we change?"		"What do the changes mean to the way we operate?"		"How will the changes be introduced?"
"What will be the consequences of not changing?"		"How much change is involved?"		"How difficult will they be?"
"What are the benefits of changing?"		"What will be the impact on me?"		"How disruptive will the process be?"
"What's in it for me?"				"What is my role?"

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Leading Change and Advocating for Management Support

Change management



- Communicate with -
 - Trainings/Seminars
 - Meetings
 - Newsletters
 - Discussions
 - Self -example

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PLAN
ways to
INVOLVE PEOPLE
affected by the
CHANGE

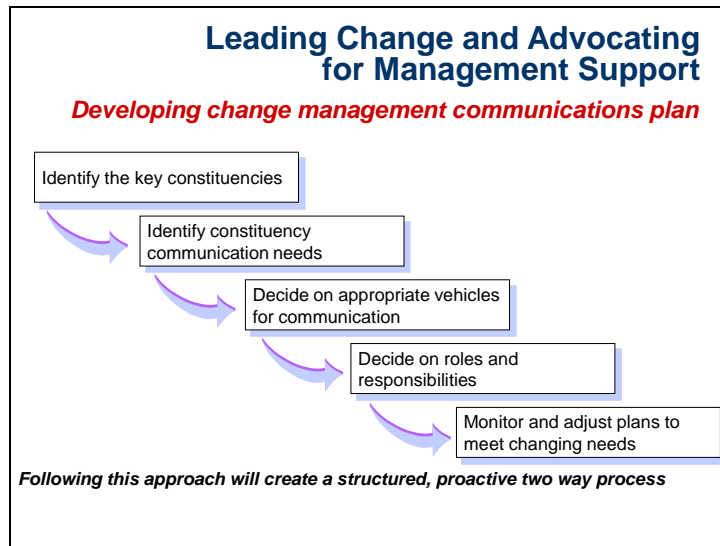
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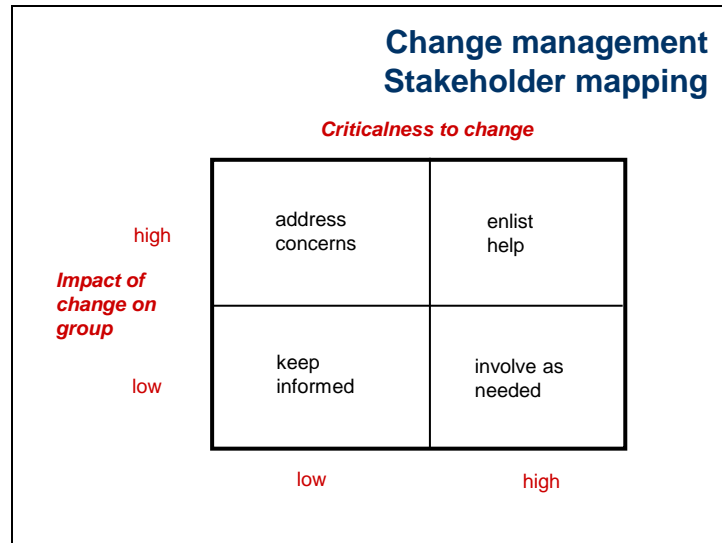
Leading Change and Advocating for Management Support

Change management communication needs to be targeted

Audience	Senior managers	Middle managers	Staff
Medium	1:1 Meetings	Group presentations	Cascade presentations Roadshows Newsletters
Objectives	Senior sponsorship Steering group membership	Local sponsorship Involve in analysis Involve in evaluation	Participation Coordinators
Message	Business rationale Coaching and feedback How to decide	Business rationale We are listening We are leading We are looking for win:wins	Business rationale How you will be treated What's happening

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In your stakeholder analysis you need to bear in mind those powerful individuals or groups who support or thwart depending on their perceptions of they can gain or lose in the process.

Leading Change and Advocating for Management Support



Advocacy Defined

Advocacy is a type of problem solving designed to protect personal, and legal rights, and to insure a dignified existence. There are many types of advocacy. For example, system advocacy, is useful for changing "the system;" additionally, it is used to promote causes. Legal advocacy is what lawyers are paid to do, and legislative advocacy is designed to change laws.

Leading Change and Advocating for Management Support

Why advocate?


- Change doesn't happen by itself. Most improvements you see in the civil service today are the result of advocacy. *If we don't push for more, the best we can hope for is the status quo.*
- It's exciting and rewarding to make positive change happen.
- If we do it well, our advocacy will raise the credibility and profile of **SERVICOM** as an organization, which will, in turn, make advocating easier.

Leading Change and Advocating for Management Support

Developing Advocacy Strategy

Strategy is an overall map that guides the use of tools toward clear goals.
Strategy is a hard-nosed assessment of:

- where you are
- where you want to go
- how you can get there



Leading Change and Advocating for Management Support

...Developing Advocacy Strategy

- Advocacy strategy involves:
 - linking people
 - process
 - tools
- Effective Advocacy strategy is rooted in seven key questions divided into two broad areas:
 - looking inwards
 - looking outwards



Linking People, Process and Tools

Leading Change and Advocating for Management Support

Sample Advocacy Strategy

1. Who do you want to influence & what do you want to achieve?
2. What common ground do your targets share with you?
3. Is there staffing capacity and ability to do the work?
4. Do your staff own the strategy and the messages?
5. Collect your evidence.
6. Hitting the mark with your target audience.
7. How will you reach your targets and deliver your message?

The diagram shows a central circle labeled 'ADVOCACY STRATEGY'. Surrounding it are seven other circles, each containing a number and a step name, arranged in a ring. The steps are: 1. Targeting, 2. Common Ground, 3. Capacity, 4. Internal Ownership, 5. Evidence and Ammunition, 6. Defining Your Message, and 7. Communication Plan.

Leading Change and Advocating for Management Support

Integrity in advocacy

- Have the right goal
- Have the support of a large group; this creates vibrant democracy
- Be direct and clear and open
- Be respectful of all those you work with (and against!)
- Be truthful

Leading Change and Advocating for Management Support

Advocacy skills

Well practiced advocacy skills will increase your chances of getting what you want; when you want it. Effective advocacy is built on a broad based analytical approach to problem solving like:

- Self Advocacy
- Problem Definition
- Problem Solving
- Building Expertise
- Keeping Good Records
- A positive Attitude
- Patience and persistence
- Following Up



Leading Change and Advocating for Management Support

Communicating Advocacy messages

- Make your communication stand out by making it personal, thoughtful and accurate
- Confine each written communication to one topic
- Double check office numbers, fax numbers and e-mail addresses
- When using a phone, if you want someone to think about what you're saying, ask for a response, have the basic facts about the issue on hand




Leading Change and Advocating for Management Support

Obtaining Broad Management Support

Perhaps the biggest problem in starting an improvement effort is getting management support.


- The first and most important step is to get senior management backing. Without support from the very top, it is generally impossible to make significant changes.
- Next, you will need active involvement from all the appropriate managers, particularly those managers who directly supervise the work to be impacted by the change.



Leading Change and Advocating for Management Support

The importance of broad management support

- Significant improvement programs generally involve substantial changes in the way people work
- If you don't change the working practices, you can change the organizational structure and all its procedures, but nothing much will really change
- to have a substantial impact on an organization's performance, you must change the way the employees actually work. While this is possible, it is very difficult, and it requires the support of all levels of management



Leading Change and Advocating for Management Support

...The importance of broad management support

- Senior managers must establish goals and adjust reward systems.
- Intermediate managers need to provide funding and change priorities
- And most important, the working-level managers must make the workers available for training, support process development, and monitor the work to make sure they follow the improved practices.



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Leading Change and Advocating for Management Support

Why Should This Manager Support You?

In general terms, there are three reasons why managers might be willing to support you:

- What you want to do supports their current job objectives
- What you want to do will make them look good to their immediate and higher-level managers
- What you want to do is so clearly right that they are willing to support you in spite of its impact on their immediate performance measures



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Leading Change and Advocating for Management Support

How to Engage with Top Management

Remember these are busy professionals – be

Prepared:

- Demonstrate your understanding of the strategic plan of your organisation and make the connection.
- Demonstrate how service improvement will improve staff working lives!
- Get rid of jargon – quick wins
- Talk about it from customers perspective
- Look at what works – highlight positives
- Emphasize what resources are needed





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