Ministry of Civil Service Affairs and Administrative Reforms
Circular Letter No. 11 of 2001
EN023001

09 May 2001

From: Secretary for Public Service Affairs

To: Supervising Officers i/c Ministries/Departments

Civil Service Reforms - Meeting with Desk Officers

The Third Meeting of Desk Officers will be held in the Conference Room of this Ministry, Level 7, New Government Centre, Port Louis on Wednesday, 16 May 2001, from 10.15 a.m. to 11.30 a.m. with the following agenda:-

(a) Approval of notes of meeting held on 18 April, 2001 (copy enclosed together with handouts in respect of presentations made by Mr M. Mahalingam on “An Overview of Public Sector Reforms” and Citizens’ Charter)

(b) Matters arising.

(c) Briefing by members of the Steering Committee.

(d) Follow-up on Projects on improvement of Counter Services.

(e) Communication Strategy; and

(f) A.O.B.

With regard to paragraph 1(d) above, a status report as at 30 April 2001 on each project should be submitted to this Ministry along the lines of the enclosed pro forma by Monday 14 May 2001 at latest.

1. It would be appreciated if the Desk Officer for your Ministry/Department could be released to attend the meeting.

(D. P. Ruhee)
Secretary for Public Service Affairs

Copy to:
Desk Officers
## Status Report as at 30 April 2001

<table>
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<tr>
<th>(i) Ministry/Department</th>
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<td>(ii) Project Title</td>
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<td>(a) Amount Already Approved</td>
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<td>(b) Amount Already Spent</td>
<td>Balance as at 30 April 2001</td>
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<td>(iv) Duration of Project</td>
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<td>(a) Commencement Date</td>
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<td>(b) Expected Date of Completion</td>
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<td>(v) Implementation Status (Give Full Details of Progress Achieved at Each Stage of the Project Indicating Dates)</td>
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<td>(vi) Reasons for Delays (If Any)</td>
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<td>(vii) Remedial Action Being Taken</td>
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<td>(viii) Any Other Relevant Information</td>
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Signature: ..................................................

Name: ........................................................

Designation: ................................................

Date: ........................................................
Notes of the Second Meeting with Desk Officers for Reforms held in the Conference Room of the Ministry of Civil Service Affairs and Administrative Reforms on Wednesday 18 April 2001 at 10.10 a.m.

Present

Mr. D. P. Ruhee, Secretary for Public Service Affairs (Chairman)
Mr. D. Bandhoo, Chairman, Steering Committee on Civil Service Reforms
Mr. M. Mahalingam, Adviser, Public Service Reforms
Mrs. Y. Noorchen, Officer-in-Charge, Administrative Reforms Unit
Desk Officers (Annex A)

The Chairman welcomed the Desk Officers and thanked them for their attendance. He said that it was the first opportunity for him to meet all the Desk Officers in his capacity as Secretary for Public Service Affairs. The meeting would also provide a forum for Desk Officers to interact among themselves and to establish new contacts especially after the recent changes in posting of some Desk Officers.

Roles and Responsibilities of Desk Officers

The Chairman reminded the Desk Officers of their crucial role as change agents for spearheading reforms at the level of their respective Ministries/Departments. Whilst the Administrative Reforms Unit of the Ministry of Civil Service Affairs and Administrative Reforms would drive the reforms, it would be the responsibility of Desk Officers to set up a core unit in their respective organisations to initiate, implement, coordinate and monitor reform measures.

The Chairman observed that public administrative reform is an ongoing process and successful reform would only be possible with the commitment of every member in the organisation.
Mr. Bundhoo-stressed that the appointment of Desk Officers was part of the strategy for capacity building to implement reform measures in a sustainable manner. Desk Officers were links between their respective organisation and the Administrative Reforms Unit of the Ministry of Civil Service Affairs and Administrative Reforms. He added that meetings should be held regularly and in a consistent manner. These meetings would be an appropriate forum to discuss key issues and for exchange of views generally on administrative reforms.

Public Administrative Reforms Strategies

The Chairman expressed his appreciation to the Desk Officers for the identification of projects for improvement of counter services as part of the short term strategy for reforms in the public service. Out of the 30 projects submitted, 17 had been approved for financing to the tune of Rs 4.6 m by the Ministry of Civil Service Affairs and Administrative Reforms from funds available under item "Civil Service Reforms". Some projects had also been submitted by this Ministry for financing under the Skills and I.T. Fund. Seven such projects had been retained for a total amount of Rs 12.5 m.

The Chairman invited the Desk Officers to submit other ad hoc projects which could fit in the short term strategy for improvement of counter services.

Adviser in Public Service Reforms

The Chairman introduced Mr. M. Mahalingam who had taken up a one-year assignment as Adviser in Public Service Reforms with effect from 14 December 2000. He invited Desk Officers to take advantage of the wide experience of Mr. Mahalingam and seek his assistance and guidance on any particular reform project. The Ministry of Civil Service Affairs and Administrative Reforms was already organising a series of meetings to enable all stakeholders to meet Mr. Mahalingam for exchange of views on Administrative Reforms Strategies for the Public Service.
Presentation by Mr. Mahalingam

Mr. Mahalingam made his presentations on "An Overview of Public Sector Reforms" and "Citizens Charter" for the benefit of the Desk Officers.

Copies of the relevant papers on these issues are enclosed.

Communication Strategy

Mr. Bundhoo elaborated on the importance of building up a network with all Desk Officers for the proper dissemination of information on Civil Service Reforms. Due to time constraint, he could not make a presentation on the communication strategy that could be adopted by the Desk Officers. The matter would be discussed in detail at the next meeting with Desk Officers.

Meeting with Desk Officers

The meetings with Desk Officers had been scheduled on the third Wednesday of each month as follows, except for the meeting to be held on the 22 August 2001:

16 May
20 June
18 July
22 August
19 September
17 October
21 November
19 December

The meeting would be held from 10.00 a.m. to 11.30 a.m.

The meeting ended at 11.40 a.m.

Date: 24 April, 2001

Ministry of Civil Service Affairs and Administrative Reforms
PUBLIC SECTOR REFORM STRATEGY
An overview

GLOBALISATION
- Increasing interdependence - borderless world
- Changes in one country affect others
- Increase in international competition
- Increasing pressure from international organisations - economic, poverty, environment and corruption
- Realisation that many issues can only be resolved at international level

DEMAND FOR GOOD GOVERNANCE
- State
- Civil Society
- Good Governance

DEMAND FOR BETTER QUALITY SERVICES
- Stakeholders
- Customers
  - Speed of action
  - Less bureaucracy
  - Streamline regulations and procedures
  - Single Window/One Stop Centre

VISION OF GOVERNMENT
- Effective governance institutions to ensure a fair and equitable society
- Good governance based on accountability, transparency and responsiveness as guiding principles for Public Service
Objective of Reforms
To create a performance oriented Civil Service

The Public Service must:
- be mission-oriented
- respond effectively to the changing scenario
- promote creativity and innovation
- reduce bureaucratic processes
- focus on HRM and HRD

CHANGING ROLE OF PUBLIC SECTOR

ROLE OF PUBLIC SECTOR
- Leader
- Strategic Integrator
- Facilitator
- Negotiator
- Pacesetter
- Regulator

PACESETTER
- Set the pace for the economic growth
- Establish new frontiers - Technology Parks, Cyber City
- Provide Infrastructure
- Formulate cyber laws
- Provide leadership in R&D
- Creativity - Innovation

FACILITATOR
- Smart partnership - Public/Private sector, NGO's
- Institute favorable policies
- Continuously improve systems and procedures
- Disseminate information
- Provide adequate and trained manpower

REGULATOR
An emerging role:
- Regulate tariffs/User Charges
- Add Value
- Protect consumers
- Balance the interest of the suppliers and customers
- Services to uneconomical segments

NEGOTIATOR
At various Levels:
- National level:
  - Private Sector /businesses
  - Unions
  - NGO's / Citizens
  - Bring about convergence of ideas and interests
  - Balance concerns and needs of all
- Regional Level: e.g. SADC, COMESA, IOC, IORARC
- International level:
  - Governments - bilateral & multilateral
  - International bodies and NGO's e.g. WTO, WCC, etc.
**Paradigm Shift in the Public Service**

Fundamental shift from a rule-bound bureaucratic tradition to one that is more mission oriented, proactive, responsive and market oriented.

Encompasses 3 important components:

(a) Improvements to the structure, systems, rules and regulations;

(b) Transformation in the mindset of civil servants; and

(c) Greater application of information and communication technology.

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**Changing the Employees' Mindset**

Introduce Change Management Program to

- Comfort zones
- Old values/beliefs
- Business as usual approach

- Inculcate new values/beliefs
- Develop new work culture
- Set Performance Management
- Benchmarking/Best Practices

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**Networking**

- Establish Smart Partnership
  - Expanding volume of knowledge
  - Rate of obsolescence in knowledge
  - With private sector - privatization, outsourcing will increase
- Develop new partnerships with NGOs and citizen organizations
  - Regular consultations
  - Get feedback
  - Use in planning and implementation

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**Changing Scenario**

**The New Public Sector Landscape**

- Service provider
- Organic structures
- Facilitator
- Networking
- Pacesetter
- New skills
- Regulator
- Multiple skills
- Negotiator
- Cont. learning
- Strategic
- Int. of activities
- Integrator
- Knowledge workers
- Leader
- Intellectual capital

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**New Style of Leadership**

Leadership Role - Way Forward

- Corporate Leadership
- Leadership role in public sector reforms
- Commitment & Ownership
- Shared Vision
- Building employee relationship
- Encourage risk-taking/Innovation
**IMPLEMENTATION STRATEGIES**

- MINISTRY OF CIVIL SERVICE AFFAIRS AND ADMINISTRATIVE REFORMS - LEAD AGENCY
- STEERING COMMITTEE
- IMPLEMENTATION BY ALL MINISTRIES AND AGENCIES
- ROLE OF PERMANENT SECRETARIES/HEADS OF DEPARTMENTS
- 5 TASK FORCES - To Develop Strategies and Action Programmes for Change in Each Sectoral Area
- ADMINISTRATIVE REFORMS UNIT
- DESK OFFICERS IN MINISTRIES/AGENCIES AS FACILITATORS
- 5 YEAR WORK PLAN
- SPECIFIC PROGRAMMES

**FOCUS AREAS - PERFORMANCE MANAGEMENT**

- Strategic/Scenario Planning
- Creating Enabling Environments
- Customer Focus
- Creativity and Innovation
- QCC/WIT
- Staff Suggestion Scheme
- TQM
- Citizen's Charters
- ISO 9000
- Improvement to Systems and Procedures
- Performance Measurement/Indicators
- Excellence Awards
- Work Ethics/Positive Values/Attitudes
- Results Orientation/Outcomes
- Benchmarking/Best Practices

**QUALITY MANAGEMENT**

Journey towards developing a Quality Culture in the Civil Service

- Implementation of Quality Mgt. Programmes
- Implementation of Total Quality Management Programme
- Citizen's Charter
- Quality Counter Services
- Implementation of ISO 9000

**TOTAL QUALITY MANAGEMENT (TQM) PRINCIPLES**

- Quality Assurance
- Performance Measurement Indicators
- Customer Focus
- Teamwork
- Training and Recognition
- Strategic Planning
- Strategic Planning Support
- Top Management Support

**CITIZEN'S CHARTER**

A Written Commitment
By Government Agencies
Promising To Deliver Services To Their Customers/ Clients
According To Pre-Determined Quality Standards.
**IMPROVEMENT OF COUNTER SERVICES TO CUSTOMERS**

- Point of Contact between Public and Agency
- Users Perceptions are formed about Performance of Government
  - Continuous efforts towards provision of Fast, Efficient, Courteous and Effective Counter Services
  - Improvement efforts categorised into 3 components:
    - Quality Services
    - Systems and Procedures
    - Support Services

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**TRAINING**

- Training Needs Analysis
- Develop Comprehensive Training Policy/Strategy
- Need for Civil Service College

**FOCUS AREAS:**
- High level management skills e.g. leadership, scenario planning, decision making, negotiation skills
- PAR focused areas e.g. institution building, OD, Alternative service delivery, privatisation, devolution/local government;
- Management methodologies e.g. TOM, Productivity, Performance Management, Benchmarking, ISO 9000, Value for Money (VFM);
- Technical skills e.g. Project planning, monitoring/evaluation, gap analysis and statistical techniques;

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**THE CONCEPT OF EFFECTIVE COUNTER SERVICES**

1. **In Front of the Counter**
2. **At the Counter**
3. **Behind the Counter**

- Customers
- Services at the Counter
- Support Services

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**MISSION OF E-GOVERNMENT SERVICE**

- Electronic services to public and businesses
- More effective access to service delivery
- Higher quality services
- Greater impact through better electronic processes and systems
- Better and more efficient communication
- More transparent and faster decision making

"ONLINE, ANYTIME, ANYWHERE"

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**EXAMPLES OF REFORMS INITIATIVES IN OTHER COUNTRIES**
DEFINITION AND OBJECTIVES OF ELECTRONIC GOVERNMENT

Definition
A multimedia networked paperless administration linking government agencies within Putrajaya with government centres around the country to facilitate a collaborative government environment and efficient service to businesses and citizens.

Objectives for Malaysia
- Offer efficient, high-quality administration online services to citizens and businesses
- Streamline government's internal process to improve quality of service, reduce costs and increase productivity
- Strengthen data security and protect privacy
- Increase citizen participation in government
- Create transparency through good documentation, effective information and accessibility.

SCOPE OF ELECTRONIC GOVERNMENT
- 24 federal ministries
- 180 federal department/statutory agencies
- Total of 900,000 employees
- 347 state department/statutory agencies
- 46 local government agencies

FOCUSED APPROACH
- 400,000 organizations
- 1,400,000 proprietor/partnership
- 2.2 million citizens

ELECTRONIC GOVERNMENT WILL AFFECT THE LIVES OF CITIZENS

1. Smart schools
2. World-first multipurpose card
3. R&D cluster
4. Electronic government
5. Worldwide manufacturing
6. Borderless marketing
7. Telemedicine

Restructuring Decisions - Canada
- Public Interest test: Does the activity continue to serve public interest?
- Role of Government test: Is there a legitimate and necessary role for Government?
- Federalism test: Is it the role of central or local Government?
- Partnership test: What activities could be transferred to the private voluntary sector?
- Efficiency test: If the activity continues how could efficiency be improved?
- Affordability test: Is the resulting package of activities affordable within financial constraints? If not, what activities would be abandoned?

Example: Singapore's Case
Singapore = World Competitiveness Rank 2
Island State = 646 sq km
Population = 3 million
Singapore Public Service: 110,000
60,000 in Civil Service
50,000 in Statutory Bodies
A Number of Reforms Undertaken
Singapore - PS 21

In May 1995, the Permanent Secretaries decided to mount a deliberate exercise called "Public Service for the 21st Century" or "PS21" for short. PS21 has two basic objectives.

1. To nurture an attitude of service excellence in meeting the needs of the public with high standards of quality, courtesy and responsiveness.

2. To foster an environment which includes and welcomes continuous change for greater efficiency and effectiveness by employing modern management tools and techniques while paying attention to morale and welfare of public officers.

Reinventing Singapore

PS 21
Redefining Industries
Retail Sector Restructuring Construction 21 Plan
Financial Sector Review plan Industry 21

Cleaning Industry Transformation Plan National Science & Technology Plan
ICT 21 PROACT 21 Manpower 21
Thinking Schools, Technopreneurship 21 Learning Nation SME 21 NTUC 21
Industrial Land Plan 21 URA Concept Plan 2001

eXCELERATING from ExCEL

Growing from a Strong Foundation of ExCEL
Since 1995
- Empowering Officers to Give Ideas
- Encouraging Teamwork and Training
- Achievements:
  - WPS & SSS Savings = $423 million
  - 100,000 Officers Involved in WITS
  - 4 Suggestions by Each Officer
  - 85% of Staff Receive Training
- Efficiency and Quality Alone Are No Longer Sufficient
- New Value Creation is Central

FACTORS ENABLING THE SUCCESS OF PUBLIC SECTOR REFORMS

POLITICAL WILL
EVALUATION
LEADERSHIP
PLANNING
OWNERSHIP
COMMITMENT FROM MOST RELEVANT AGENCIES

PROACTIVE DISCUSSIONS

and

Q AND A SESSION
Implementation of the Citizen's Charter in the Public Service

A brief overview

Charter will be Part of the Overall Public Sector Performance Framework

- Setting Standards
- Openness
- Information
- Choice
- Non-discrimination
- Accessibility
- Redress

Citizen's Charter

Rationale and Benefits for Implementation

Benefits to the Public

1. To know the quality of services to expect from a department;
2. To evaluate the performance of the services rendered;
3. It reduces uncertainties over the delivery of services;
4. It facilitates comparison between agencies;
5. Aware of the quality standards of each department;

Benefits to the Agency

✓ Charter will act as a performance indicator
✓ Service Delivery will improve to Customers
✓ Enables the department to make an evaluation of its output/services
✓ Discipline, responsibility and accountability in the civil service will be upgraded
✓ Contribute to a more transparent public service
✓ Image of the government departments will improve in the eyes of the public.

Characteristics of a Citizen's Charter

Formulation of a citizen's charter should include the following characteristics:

- Clarity
- Facilitates Dissemination
- Credibility
- Practicality
- Specific
- Continuous improvement
- Relevant

Developing a Citizen's Charter

Process 1: Formulation of the charter
Process 2: Promotion of the citizen's charter
Process 3: Service Recovery
Process 4: Monitoring
Process 5: Evaluation and Improvement
Formulating a Citizen's Charter

Step 1: Identifying customers and their requirements

Step 2: Identifying the major products or services offered

Step 3: Determining the quality standards of the products or the services

Step 4: Preparing the Citizens Charter

Standards Should Be:

- Relevant - Should clearly relate to the needs of users - focus on key issues of interest to them.
- Meaningful - They should look at the service from the user's viewpoint, avoid management targets.
- Challenging - Should be challenging but realistic.
- Simple - Written in plain language.
- Achievable - Should be measurable either direct or part of normal procedures, or by a customer survey.
- Monitored - Systems should be in place to support regular monitoring.
- Published - Performance against Standards should be widely published, following wherever possible, independent validation.
- Reviewed - Their effectiveness should be regularly reviewed, and standards updated.

Key Steps in Developing Citizen's Charter

Identification of organisation, its customer and their requirements

Agent Identification
- Name of Agency
- Agency Cover
- Date of issue
- Date of renewal

Customer
- Brief description of customer
- External and internal customers

Service Identification
- Indicate major services provided

Charter Format
- Short and simple and contains the main service understandings
- May be supported by additional documents

Promises
Promises to relate and inform customers
- Production of pamphlets
- Displayed at premises of the agency in a visible area
- Agency's response back/return

Communication with Agency
Information on how to contact the agency
- Directly at service outlets
- By telephone and toll free numbers
- Through the post at the address listed in the charter
- By facsimile
- Via community based organisation's representatives
- Via website/Internet/mail
- Via central call centres

Information on Services Provided
- Description of services provided to the public
- Other issues for service
- Freed from requirements
- Fixed charges
- Exhibited at strategic places

Customer Service Standard
- Qualitative
- Quantitative

Rationale Standard
- Standards have to be realistic;
- Ensure the pledge made are achievable at the time;
- Satisfy customer's expectations;
- Easily understood by agency staff and its customers;
- Understanding, willing, time taken in processing;
- Friendly, courteous and respectful;

SMART can be used to describe how goals and targets should be set

S = Specific
M = Measurable
A = Achievable
R = Realistic
T = Time Related
Standard Techniques for Setting Standards

- Time series studies
- Consultation with customers/stakeholders...
- Customer survey
-焦点 with customers and stakeholders
- Focus with Supervisor and Staff...
- From Departmental/QC/QC
- Assessed from departmental records

Conformance with Service Standards of other departments
- Standards used by other departments, agencies providing similar services;
- Conformance with Standards that are Industry Standards
- Industry norms or standards set for similar services/products;
- Used as benchmarks for the performance measurement of departments.

Examples of standards

- Immigration and Passport Office
  - We will provide pleasant and clear waiting areas;
  - We will ensure that all documents are safe during our custody;

- Inland Revenue Department
  - We will materials and other all assessment procedures continuously;
  - We will ensure that all important information to taxpayers will be treated with strict confidence.

The Taxpayers' Charter

The service standards you can expect from us:

- If you lodge an income tax or fringe benefit tax returns and you expect a refund, we will process electronic returns within 7 days of receipt in the Tax Office.
- We will process paper returns within a maximum of 30 days.
- We will inform you within 1 minute of your visit at a Tax Office.

Monitoring and Review

- Using market research surveys, questionnaires, complaint boxes, observation, expression of satisfaction
- Sampling the service at random intervals to measure accuracy, reliability of consistency of standards
- Using customer consultation committees
- Making comparisons with others that provide a similar service
- Using independent consultant's reviewers/audits

Effective Feedback System

- Facilitate customers to express their opinions or suggestions/queries on the kind of output of services received
- The approach used in obtaining feedback
- Suggestion box
- Client feedback form
- News monitoring
- Online services
- Client surveys
- Memoranda/Proposals (from Target Groups)

Complaints Handling Mechanism

- Every agency should establish an effective complaints mechanism;
- It is accessible where and to whom to make a complaint;
- It is named in person/telephone/fax/email/notice;
- It enables complaints to be made either orally or in writing;
- It informs the customer of the progress and time frame for response (days/hours);
- It deals with complaints quickly and courteously;
- It respects the customer's right to complain and right of confidentiality;

Customers Responsibilities

- Agency should indicate Customer's responsibilities in using an agency service
- It is a Change of address, providing correct information, importance of keeping up appointments.
Service Recovery/Compensation System

Firstly, if a department is not able to fulfill the pledge

issued in the Charter, service recovery is activated.

Legal Status

○ Customer complaints made by agencies to deliver quality

services. Normally, Charter shall be not intended to provide legal rulings.

Service Recovery 2 Types:

1. Reactive

2. Proactive

• Apologizing to the customer either verbally or in writing;

• Explain the reason why the service cannot be delivered as pledged;

• Inform the customer on the follow-up action being taken/likely.

Commitment by Management

Employees Awareness

Conclusion

Q & A Session