



GOVERNMENT OF ENUGU STATE OF NIGERIA

Baseline Assessment Questionnaire – Service Delivery Evaluation

April 2013



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Purpose of Tool

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

How to use the Tool

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

Rating Scale

| | |
|-----|---|
| Yes | 2 |
| No | 0 |

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

Interpretation of Score

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

Looking for evidence

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

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

C - Discussions with Customers

S - Discussions with Staff

P - Discussions with Partners

O - Observation – What the evaluator sees

R - Research e.g. Websites

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

1.0 Service Delivery Dimension

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

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

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

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

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

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

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

2.0 Timeliness Dimension

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

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

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

3.0 Information Dimension

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

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

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

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

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

4.0 Professionalism Dimension

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

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

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

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

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

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

5.0 Staff Attitude

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

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

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

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

6.0 Total Rating

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