

Public Services Commission

Client Services Charter Implementation in Public Service Organizations

Compliance Monitoring and Reporting

Ghana Immigration Service

June 2023

ACRONYMS

CS	Client Service
CSC	Client Service Charters
PSC	Public Services Commission
PPMED	Policy Planning, Monitoring and Evaluation Department
IPSE	Immigration Professional Standards and Ethics (Section)
PSO	Public Service Organizations
GIS	Ghana Immigration Service

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Section A: Minimum Content of Client Service Charter (CSC)

Every PSO is required to develop/have a client service charter in place. To ensure uniformity the PSC requires that every CSC contains a standard minimum content. The PSO has the liberty to go beyond the content. This part of the compliance reporting requires the PSO to show the extent to which the minimum content has been adhered to in the preparation of the PSO's CSC.

Table A1: Minimum Content Matrix

No.	Content Headings	Response YES/NO
1	Introduction	YES
2	PSO Profile	YES
3	Vision	YES
4	Mission	YES
5	Core Values	YES
6	Roles / Functions	YES
7	Service /Standards	YES
8	Client's Rights and Responsibilities	YES
9	Client's Feedback and Complaint Handling	YES
10	Contact	YES

The PSO is expected to respond as YES or NO in the last column. If there is a NO response to an area, the PSO should provide the reason(s) for this response in the spaces below.

Table A2: No Response Explanation Table

No.	The explanation for a NO response to a line in Table A1
	N/A

Section B: Adherence to Best Practices

While section A provides the content, this section requires the PSO to report on the extent to which it adopted best practices in developing its CSC. The best practices to be adopted have been spelled out by PSC and every PSO can access it from the PSCs website. There are four sub-sections (B1 to B4): Strategic Alignment; Client Engagement; Client-Centric Culture and Internal Monitoring Mechanisms.

B1: Strategic Alignment

The minimum content requirement entails PSOs having their vision, mission, and core functions indicated in the CSC. The PSO in this sub-section is required to report on the extent to which these three elements, convey a message of quality / timely service delivery to its clientele.

There are going to be three possible responses to each of the three elements.

1. Explicit: The element contains a reference to client/customer satisfaction; client-centric behavior or quality service delivery.
2. Inferred: The element is not explicit but can be inferred that there is a focus on client/customer satisfaction; client-centric behavior or quality service delivery.
3. None: It is neither explicit nor inferred

Table B1: Strategic Alignment Response Matrix

Strategic Area	Response	Reasons for Response
Vision	Inferred	Because, customer satisfaction is not expressly captured in it.
Mission	Inferred	Because, customer satisfaction is not expressly captured in it.
Core Values	Inferred	Because, customer satisfaction is not expressly captured in it.

B2: Client Engagement

An aspect of the best practice behavior the PSC requires PSOs to adopt in the preparation of their CSCs is the involvement of their clients in setting service standards; designing the service delivery processes, and designing the complaint process.

Question 1

Were your clients involved in the process of developing any of these three elements that are contained in your CSC? Respond as YES or NO

Table B2: Client Engagement Response Matrix

Element	Response (Yes/No)
Setting service standards	No
Design of service delivery processes	No
Design of compliant process	No

Questions 2:

If your response is NO, why?

Table B3: No Response Explanation Table

Element	Explanation
Setting service standards	The service standards were set based on a trend analysis undertaken through Information gathered from all Immigration Commands, hence the clients were not directly involved but indirectly clients' feedback and complaints are used in the setting of service standards.
Design of service delivery processes	No involvement – This is because we already have their feedback and complaints, and by our peculiar and sensitive nature as a Regimental Institution, the extent of that engagement will not inure to our internal arrangement.
Design of complaint process	No involvement – This is because we already have their feedback and complaints, and by our peculiar and sensitive nature as a Regimental Institution, the extent of that engagement will not inure to our internal arrangement.

Question 3:

If your response is YES to the Client Engagement Response Matrix complete the table below

Table B4: Client Engagement Reporting Matrix

Area of Engagement	Number of Clients Engaged			Mode of Engagement
	No Male	No Female	Total	
Service Standards Setting				
Service 1: Processing of passengers	n/a	n/a	n/a	n/a
Service 2: Processing of work/residence permit	n/a	n/a	n/a	n/a
Service 3: Processing of extension of visas	n/a	n/a	n/a	n/a
Service 4: Inspection of hotels, factories, mining sites, Educational Institutions and other dwelling places	n/a	n/a	n/a	n/a
Service 5: Processing of emergency/re-entry visas	n/a	n/a	n/a	n/a
Service 6: Confirmation of arrival/departure	n/a	n/a	n/a	n/a
Service 7: Processing of right of abode/indefinite residence	n/a	n/a	n/a	n/a
Service 8: Conduct public education on migration issues	n/a	n/a	n/a	n/a
Designing Service Delivery Processes				
Service 1 -8 (as for setting of service standards)	n/a	n/a	n/a	n/a
Designing the Complaint Processes	n/a	n/a	n/a	n/a
Service 1-8 (as for setting of standards)				

Select from the following for mode of engagement.

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

B3: Client-Centric Culture

The PSC expects PSOs to have a Client-Centric culture as part of improving service delivery in the public service. In this regard, the PSO wants every PSO to use part of its training budget to train front-line staff and management in customer/client-centered training programs. The PSO is required to report on the training program provided to front-line staff and management to the PSC as part of the compliance reporting framework.

Question 1

Did the PSO provide client / customer-focused training for frontline service providers and managers during the reporting period?

YES

Question 2

If the answer to question 1 is NO, why? (Not more than 3 answers)

Table B5: Response to the existence of a training programme

1	n/a
2	n/a
3	n/a

Question 3

If the answer to question 1 is YES, respond to the questions as per the table below.

Table B6: Client–Centric Reporting Matrix

Staff Level	Training Topic	Training Objective	Number of Trainees
Front Line	<ol style="list-style-type: none"> 1. Communication 2. Role of customer service in Public Service 3. Role of a front desk Officer 4. Standard Operating Procedures 	<ol style="list-style-type: none"> 1. To equip front desk Officers with skills in receiving visitors at the reception 2. To equip the Officers to understand the role of customer service in the Public Service 	4
Supervisor	<ol style="list-style-type: none"> 1. Front Desk Management 2. Telephone Etiquette 3. Handling Aggressive Clients and Customers 	<ol style="list-style-type: none"> 1. To equip Front-line Officers to better serve clients 2. To improve on Telephone Communication 3. To improve on Clients/Customer engagement 	2
Management	n/a	n/a	n/a

B4: Internal Monitoring Mechanism

The PSC is responsible for monitoring the effectiveness of the CSC framework implementation in the public service. Best practice tradition requires that PSOs have their own internal monitoring mechanism for the implementation of the CSC framework. PSOs are required to report to the

PSC, the existence of an internal monitoring mechanism as part of their reporting obligations. To satisfy this obligation, PSOs will be required to report in the following areas: the existence of dedicated unit(s) for the internal monitoring of CS; the existence of an internal monitoring manual; and the preparation and use of monitoring reports.

Existence of a dedicated unit

Question 1

Is there a unit(s) responsible for internal monitoring of the CSC framework implementation?

YES /

Question 2

If the response to question 1 is YES fill in the table below

Table B7: Dedicated Unit Profile Table

Question	Answer
What is the name of the Unit?	Policy Planning, Monitoring and Evaluation Department
How many staff are in the Unit?	PPMED 22 staff
List 3 key functions of the Unit	PPMED <ul style="list-style-type: none"> • Policy Planning • Monitoring and Evaluation • Planning and Budgeting

Question 3

If the response to question 1 is NO Why? (List 3 responses at most)

Table B8: Responses Table

1	n/a
2	n/a
3	n/a

Internal Monitoring Manual

Question 1

Do you have an internal monitoring manual? NO

Question 2

If NO, why?

Provisions on it are scattered in several documents and yet to develop a single document on it.

Internal Monitoring Reports

Question 1

Does the unit prepare internal monitoring reports? YES

Question 2

If No to question 1, why? ----- N/A-----

Question 3

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

Question 4

If NO to question 3, Why? -----n/a-----

Question 5

If YES to question 3, through which mechanisms? Select as many as appropriate below. The four processes below are used to review monitoring reports

- a. Senior Management meetings ✓
- b. Planning process ✓
- c. Budgeting process ✓
- d. Client engagements
- e. Others (Specify) -----

Section C: Client Feedback on CSC Delivery by the PSO

PSC expects every PSO to conduct client satisfaction surveys as part of its internal monitoring programme. PSC requires that PSO provides a summary of such surveys in its compliance monitoring report. The table below provides a template that could be used by PSOs for reporting.

Table C1: Client Feedback Reporting Matrix

Service	Percentage client satisfaction	Explanation / commentary on the level of satisfaction	Tools used
Service 1: Processing of passengers	N/A	N/A	N/A
Service 2: Processing of work/residence permit	N/A	N/A	N/A
Service 3: Processing of extension of visas	N/A	N/A	N/A
Service 4: Inspection of hotels, factories, mining sites, Educational Institutions and other dwelling places	N/A	N/A	N/A
Service 5: Processing of emergency/re-entry visas	N/A	N/A	N/A
Service 6: Confirmation of arrival/departure	N/A	N/A	N/A
Service 7: Processing of right of abode/indefinite residence	N/A	N/A	N/A
Service 8: Conduct public education on migration issues	N/A	N/A	N/A

The tools used for determining the level of client satisfaction from a service can include:

1. On-line surveys of clients
2. Field surveys
3. Phone in surveys
4. Key Person Interviews
5. Others (Specify) -----

Section D: Service Improvement Plan

PSC expects PSOs to act on the outcome of the Client Satisfaction Surveys. In view of this, PSOs shall be required to report on service improvement plans related to the outcomes of the survey. The table below shall be used by the PSO for reporting on the service improvement plan.

Table D1: Service Improvement Plan Reporting Matrix

Service	Survey Score	Planned Services Improvements / Actions	Start / End Time	
			Start	End
Service 1: Processing of passengers	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 3. Develop internal monitoring manual for client service management 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 	October, 2023	September, 2024
Service 2: Processing of work/residence permit	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 3. Develop internal monitoring manual for client service management 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 	October, 2023	September, 2024
Service 3: Processing of extension of visas	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 	October, 2023	September, 2024

		<ol style="list-style-type: none"> 3. Develop internal monitoring manual for client service management 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 		
Service 4: Inspection of hotels, factories, mining sites, Educational Institutions and other dwelling places	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 3. Develop internal monitoring manual for client service management 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 	October, 2023	September, 2024
Service 5: Processing of emergency/re-entry visas	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 3. Develop internal monitoring manual for client service management 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 	October, 2023	September, 2024
Service 6: Confirmation of arrival/departure	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 3. Develop internal monitoring manual for client service management 	October, 2023	September, 2024

		<ol style="list-style-type: none"> 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 		
Service 7: Processing of right of abode/indefinite residence	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 3. Develop internal monitoring manual for client service management 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 	July, 2023	September, 2024
Service 8: Conduct public education on migration issues	N/A	<ol style="list-style-type: none"> 1. Conduct needs and gaps analysis of our processes 2. Review the existing Client Service Charter to conform to PSC requirement 3. Develop internal monitoring manual for client service management 4. Conduct client satisfactory survey 5. Conduct training on client service across the country 	July, 2023	September, 2024