ASQ MENA
Regional Quality Conference 2015

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The Ritz Carlton, DIFC | Dubai, UAE

Innovation & Performance Excellence

ASQ MENA Regional Quality Conference 2015

Achieving & Sustaining Excellence in Public Services

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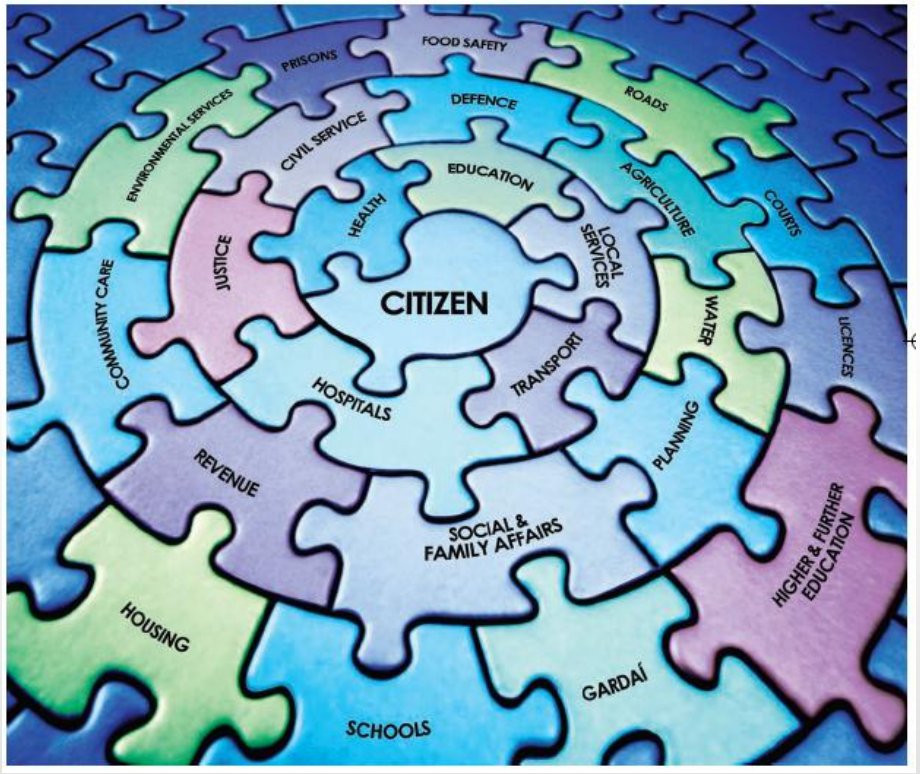
Citizens Perception about Government Services

" Citizens usually perceive that when something is run by the Government, it is inefficient and wasteful".

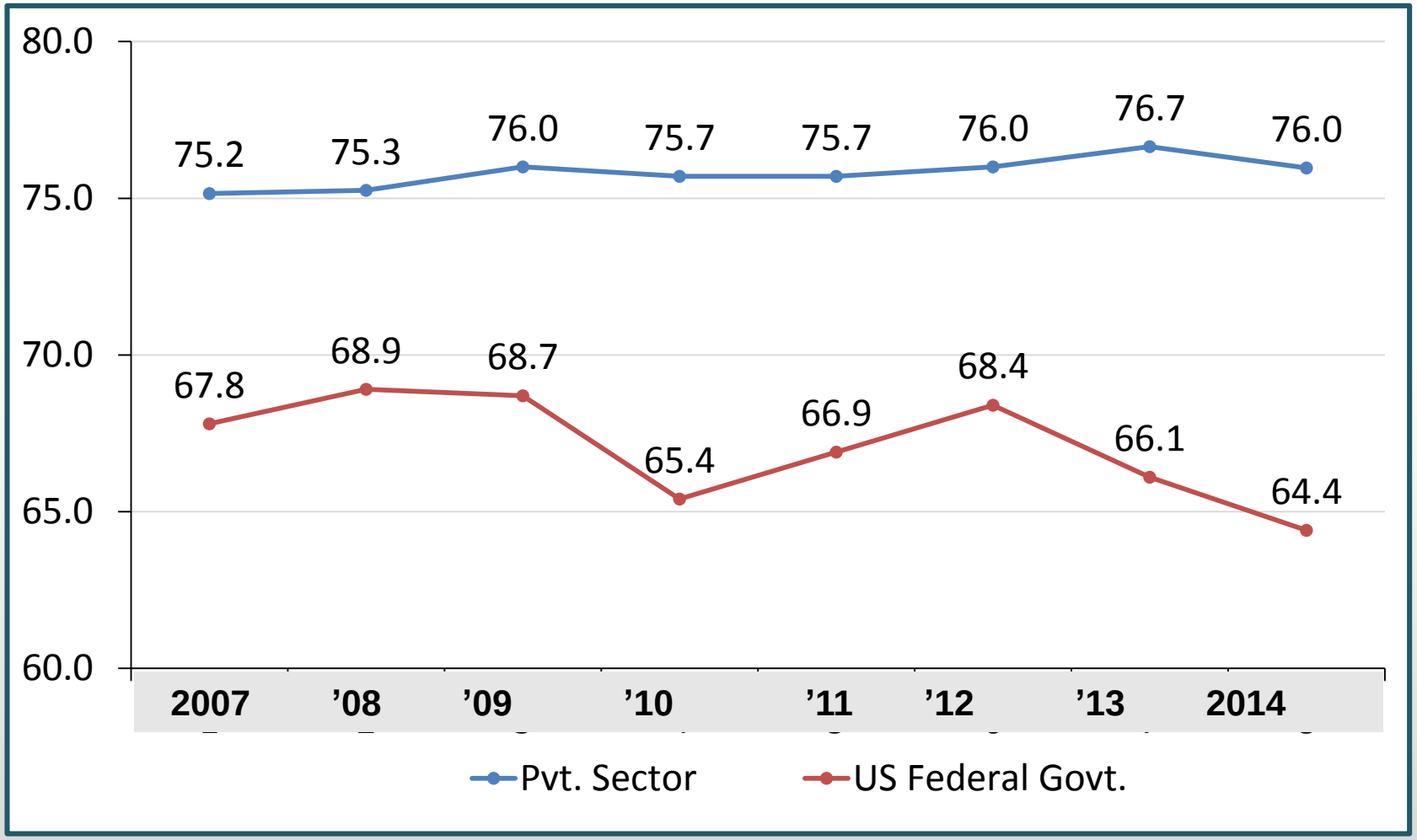
"Citizens are frustrated, irritated, confused, even angry".



Citizens' Expectations from the Government

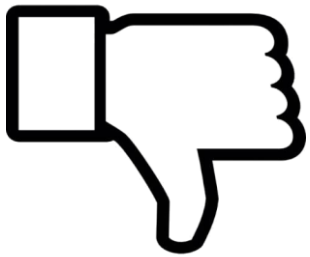
I. Assume We are Honest, Not Dishonest
II. Assume We are Intelligent, Not Stupid
III. Treated with courtesy and respect
IV. Easier access to government services
V. Serviced faster.
VI. Timely, efficient & accurate services
VII. Timely & easily understood Communicatior
VIII. Services at lower fees etc……

Citizen Satisfaction – US Govt. vs. Private Sector

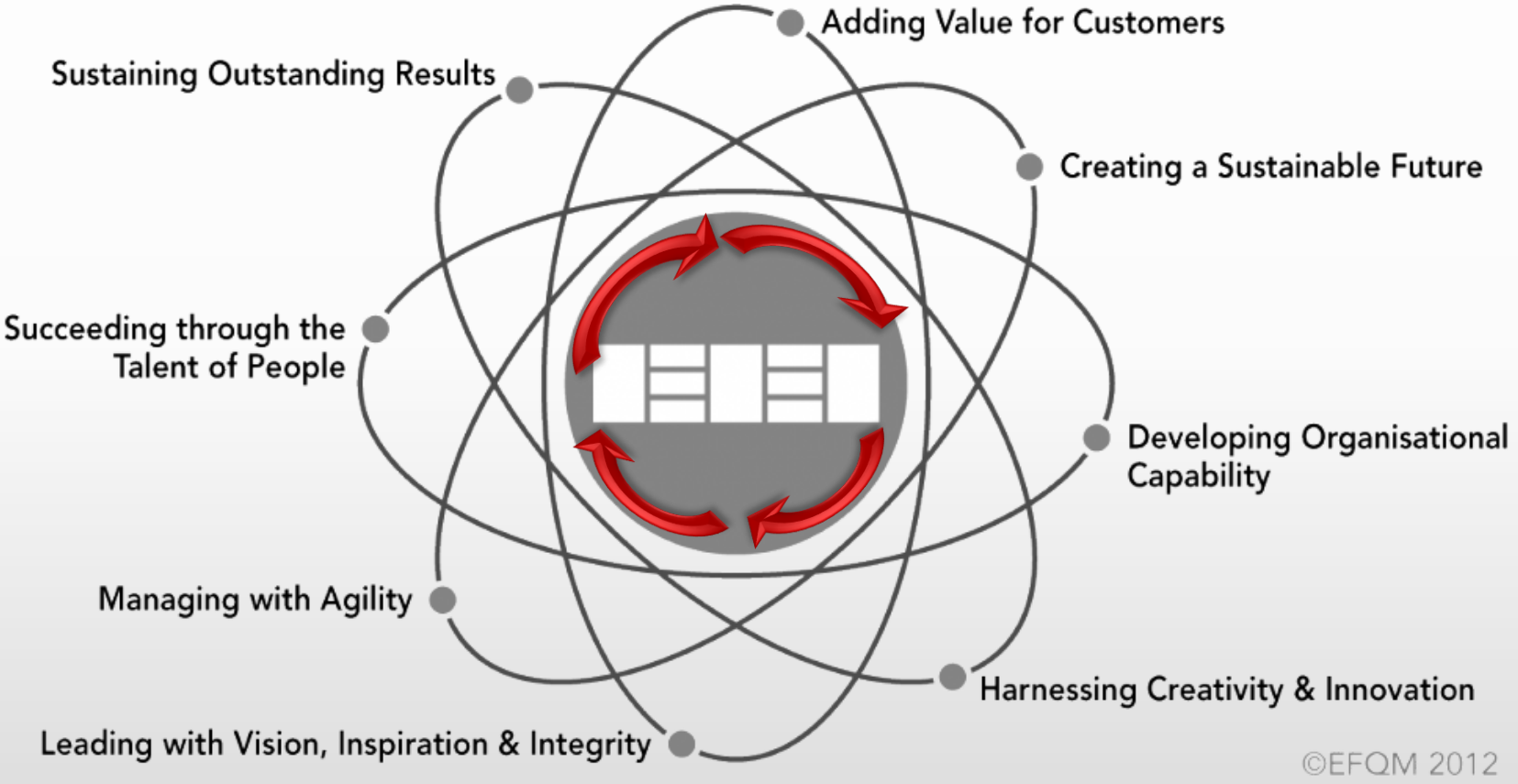


What Does Inefficiency Look Like?

- Spending more than the necessary.
- Overlapping of roles and responsibilities.
- Delays in decision making.
- Complex decision-making process.
- Lack of appreciation of management system.
- Lack of empowerment to employees.
- Inefficient & ineffective processes.
- Lack of standardization of work.
- Excessive dependence on audits.



Improving Government Performance – The Holistic Manner & Right Way.



*The Fundamental Principles of Excellence **

@ EFQM 2013

Leading with Vision, Inspiration and Integrity

Vision and mission focused on service excellence, citizens, and improvement

Champion organization values

Dedicated excellence function reporting to top management

at&t

Power of Vision & Mission

We will create happiness

1955

We create happiness, by providing the finest in family entertainment

1971

We create happiness by providing the finest in entertainment for people of all ages, everywhere

1990

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Adding Value for Customers

President Clinton's Executive Order 12862

"Setting Customer Service Standards"

Embark upon a revolution within the Federal Government.

- Identify customers who are, or should be, served by the agency.
- Survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services.
- Post service standards and measure results against them.
- Benchmark customer service standards against the best in business.
- Survey front-line employees on barriers to, and ideas for, matching the best in business.
- Provide customers with choices in both the sources of service and the means of delivery.
- Make information, services, and complaint systems easily accessible.
- Provide means to address customer complaints.

The standard of quality shall be equal to the best in business.

Bill Clinton

United Arab Emirates

القمة الحكومية
THE GOVERNMENT SUMMIT

The Government Summit
Thought Leadership Series

From Customer Satisfaction Measurement to Customer-Centricity

Lessons From AbuDhabi

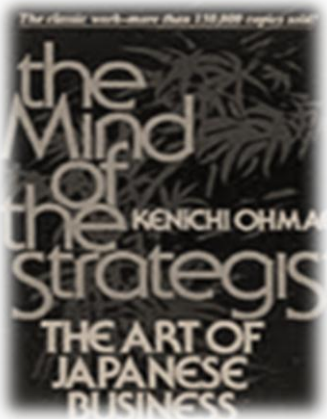
Adding Value for Customers

Establish Service Standards

Outreach and Education

Adding Value for Customers

Identify & segment different customer groups



Adopt International Service Measurement Model

SERVQUAL
- Reliability
- Assurance
- Tangibles
- Empathy
- Responsiveness

Listen to Citizens - All the Time

SOUTHWEST

Succeeding Through the Talent of People

Attract the Right People

Drive Out Fear

Fear Takes on Many Faces

Afraid to express ideas

Afraid to ask questions

Afraid of making a mistake

Afraid of not achieving daily production quota / completing task on time

Afraid of low performance rating

Afraid of not always having an answer when boss asks a question

Succeeding Through the Talent of People

Recognition & Reward for Service Performance

Genuine Care for People

حكومة دبي
GOVERNMENT OF DUBAI

Share Best Practices

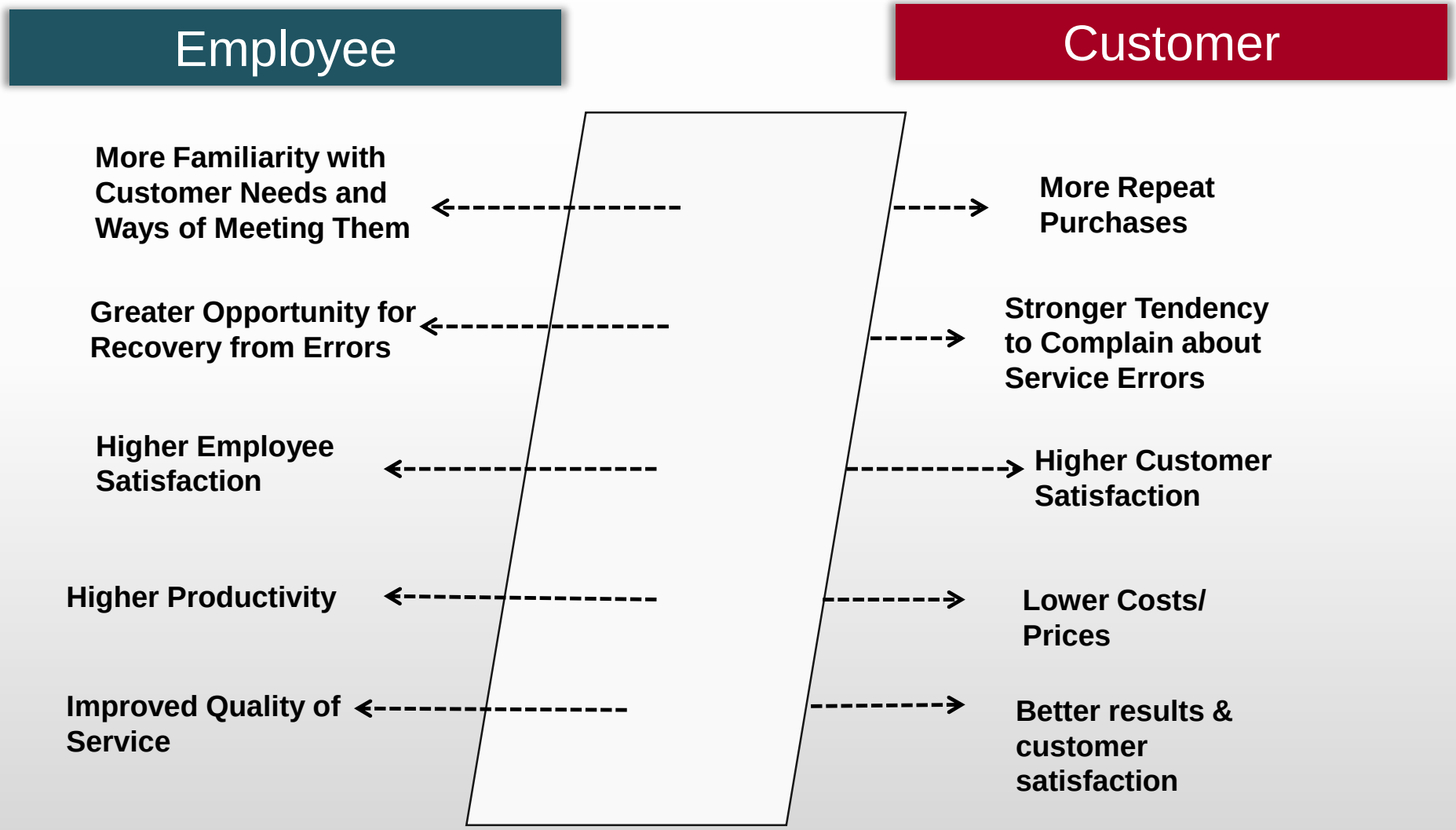
McKinsey&Company

Succeeding Through the Talent of People

Build & Enhance Competencies

Empower people

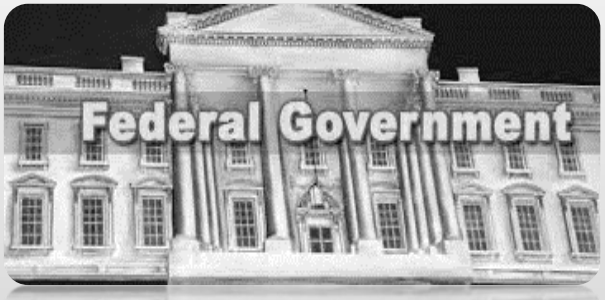
The Satisfaction Mirror



Sustaining Outstanding Results

Comprehensive Measurement Framework (BSC) linked to vision, mission

Measure only what is relevant



Sustaining Outstanding Results

Establish Service Quality Index

FedEx

Mix of measures
(Qualitative + Quantitative)
Use & Satisfaction with e-Services

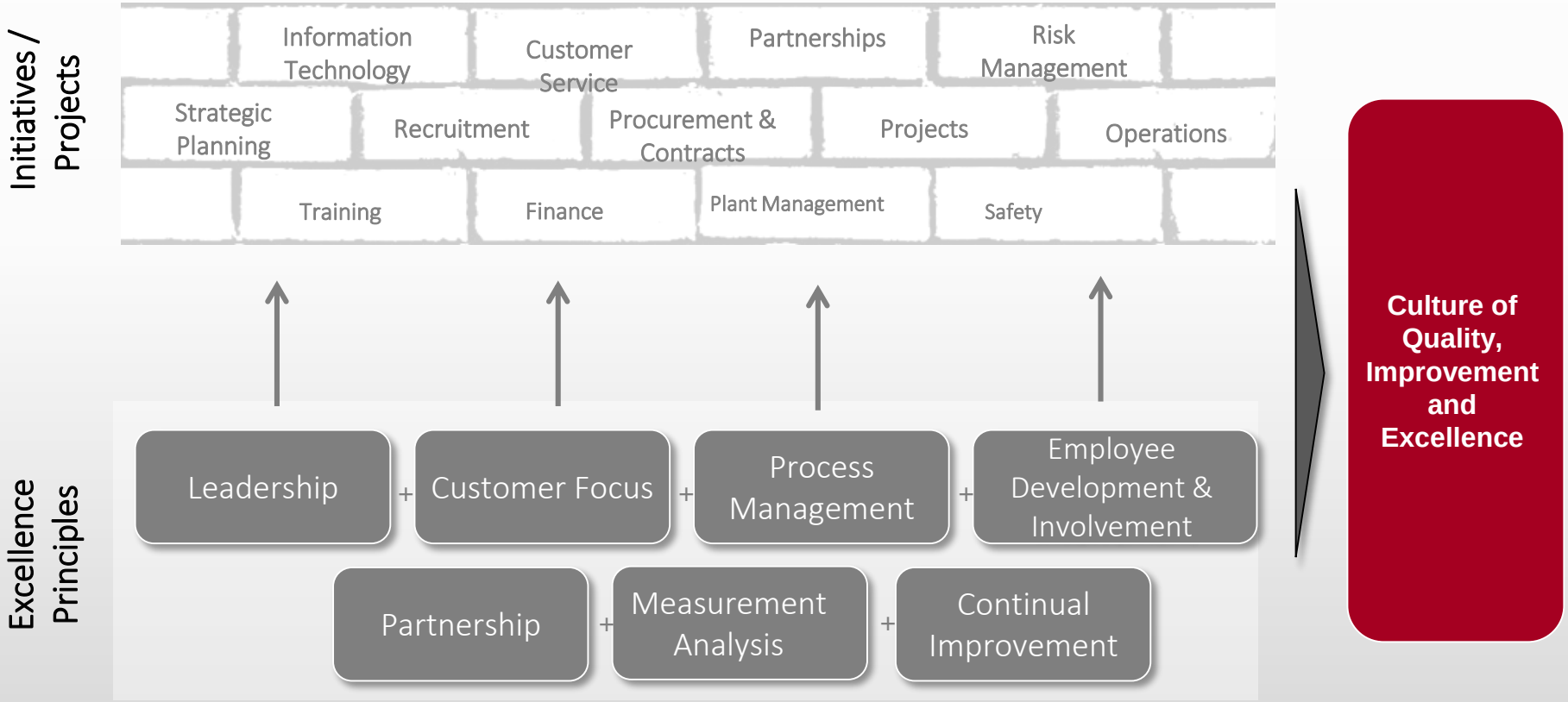
Australian Government

Integrity of data & results

national STATISTICS

One of the Biggest Challenge – Integrating Excellence in Routine Work

Only through integrating Excellence into the day-to-day operations across all of Company's functions, organization can successfully create and sustain a culture of Customer Service, Improvement & Excellence

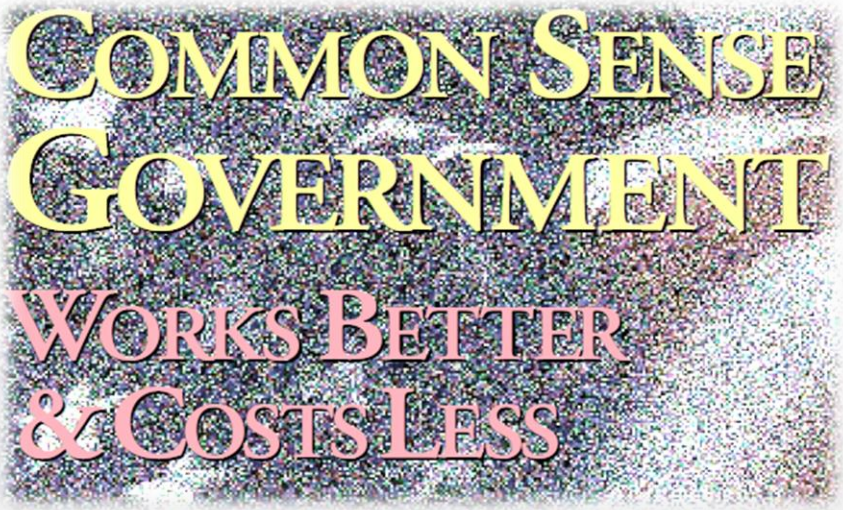


Recommendations

- ✓Engage with citizens most affected with service.
- ✓Empower employees to “fix” what needs fixing.
- ✓Enhance transparency of performance.
- ✓Promote vision of service excellence.
- ✓Drive out fear among employees.
- ✓Learn from leading private sector firms
- ✓Recognize and reward quality service.

- ✓Improve processes to drive out inefficiencies.
- ✓Adopt proven management system frameworks and standards.
- ✓Train staff on delivering quality customer service.
- ✓Be agile & flexible in deploying people, technology and resources.

Task of Reinventing the Govt. is Never Ending



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Complete Paper Available on
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by

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