

Automatic Evaluation

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Organisation: Administrative Modernization Agency (AMA)

Country: Portugal

Level of government: Central government

Sector: General public services

Type: Public Service

Launched in: 2015

Overall development time: 2 year(s) 5 month(s)

Link to the innovation's website

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Description

Automatic evaluation is the possibility that Portuguese citizens have to evaluate their global satisfaction with a public service. This tool is part of a greater evaluation and continuous improvement plan. The evaluation by citizens will be conducted through: 1. Evaluation by questionnaires (qualitative evaluation); 2. Centralization in an electronic platform complains, compliments and suggestions addressing public institutions; 3. Automatic evaluation in the end of each service provision. This global satisfaction can include a variety of aspects such as facility to access the service, level of response to citizen's needs, hospitality and information availability, waiting time, working schedule and special organization and signalization.

This initiative have as objective to change the status-quo of the public services provision. Until the moment the automatic evaluation has triggered the development of the realization of questionnaires to front-office attendant and citizens. It should be noticed that every public services provider have their own autonomy to perform inquisition initiatives and other methods. Particularly, AMA as a public services providers itself has developed questioners to some citizens which use AMA's services.

Why the innovation was developed

- This innovation was developed in order to respond to legal requirements in administrative modernization law (an external element).
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Objectives

Improve service quality, Improve user satisfaction

Main beneficiaries

General population, Government staff

Existing similar practices

Happy or not

In the private sector, civil society or elsewhere

Happy or not

From what is available in "Happy or not" website, the evaluation is done through a keyboard which register the volume of evaluations. In Portugal, the retail chain Pingo Doce Supermarkets didn't adopted "happy or not" system but implemented a similar project by adopting ATM terminal keyboard and using Green/Yellow/Red in order to collect the satisfaction of their customers. Also H&M and Bertrand Books store adopted a similar system.

<https://www.happy-or-not.com/en/>

Results

User satisfaction

- The main objective is to monitoring citizen's satisfaction in order to generate more detailed evaluation in order to develop changes if necessary.
- Globally citizens see this tool as a positive initiative.
- Until now is premature to evaluate historical tendencies.

Development

Design

This initiative were set up through Legal requirement “Decreto-Lei n. 73/2014 de 13 de maio” which is the most recent law concerning administrative modernization and simplification. This regulatory act states that AMA is responsible for this initiative, having the responsibility of collecting, grouping, sorting and publishing of the results of this assessment in “Portal do Cidadão” (personal page for citizens concerning their interaction with public administration). It is intended that this automatic evaluation system is common to all government entities that provide services directly to citizens, independently of the channel used: presential, telephone or online. Design time: 6 month(s)

Testing

- To test this initiative were conducted a pilot. • This pilot took place in two one spot shop and the automatic evaluation pilot initiative was joined by the main public institutions present in those two one stop shop, such as the national Institute of Registries and Notaries; Social Security Institution and national tax institution. • Testing period took three months. • It was possible to evaluate 1.502.878 attendances (representing 54 % of the attendances). In the end of the pilot period questionnaires were distributed to front-office employees, front-office coordinators and entities.

Testing time: 6 month(s)

Implementation

Tools used:

- To implement this initiate it was needed to proceed to some arrangements in the queuing management system so it could include evaluation data. • This process had to be made in two different systems depending on the technology which was being used to proceed the personal assistance service. In this particular implementation it was necessary to proceed to the adaption of SIGA – queuing management system or Sugar CRM, depending on the system used by the institution. • In order to monitoring and publish the results of the evaluation It was necessary to store data in a Data Warehouse and develop the more convenient dashboards in order to deliver results in a user friendly manner; • Until now automatic evaluation is only available on-site but it is expected evaluation to be available through telephonic and online services provision.

Resources used:

- This project distributes its costs over the network of involved entities, which may be central and local government, third sector, industrial associations or other providers of services of public interest. • Partners will provide and manage the facilities and human resources necessary, • AMA does cover initial startup costs, such as all necessary equipment (furniture, hardware and software) and the training of citizenship mediators. Total cost for AMA is estimated at 6.500.000€ for the whole project (1.000 units at an average unit cost of 6.500 €). These costs will be partially supported by the "European Regional Development Fund", with the national contribution provided by the AMA investment budget. The program “ALGARVE 21” (for the southern part of Portugal) will contribute over 500.000€ to create Citizens Spots within its coverage area.

Implementation time: 6 month(s)

Diffusion

- It is necessary to use the same tool (SIGA) where the innovation is included; • Demonstrate the potential of the innovation as collecting information; • The facility to use the system has been one of the concerns, this would boost its adoption; It was established in 2014 by law that public institutions which provide attendance services have to adopt some mechanism to monitor citizen's satisfaction in an automatic way.

Diffusion time: 1 year(s)

Challenges and solutions

- Employees are specially apprehensive with this innovation since they fear this tool eventually have impact on their annual evaluation and uncertainty on the real use of data. • Employees fear that since the evaluation does not have a very concrete scope, public managers take the data as satisfaction with the employee and not with the whole service. • Other challenge is the communication of the project. Transmit the concept that citizens are evaluating globally and not the employee has been a challenge as well because there are some citizens which refuse to respond fearing that their evaluation get associated to the employee. • Guarantee actions will be taken when low results are observed. This is one of the objectives of this project but it may be the most difficult part. In order to face those challenges and overcome them we opted to reinforce the training delivered to front-office employees and coordinators, by demystifying and showing results.
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Partnerships

Skillmind S.A. (Private sector) Instituto de Informática Public Institutions which joined and are joining this project

Other Public Sector, Private sector

Skillmind S.A is a private organization which developed the parameterised keyboards and is responsible for design the dashboards to be published in Portal do Cidadão (a website page which centralize information from public institution in a more friendly user manner) with the results. Instituto de Informática is the Public Institute responsible for the development of the queuing management system used in our OneSpotShop. Their contribute in the project was to integrate and adapt the queuing management system so it could save the necessary data (the classification assigned to the attendance). Public Institutions which joined and are joining this project. Even if this initiative is established by law, it establishes that institutions have to collect citizen's satisfaction with public service, they are free to do it by their own. They chose to join this project and this permitted to standardize this procedure.

Lessons Learned

Lessons Learned

- Promote changes in Public Administration is a great challenge. Resistance to change is transversal to organizations independently on their likeliness to change. Inform and motivate people (Human resources) is fundamental to the success of this kind of initiative.
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Conditions for success

- A sensitive project team who is able to understand organizational behaviour. Have a collaborative and motivated sponsorship in operational level. Take part of the pilot experience to learn and tune our innovation. Piloting is a great opportunity to redefine and adjust our project, get ready in a smaller scale and prepare ourselves to the implementation phase.
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