

Show your face

"Mettiamoci la faccia"

mettiamoci
la faccia 

Published On: 18 June 2014

Organisation: Office for Modernisation of Public Administration

Country: Italy

Level of government: Central government

Sector: General public services

Type: Communication, Data, Digital

Launched in: 2009

Link to the innovation's website

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Description

The initiative enables citizens to evaluate public services via 'emoticons' (icons demonstrating emotions) and give feedback to the government in real time. Through built-in touchscreens at the counters of service centres as well as through online channels, citizens can evaluate public services by clicking a smiley icon (an 'emoticon') that reflects their level of satisfaction and leave a comment. The software used allows administrations to publish reports on evaluation results online automatically. Data is also sent to the Office of Modernisation which analyses and publishes overall satisfaction results on a regular basis.

Why the innovation was developed

The main factors which led to the development of the innovation are rooted in the public administration reform (legislative decree no.150/09) which highlighted the importance of assessing the quality of public services. "Customer's satisfaction" and "Improvement of the quality of public services" are two of the most important topics of the e-Government 2012 Public Administration Plan. As part of this strategy, the Office for the Modernisation of Public Administrations initiated a series of activities in line with international and European guidelines. The use of 'emoticons' by citizens simplifies the process of customer surveys.

Objectives

Enhance public trust, Enhance transparency, Improve service quality, Improve user satisfaction, Increase citizen engagement

- Continuous evaluation of public services through feedback in real time.
 - Enable users of public services to evaluate services in an easy, accessible and fast procedure, thus promoting a culture of citizen participation.
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Main beneficiaries

Civil Society, General population, Government bodies, Government staff

- 1 000 public organisations that have joined the initiative since 2012.
 - Italian citizens.
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Existing similar practices

Govmetric

In the private sector, civil society or elsewhere

Govmetrics

Govmetrics provides software for citizen consultation. The major difference consists in the institutional support given by the Italian government to public administrations involved in the "Show your face" initiative compared to the private sector service.

<http://www.govmetric.com/>

Results

Service quality

Responsiveness:

- More than 17 million evaluations were received between 2009 and 2012.
- 15% of desk services, 6% of phone services and 3% of web services were evaluated via 'emoticons' by citizens that used a service.

Other:

When the initiative identified user dissatisfaction which was focused on specific areas/services, some administrations took action. They have streamlined processes and a new organisation of activities or internal structures.

User satisfaction

80% of users are satisfied with the service received and left a positive smiley.

Other improvements

The main reason for dissatisfaction with desk services is waiting time, whereas for web services it is access problems, unclear and not up-to-date information.

Evaluation

- An evaluation of administrations taking part in the pilot phase of the project was conducted from March 2009 to April 2010.
- 55 administrations contributed via semi-structured questionnaires and a focus group assessment.
- An evaluation report considering these results was published, paving the way for a further extension of the initiative due to very positive feedback on the project's potential.

Development

Design

The idea was developed in 2009, within the Minister for Public Administration, which worked in close collaboration with the Office for Modernisation. They carried out all the phases of design, development and testing, implementation and diffusion of the initiative.

Testing

- The initiative was developed in collaboration with 230 administrations that took part in the first pilot phase.
- The testing phase of the system took 12 months, ending with an evaluation report which confirmed the potential of the initiative.
- Tools used included an application form, check lists, guidelines for the use of the system, hardware and software components and creation of a visual identity.
- Several tools were improved and adjusted during the pilot, such as the procedure to send evaluation data to the Office for Modernisation.

Testing time: 12 months

Implementation

Tools used:

Tools were refined and extended such as new application forms and check lists, monthly reports, software updates and the development of a new software to manage user feedback without installation through a remote online access.

Resources used:

2.5 full time employees to implement the project.

Diffusion

- Over 1 000 administrations have joined the initiative.
 - Spread via new staff members who asked to join the initiative.
 - An online section for “Show your face” within the homepage of the Office for Modernisation.
 - A website for registered administrations to compare and benchmark their results.
 - Organisation of two conferences and a webinar to evaluate the experiences of participating administrations.
 - The “Show your face,” initiative is integrated into the wider framework of MiglioraPA, a project targeting the improvement of public service quality and offering different sets of tools to manage customer satisfaction processes.
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Challenges and solutions

The challenge encountered has been to allow the public administration, in all its levels, including the smaller and low-budget local administrations, to participate in the “Show your Face” program. Thus, new software (to manage user feedback without installation through a remote online access) was developed and rolled out to all interested administrations.

Partnerships

Administrations in Italy

Other Public Sector

Administrations were involved in the evaluation process of the project.

Lessons Learned

Lessons Learned

- This initiative is strongly supporting the creation of a culture of customer service within the Italian Public Administration. It allows citizens to have an active role in the process of improving public services.
 - Growth potential is still enormous. From this perspective future challenges refer to the extension of the initiative, both to other administrations and to new types of services, as well as to the integration of this instrument into measures of in-depth customer satisfaction.
 - The 'emoticons' have several advantages and transferability opportunities: they guarantee the systematic collection of customer satisfaction on the service received at the counter, by telephone or online.
 - The model has also had another added value: it is immediately understandable and easy-to-use for the users, who can contact the administration and express their opinion on the delivered services. In this respect, "Show your face" encourages citizen involvement and promotes the participation/engagement of the different stakeholders (employees, managers, politicians, trade unions).
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Conditions for success

The use of 'emoticons' is particularly suitable for assessing customer satisfaction of individual services that are delivered via one single interaction between the citizen and the administration and are of a low level of complexity. The model is less suitable for both consulting services and services in which several administrations are involved in delivery.

Other information

It is important to underline that "Show your face" is a customer satisfaction initiative which gives a general insight into "the state of the service" together with an indication of the possible reasons for dissatisfaction. It doesn't provide any in-depth analysis of the service. Considering this aspect, the model's adoption should always be embedded in a more general strategy of customer satisfaction management, which features different tools and targets general service quality improvements. In this respect, it is also important to highlight the possible combination of the model with other customer satisfaction tools, as outlined in the evaluation report and, more recently, in the MiglioraPA initiative (www.migliorapa.it).