Course: DPR Preparation
Day 1

Session 3
Services & Service Levels
Agenda

- Government service delivery framework/model
- Identification, categorization and definition of services
- Service value analysis and prioritization framework
- Preparation of services implementation roadmap
Government Services

- **Service** is the ‘action or process of serving’ or ‘an act of assistance’ or ‘a system providing a public need’
- Every government department provides a set of services to its identified customer base
- Citizens expect the Government to address their needs
- ‘Services’ are required through the complete lifecycle of a citizen or business
- The manner of delivering the services and the ease with which the citizens can avail the services creates an image of the government in the minds of the citizens
## Understanding Government Services

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>G2C</td>
<td>Government to Citizen</td>
</tr>
<tr>
<td>G2B</td>
<td>Government to Business</td>
</tr>
<tr>
<td>G2E</td>
<td>Government to Employee</td>
</tr>
<tr>
<td>G2G</td>
<td>Government to Government</td>
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</tbody>
</table>
Government to Citizen (G2C) Services - Lifecycle

- Professional Education
- Scholarships
- School Education
- Scholarships
- Certificates
- Birth Certificate
- Health Care
- Employment Services
- Vehicle Registration
- Driver’s License
- Passport/Visa
- Agriculture
- Land Record
- Property Registration
- Marriage Certificates
- Taxes
- Utility Services
- Municipality Services
- Pensions
- Insurance
- Health Care
- Death Certificate
Government to Business (G2B) Services - Lifecycle

- Approvals
- Permissions

- Returns
- Taxes
- Permits
- Compliance

- Approvals
- Compliance

- Approvals
- Permissions
- Registrations

- Project Profiles
- Infrastructure
- State Support

Specialized Training for e-Governance Programme

Public Services Closer Home
Government to Employee (G2E) Services - Lifecycle

- Career enhancement
- Job Training
- Skill Development
- Salary Increments

- Career Guidance
- Employment Services
- Interview
- Offer
- Joining

- Children Education Support
- Housing support
- Healthcare
- Taxes
- Utility Services

- Pensions
- Insurance
- Health Care
Information Services for Citizens during lifecycle

**Birth**
- ‘How’ & ‘Where’ to register birth?
- ‘How’ and ‘Where’ to get birth certificate?
- ‘What’ healthcare services are offered for child?
- ‘How’ & ‘Where’ to get healthcare services?
- Children rights and government support….

**Student & Youth**
- Government policies on education
- Information on Government schools, colleges, universities and education facilities, admission procedures
- Scholarships for students
- Student rights for education and government support
- Results of examinations……

**Employee**
- Employment opportunities and procedures for selection
- Employee rights
- Employment selection results
- Government support programmes for employment
- How to register ‘vehicles’?
- What are applicable taxes and how to pay taxes?
- How to obtain driving license?........
Information Services for Citizens during lifecycle

Family
- ‘How’ & ‘Where’ to register marriages?
- ‘How’ and ‘Where’ to get marriage certificate?
- What are applicable taxes?
- How to register property?
- Government healthcare programmes and approach for availing healthcare services

Old Age
- Government schemes for supporting old age citizens?
- Healthcare programmes and services for old age citizens?
- Pensions and how and where to avail services?
Service Classification

Services of government or any other organization are generally categorized into:

- **Information Services**
  - Includes those services that solely provide ‘information’ to customers and does not involve processing of any transactions or documents.
  - Information services have relatively simple back-office operations and can be easily be E-Government-enabled.

- **Transaction Services**
  - Transactional Services: includes those services where customers require specific actions to be taken by the department.
  - Transactional services mandate a higher degree of customer interaction and more complex delivery operations than informational services.
Government Services (information and transactions)

- Each government service consist of a sub-set of:
  - Information services
  - Transaction services

**e.g. Applying for a passport**

<table>
<thead>
<tr>
<th>Information Services</th>
<th>Transaction Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to apply?</td>
<td>Receipt of application forms and payments</td>
</tr>
<tr>
<td>Forms and documents needed for registration</td>
<td>Processing of application and registration</td>
</tr>
<tr>
<td>Applicable payments?</td>
<td>Issuing passport</td>
</tr>
<tr>
<td>Status of passport processing?</td>
<td></td>
</tr>
</tbody>
</table>
Government Services Life cycle (illustrative)
Understanding ‘Quality’ in Government Services

Information is correct or not?

- Name & Photo are correct
- Personal information like sex, date of birth, address etc are correct
- The passport is stamped / signed and is valid
- Physical passport is as expected
- Not torn or damaged

• Does not have pages missing / has correct number of pages

But even if all of the above are correct, does that mean that we have met the “Service Quality” parameters for the passport?

The answer is NO.
So what else is important?
… The entire Passport Issuance Process as seen by the citizen

What if

• Citizen waits for hours in queue (despite having an appointment)
• Receives the passport six weeks after dispatch
• The police verification is delayed
• Citizen has to come multiple times to log in application
• Citizen needs to use an agent to get hassle-free service
• Citizen is asked to pay extra money to get it processed fast
• Citizen faces rude behavior by the Security guards / counter staff
• Citizen does not get correct information from helpline/inquiry counter
• Counter accepts incomplete form and rejects it later
• Counter does not accept documents defined in the requirement checklist (e.g. letter from Army Officer)
• The passport is sent to wrong address / person
So what else is important?  
… The entire Passport Issuance Process as seen by the citizen

What if

- Citizen waits for hours in queue (despite having an appointment)
- Receives the passport six weeks after dispatch
- 
- 

Service Quality comprises of the physical **Product**, the **Time** taken to deliver it, the **Cost** of getting the service, and **Customer Experience** or **Service Delivery**

- Citizen faces rude behavior by the Security guards / counter staff
- Citizen does not get correct information from helpline/inquiry counter
- Counter accepts incomplete form and rejects it later
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Our customers are the only judge of whether we are a Quality organization or not!

This means

• Our customers decide what the specifications / standards of Quality are

Service Quality is not

• A luxury … a flavor of the month
• Just meeting our own standards
• Quick fixes which are short term and without any hard work

We need to focus upon

• Reducing our Total costs by getting things ‘First Time Right’, every time
• Avoiding waste by eliminating errors
• Doing only the right things
  – Things which meet the customers’ needs, and
  – That add value not cost!
Key attributes of Service Quality in Government

• **Time**
  - taken for completion of service by the citizen/business
  - Taken for delivery of service by the Government

• **Cost**
  - incurred in receiving the service by the citizen/business
  - Incurred by the government in delivery of service

• **Complexity (illustrative)**
  - Number of forms to be filled, amount of information to be provided, number of offices to be approached.....by the citizen/business
  - Number of employees, number of approvals, number of verifications/validations to be performed by government

• **Transparency**
  - Knowledge on process for delivery of service, delivery timelines, status of service request to citizen and business....
• **Convenience**
  - Ease of access to service, quality of facilities used for delivering service to the citizens/business
  - Quality of facilities and tools provided for government employees for delivering the services to citizens/business

• **Experience**
  - Quality of interactions (courtesy, politeness, treatment) with the government during service delivery
Service Levels
Understanding Service Levels/KPIs in e-Governance

‘Services’ in an e-Government Project (differentiating government services and third party services)

Government Services:
Department Services identified for ‘e’ enablement .e.g.
1. Registration of companies
2. Filing of returns
3. Issuing passports
4. Registration of birth and death
5. Payment of taxes and duties……

Services provided by third parties
1. Development of application software
2. Implementation of IT infrastructure
3. Maintenance of systems and infrastructure
4. Establishment of call centre
5. Establishment of service delivery centers etc…
Understanding Service Levels/KPIs in e-Governance

‘Services’ in an e-Government Project (differentiating government services and third party services)

**Government Services**
- Department Services identified for ‘e’ enablement e.g.
  1. Registration of companies
  2. Filing of returns
  3. Issuing passports
  4. Registration of birth and death
  5. Payment of taxes and duties……

Government is responsible for ‘Quality’ of Government Services

**Services provided by third parties**
- & Third party service provider is responsible for ‘Quality’ of Systems/Technical services
  1. Development of application software
  2. Implementation of IT infrastructure
  3. Maintenance of systems and infrastructure
  4. Establishment of call centre
  5. Establishment of service delivery centers etc……
Understanding Service Levels/KPIs in e-Governance

Service levels or Key Performance Indicators support in measuring ‘Quality’ of Services….

Government Services:
‘Quality’ attributes of government services include (illustrative list):
1. Time for service completion
2. Cost for service completion
3. Accuracy of service delivered
4. Completeness of service delivered
5. Transparency in service delivery…

Services provided by third parties:
‘Quality’ attributes of technical systems and services include:
1. Completion of systems development in time, to the requirements, standards and cost…
2. ‘Availability’ of services online
3. ‘Performance’ of systems to deliver online services
4. ‘Security’ of online services
Understanding Service Levels/KPIs in e-Governance

Improving the ‘Quality’ of services in e-Governance initiatives..

**Government Services:**

‘Quality’ attributes of government services are improved through (illustrative):

1. Government Process Reengineering
2. Leveraging Information Technology
3. Privatisation/PPP (to leverage private sector strengths…)....

**Services provided by third parties:**

High ‘Quality’ technical systems and services are delivered through:

1. Clear understanding of requirements
2. Adopting proven technology and standards
3. Employing skilled resources
4. Right project management approaches
## Service Level Examples

### G2C Examples

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average waiting period at service centre</td>
<td>&lt;10 mins</td>
</tr>
<tr>
<td>Time to encash cheque</td>
<td>&lt; 5 mins</td>
</tr>
<tr>
<td>Time to process Driving Licence application</td>
<td>Max. 2 days</td>
</tr>
<tr>
<td>Time to rectify mistake in passport</td>
<td>Max. 3 days</td>
</tr>
</tbody>
</table>

### Between Govt and Vendor

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity of Application Server</td>
<td>Min. 1000 transactions per hour</td>
</tr>
<tr>
<td>Server Uptime</td>
<td>&gt;95%</td>
</tr>
<tr>
<td>Time to load web page</td>
<td>&lt; 2 seconds</td>
</tr>
<tr>
<td>Time to restore data centre</td>
<td>Max 2 hours</td>
</tr>
</tbody>
</table>
End of Session