

Editorial

Generating Delight – the new Public Service aim

Bhutan takes pride in its public institutions, which have evolved over time in response to the changing needs and requirements of its people. Unlike in many other developing countries where institutions are imposed legacy of colonialism, and hence often alienated from the needs of its people, Bhutan's institutions profess to serve its citizens. However, with needs of the people changing rapidly and randomly, pressures on public service institutions are mounting.

When a sick villager is shouted at by an irate girl behind the reception counter, when a potential entrepreneur has to await unreasonably long for government clearance, when a wronged woman doesn't want to right the wrong through a court of law, when policeman on duty is scorned at, public institutions must reflect upon its functions and respond to the changing needs.

Pressures to respond is perhaps more evident at the public service delivery interface. Longer queues, increasing number of people who cannot even make it to be in queues, disgruntled customers, and burgeoning corruption beacon colossal change in the public service institutions. This change requires new orientation. An orientation, which actually reaffirms the already known, yet a forgotten truth – public service institutions exist to serve the citizens and not vice versa.

Citizens as customers, a concept borrowed from the business, therefore must be the edifice upon which structures, systems, cultures, and capacities are built.









The Delighted Public Servants

Citizen need is the *raison d'être* for the existence of public service institutions. This compelling paradigm shift calls for changes in models, relationships and attitude. The prevailing 'provider – receiver' attitude of the public servant may not be valid. Public servants should be aware that they do not offer favors in the discharge of their duties, they are obligated. Structures and systems built for the convenience of the service providers may be inappropriate.

Our success in delivering quality service can thus be gauged by as in marketing parlance number of delighted customers generated. Delight is the feeling of an entrepreneur for having obtained credit without the arduous wait, a farmer being delivered seeds and fertilizers on time, a woman who has confidence in the court of justice, a citizen who looks at the policeman as support, a not longer than necessary queue at the hospitals. Public service should deliver delight – the ultimate public service aim of the new era.

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POST GRADUATE DIPLOMA IN NATIONAL LAW (PGDNL)



Objectives: The PGDNL aims to assist Dzongkhag Courts, High Court, Organizations and lawyers to succeed and:

- § develop the range of knowledge and skills required of Drangpos⁴ and lawyers
- § develop the ability to negotiate and settle disputes among people and civil problems
- § develop a clear understanding of the emerging role and responsibilities of Drangpos
- § familiarize with the national law and develop a common understanding & interpretation of the Laws and Acts of the Kingdom.

Duration: 18 months

(From January – December – July)

Designed for : Candidates who have completed LLB or nominated for the same by the RCSC

Learning areas: In addition to field studies once/twice a month in nearby courts the following

- § Nagden
- § Sumtag
- § Ngenngag
- § Cheonjug
- § Uma
- § Tshenma
- § Land Act
- § Marriage Act
- § Driglam Namzha & Source of Law
- § Civil & Criminal Procedure Code
- § Thrimzhung Chenpo
- § Inheritance Act
- § Loan Act
- § Office Management
- § Computer Applications in English
- § Computer Application in Dzongkha

Learning Outcome: Upon the completion of the course, the Participants will be able to:

- § Understand and implement court procedures and dispense judgment
- § Manage to settle disputes and solve problems
- § Draft judicial correspondences, agreements and resolutions both in Dzongkha and English
- § Assist their organizations/courts/offices to achieve its goals and objectives
- § Motivate and manage its people, work systems and information and other physical resources

Citizen Relationship Management: The Rocky Road from Transactions to Empowerment



Dr Stephen F King

Introduction

‘Choice’ – this small word currently underlies a very large volume of UK government rhetoric. Citizens must be able to choose their schools, hospitals, social housing and potentially any other public service. A popular approach in the private sector, when confronted by customers looking to switch suppliers,

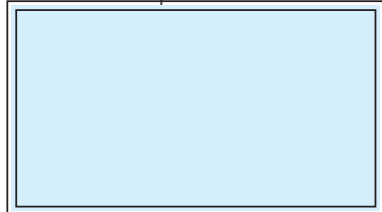
is to provide a consistent service for all customer interactions and develop deep customer ‘insight’ to predict future needs. This is called Customer Relationship Management (CRM) and, when it works well, can encourage customer loyalty and long-lasting profitable relationships. CRM has recently become popular in the UK public sector, especially in local government.

This article goes in search of Citizen Relationship Management by exploring the potential of CRM to genuinely deliver improved, citizen-centric public services which have a real impact on quality of life.

Aspirations and Reality

Analysis of CRM Pathfinders reveals little mention of 'organisational transformation'

The ODPM produced a three-stage "CRM Strategy Framework" to support the CRM Pathfinder projects in 2001.



The stages were:

"improving accessibility of services", "transforming a department-based organisation into a customer-centric one" and "delivering innovation in services". An analysis of the Pathfinders reveals a number of initiatives aimed at improving access and some service innovations, but little mention of the critical middle stage:

"organisational transformation". The focus is almost exclusively on providing a wider range of more efficient access channels.

The follow-up CRM National Programme tells a similar story. The focus is on rapid resolution of enquiries and on satisfied customers.

This is a positive achievement no doubt, but is essentially reactive. Problems with the cost of CRM, with information sharing and joined-up services, and with change management are reported and may well stand in the way of councils achieving wider and deeper use of CRM.

Co-Production and Empowerment

So, can more be done? Take the case of Social Services, a major area of local government. Social services deal with complex situations and vulnerable people. For example, the design and implementation of a care plan for a disabled child will involve several stakeholders: the child, the parents/guardians, a social worker and possibly health and education professionals. It is increasingly being recognised, particularly in health, that the patient should be a "co-producer"

of his/her own care and for this to be effective the patient needs to be involved in its design and have a stake in the outcomes. But the private-sector model of CRM assumes the organisation which runs the system owns the customer data and does something "to" the customer rather than "with" them. The customer is on the receiving end, not the *producing* end.

The private sector CRM model assumes something is done 'to' the customer rather than 'with' them

Putting the expensive, sophisticated private-sector CRM systems to one side for a moment, the question now becomes – what kind of ICT can best support the co-production process? Not surprisingly, simple technology such as mobile access to databases, the internet and e-mail come out high on the list. These technologies enables stakeholders to meet at the most appropriate location (e.g. the citizen's home) and work together in a way that is understandable to all. Also 'customer insight' takes on new meaning, where the customer, via ICT and the professionals, is given insight into his/her own situation, needs and possible solutions. This argument suggests an alternative to the ODPM's CRM strategic framework (figure 1). Unlike the ODPM's approach, the new model acknowledges the development of a citizen-centric system is far from easy. To emphasise this point a Wall is placed between stages three and four, representing a significant barrier between traditional, bureaucratic, political government organisations and the dis-empowered, and often dis-engaged, citizen.

New Ways of Relating to Citizens

Figure 1 indicates three possible relationships between local authorities and their citizens:

An informational/transactional relationship

This is where the CRM pioneers are at today. A CRM helps provide efficient responses to citizen enquiries supported by

transactional systems to enable appointments to be booked, payments received, benefits paid etc. For this relationship to work fully, services and systems must be integrated.

An insightful relationship: council driven

This is the aspiration of many local authorities. This corresponds to private sector CRM 'best practice'

and to the later stages of the ODPM model. In the private sector many techniques are used to segment customers and target them with products and services. The most popular technique is RFM (Recency, Frequency, Monetary value), where firms target the most recent purchasers first, then within that group the most frequent purchasers, and within that group the highest spenders.

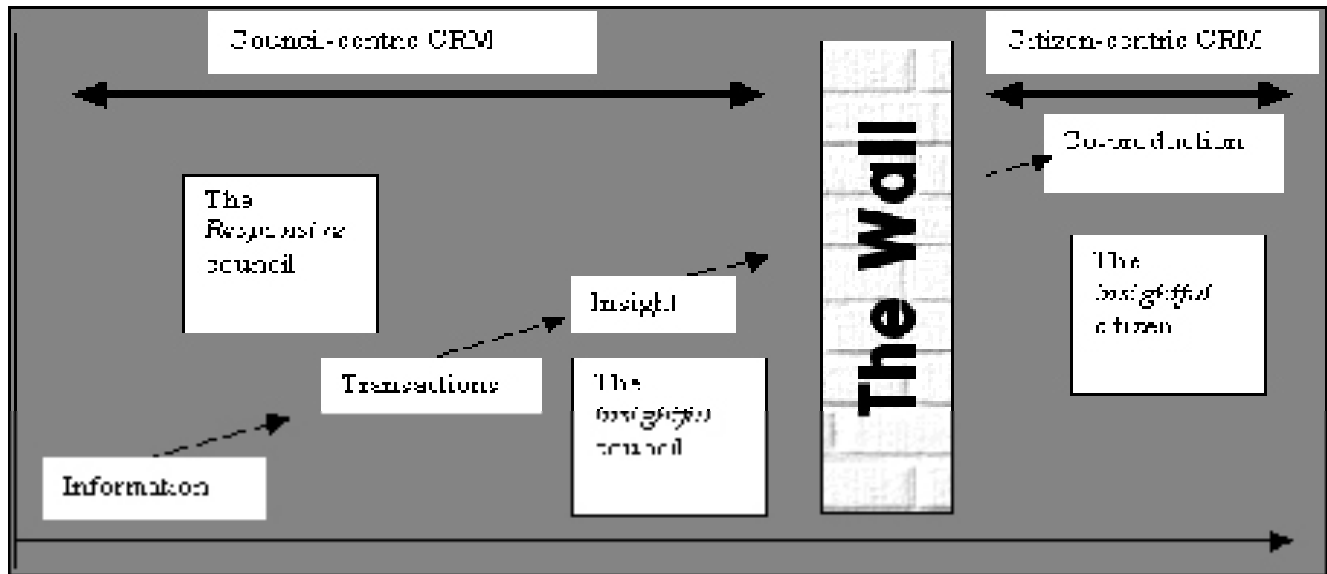


Figure 1: Stages of Citizen Relationship Management

Applying this logic to council customers, one approach to citizen segmentation would be to replace 'amount spent' with 'cost incurred' to the council by the citizen's use of services creating 'RFC' based segmentation (Recency, Frequency, Cost). Councils could then 'target' the highest scoring citizens (e.g. vandals, noisy neighbours) in order to improve/reduce their use of services. Recent research reveals that no councils are engaged in this kind of relationship with their citizens yet.

An insightful relationship: citizen-driven

This is radically different to the traditional CRM concept. The relationship is predicated on extensive citizen access to information and systems. This could, for example, be via web-based community portals linked to Geographical Information Systems, which enable citizens to find out more about local services (and their performance)

and to challenge service providers to improve performance, through greater citizen involvement in service design and delivery. Early examples of community portals are appearing in some local authorities, such as Wandsworth, whilst North Lincolnshire council is exploring what it means to be held 'accountable' to its citizens.

Conclusion

To conclude, instead of simply following the private sector CRM model, and retaining power and control of the relationship in the hands of the local authority, citizen relationship management could be re-balanced, with power being shared between the provider and the consumer. This requires a lot more 'letting go' on behalf of the former and more engagement on behalf of the latter.

Highlights of Campus Events

RIM observes the coronation day



Dedicating to the king

On 2nd June the entire nation took time off to remember and express their gratitude to His Majesty the Druk Gyelpo for His selfless and dynamic leadership provided to the country as the fourth monarch. 2nd June 2005 is the coronation anniversary, which marks the completion of 31 years of profoundly benevolent reign of the fourth Druk Gyelpo.

The Royal Institute of Management in its full force comprised of the Director, faculty, staff and the trainees assembled and unfurled the Institute and the National flag in a gesture of respect and gratitude to the King.

Speaking to the gathering, the director, Sonam Phuntsho highlighted the significance of the occasion and emphasized the need to draw inspiration from the benevolent leadership provided by the Druk Gyelpo.

As the social forestry day is celebrated coinciding with the coronation day, the RIM family engaged in planting tree saplings in and around its campus.

Results Declaration for the 2005 graduates

The Institute declared academic results for its graduates of 2005 in a simple ceremony held at the institute complex on 24th June, 2005. A



Result Declaration

total of 68 trainees from the diploma course in financial management, certificate course in financial management and diploma course in information management systems have graduated.

The director of the institute awarded the results to the graduates and certificates of appreciations to the trainee office bearers.

The graduates are expected to work in the fields of finance and information technology both in the government organizations and the private

RIM hoists its Lhadar

On the auspicious 15th day of the 5th month of the Bhutanese calendar corresponding to the 22nd June, 2005 the RIM family hoisted its lhadar.

The lhadar, which is about 30 meters, was erected at the main entrance of the institute's main building.

Using moveable scaffold and ropes, it was jointly



Hoisting the Lhadar

hoisted by the faculty, staff and the trainees in the traditional method.

The colorful lhadar marked with the five animal figures of the Tag, Seng, Chung and the Druk is the source for accumulation of good luck, longevity, prosperity and all good elements that make up good life.

Database Management Training

On 16th June, 2005, fifteen participants completed a 10-day course on database management conducted by the Center for Information Technology of RIM.

The participants were taught Microsoft Excel and Microsoft Access 2003, which are the two essential tools for managing database.

According to RIM trainer, Mr. Phurba the participants who were from a diverse background such as shop owners, IT trainers and the private sector employees are expected to use the database management tools to function effectively in their respective fields.

The training, which was conducted in the training hall of the Bhutan Chamber of Commerce and Industries, was funded by the Department of Human Resources of the Ministry of Labor and Human Resources.

Quality service and the Public sector

By: Phuntsho Namgay, RIM

Concept



Phuntsho Namgay, Sr. Lecturer

Quality service as a fundamental business principle in service organizations everywhere in business has become an unstoppable

force. Managers and

organizations today are grappling with quality to ensure a future for themselves as well as their companies. Anyone in the line of business who ignores quality does so at great jeopardy to his or her business. Why would people go back to a particular restaurant? Probably it delights them. Why would one shop regularly at a particular shop? It probably provides all they need. This indicates that a customer has certain expectations to be met and if a particular service provider falls short of that expectation the customer has the right to look elsewhere to satisfy his/her needs. Such withdrawal of business would not bode well for any business organization. For businesses are dependent on customers and not the other way round.

So does it mean that quality be it delivery of services or products be limited only to business establishments or should the concept of quality service also be applied to public organizations? People in public organizations may not see the need for quality service as the customers will always be there whether they like the service or not. We hear complaints from people about having to wait in long queues at several organizations while availing the services. People talk about delays, lack of proper information, the indifference of service providers leading to inconveniences to the service users both mentally and physically. We hear people complaining about the inconvenient timings and people availing services having to run around from person to person to get signatures, or a seal etc. Is this an indication of the lack of quality service consciousness among the public service organizations or refusal on their part to deliver quality service?

The point here is that no matter what, be it a public organization or a private firm both exist to serve customers.

A private business would be for business profits and in the case of a public organization it would be for public service. In both cases we serve customers to make a living.

The whole idea of customer-oriented service is to address what matters most to the customers in terms of the service that is being delivered. The decentralization policy aims at meeting the needs of the people. The geog based planning with each geog coming with its own plan is basically to provide services that are oriented towards meeting the aspirations of the people.

What must be done?

However, there is a need to bring about an understanding and change among the various players in the decentralization process to the concept of customer service. The government's aim of providing better services to the people must be matched with a similar aim of making the organizations more customer friendly.

Organizations need to define clearly its customers and the services it delivers. It would be important to find out what is that the customers expect of the organization and what is the service that the customers feel is the most important function of the organization. Most organizations need to know this basic step. To be successful at providing quality service it is necessary to not only meet but also exceed customer expectations. In defining services it is important that we involve the customers in the process of defining services. It is also necessary for all the employees to know the definition of quality service and what the organization expects from each of them

Since the aim of customer oriented organizations are to meet the requirements of the customers an analysis the whole organization will need to be done. Organizations are established with a purpose. Structures, performance evaluation systems, rewards, processes, coordinating mechanisms, organizational culture, leadership form the building blocks of the organization. Change to being customer oriented would mean redefining the purpose and changes changes in the building blocks of the organization.

The whole system and operation of the organization will have to suit to meeting the requirements of the customer.

Organizations must standardize the system and continuously assess its new system and the delivery of services. Organizations must become learning organizations. Continuously learning and improving the delivery of services.

Imperatives for Change

Public organization need to be aware about the service deficit, meaning that there are problems about assuming that directions set by organizations, every priority or policy they establish is in line with the genuine wishes of the people. A conducive relationship has to be established between the public and the public organizations through the removal of bureaucratic rigidity. Organizations need to demonstrate responsiveness and be engaged with the public as a way of finding a solution to the old system of bureaucracy and the prevailing minds. Public service organizations will need to redefine their purpose by establishing clear visions mission, objectives so as to give direction of efforts. The vision, mission, objectives will need to be aligned to the National Vision and to the changing expectations of the government and society.

Public organizations need to be clear that public services have to be aligned to the needs and desires of the public. This clarity of public services has to be understood by leaders and those in public service organizations. Public organizations need to look at the gaps between the public services provided and the needs and expectations of the public and act upon these gaps. Consistent review of Service delivery in the form of Public impact assessment will need to be done so as to look into how the services and activities of organizations impact on the problems and needs of the public and to help fill the gap in the knowledge of public organization of public services.

Public service organizations need to reach out to the public and in order to do this public service organizations need guidance and direction in how to interact with the public. Leaders of public service organizations need to understand that delivery of public services aligned to the needs of the public is the underpinning of the country's development philosophy promulgated by His Majesty.

The leaders need to realize that public services



The Early Birds' Queue

must be provided efficiently and effectively accompanied with accountability and transparency and that this can only be done not just by internal management reforms but by a total public service reform and by providing services that are closer to the people.

Performance management systems will require being more accountable towards the public. Structures, performance evaluation systems, rewards, organizational culture, leadership should reinforce performance consistent with the overall organizational goals and objectives of public service. A shift from so called "Performance appraisals" to performance management will need to take place to reflect the shift in paradigm for assessing performance on the quality of services delivered. Performance management should be able to create an environment within the organization to enable the individuals perform towards meeting their individual goals as well as the goal of the organization. It is about managing the performance of the individual to achieve the overall organizational objectives.

In conclusion devolution of power means that the public should be influential in setting strategic framework for public services, and that the users of public services should be consulted about their needs and wishes. Organizations need to stop assuming they are what they do. They need to go public with a discussion of the purpose of their existence and accordingly set their performance standards. Bureaucratic, inflexible and centralized Systems and structures controlled by inflexible centralized financial controls and bureaucratic hierarchy will need to be done away in keeping with the changing needs and perceptions of the public towards empowerment, flexibility and service delivery.

Felicitatation message to our Beloved King on the 31st Coronation Anniversary

The Director, Faculty, Staff and the Trainees of the Royal Institute of Management would like to felicitate His Majesty on the propitious occasion of His 31 years of glorious ascension to the Golden Throne.



We take this opportunity

the Kingdom under the wise and selfless leadership of His Majesty the King. On this auspicious moment we pledge to serve the nation through capacity building of the nation's human resources with professionalism and

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