

# PSC CIRCULAR

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## PSC Circular 44/2008

**To** : Permanent Secretaries and Heads of Departments **File:** 29/685/23/2

**Subject** : **SERVICE EXCELLENCE AWARDS** **Date:** 13/10/2008  
**FRAMEWORK - IMPLEMENTATION**  
**GUIDELINES**

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### 1.0 INTRODUCTION

1.1 This circular serves to inform Ministries and Departments on the re-introduction of the implementation of the Service Excellence Awards in the Public Service with immediate effect.

### 2.0 SERVICE EXCELLENCE COMMITTEE

2.1 A Service Excellence Committee will be established soon to guide, coordinate and monitor the Service Excellence Awards. It is proposed that the Committee shall comprise of the following Permanent Secretaries:

- i) PS Public Service Commission (Chairperson);
- ii) PS Indigenous Affairs;
- iii) PS Transport, Works and Public Utilities;
- iv) PS Education, National Heritage, Culture & Arts;
- v) PS Health, Women & Social Welfare;
- vi) PS Agriculture;
- vii) Actg. PS Industry, Tourism, Trade & Communication

### 3.0 AWARENESS/TRAINING PROGRAMS

3.1 The Public Service Commission will conduct a series of Workshops for Ministries and Departments for Familiarization of the proposed assessment criteria for Nominations to the different categories of Awards.

### 4.0 DEPARTMENTAL SERVICE EXCELLENCE COMMITTEE/TEAM

4.1 To ensure effective coordination and implementation within Ministries and Departments, internal Service Excellence Committees/ Teams shall now be resurrected. It is equally important that this initiative is driven from Senior Management level.

- 4.2 The Committee shall be responsible for co-coordinating the implementation of Service Excellence initiatives within the Ministries/Departments.

## **5.0 SERVICE EXCELLENCE CHAMPIONS**

- 5.1 The implementation of Service Excellence initiatives this year is a challenge for the Public Service when one takes into account the preparation time towards the nomination of recipients and the actual awarding of the recognized awards. Therefore, it is pertinent that a networking team comprising of designated champions from Ministries and Departments to be established to facilitate the required processes within.
- 5.2 Public Service Commission will coordinate weekly meetings with Champions from now until the end of November to firm up on the assessment criteria towards nominations from respective Ministries and Departments for the Awards.

## **6.0 SERVICE EXCELLENCE AWARDS**

- 6.1 There are three Awards that are being proposed to reward Service Excellence initiatives.
- 6.2 The **Employee Award** will be awarded to individuals who demonstrate exemplary service in relation to commitment to work and achieving of set targets during the year. The appraisal of Individual Work Plan should form the basis for nomination to this category.
- 6.3 The **Commitment Award** will be awarded to Ministries and Departments that have shown commitment to improving their standards of service delivery through the principles of Service Excellence. The appraisal of Corporate Plans and Business Plans should form the basis for nomination to this category.
- 6.4 The **Achievement Award** will be awarded to Ministries and Departments where improved performance can be demonstrated across, by meeting most of the criterion set for assessment through integration of Service Excellence Practices.

## **7.0 EVALUATION PROCESS**

- 7.1 With time constraints, it is recommended that previous trained evaluators in Ministries and Departments are to be identified to facilitate appropriate nominations to the three identified Awards.
- 7.2 An assessment criterion has been developed and is attached as Appendix 1 which can also be used as an assessment tool to assist in the nominations to the Awards.
- 7.3 It is requested that all nominations for the Employee Award are to be received at PSC by 24<sup>th</sup> November 2008.

## **8.0 CONCLUSION**

- 8.1 We will be advising through the PSC Circular, relevant information on the progress and other activities pertaining to the Service Excellence Awards, and we will also be available to assist Ministries and Departments as and when required.
- 8.2 Any clarification on this Circular may be obtained from Penina Cirikiyasawa on telephone 3314588 extension 276 or Peceli Baleikorocau on telephone 3314588 extension 219.



**Taina Tagicakibau (Mrs)**  
**Permanent Secretary for the Public Service**

## Civil Service Reform via Customer Management Framework

### 1) Setting the Direction

(According to ACP, BP, IWP and PD)

Standard Direction	National	Ministry	Department	Division	Section	Individual	Points Allocated per Standard				Remarks
							20	10	5	0	
<b>Purpose</b>	<i>As in the National Strategic Dev.</i>	Role? Brief Statement	Role? Brief Statement	Role? Brief Statement	Role? Brief Statement	Role? Brief Statement					
<b>Vision</b>	<i>Plan (NSDP). Identify the</i>	e.g. To be the Centre of Excellence in Human Resource Management And Development (As in ACP)									
<b>Mission</b>	<i>Vision with a brief of the Mission and Outcomes for your Min/ Dept.</i>	e.g Reduce Government Operating Expenditure By 10% in 2008” through best management practices with a purpose driven culture. (As in ACP)									
<b>Values/Culture</b>	- All Correct 50 points,	e.g Honesty, Integrity, Dialogue, Accountability, Sense of Ownership and Truth.									
<b>Customers</b>	- Partially 20 points.	e.g. Government workers, Public, Private Sectors, Students									
<b>Outputs</b>		As in ACP	As in ACP								
<b>Sub-Output</b>				As in BP	As in BP	As in IWP					
<input type="checkbox"/> <b>Total Points - 190 x 9 Officers = 1440</b>											Total Points given:

**Note:**

*Linking the broadest aims of the Ministry with the Individual effort and vice versa is the basis for the success and productivity (efficiency/effectiveness) of organizations.*

1. Ministries and Departments are required to fill the above table and hand it to the Evaluator 1 week before the interview.
2. Points Allocated will be based on the workers knowledge on the standards. Basis for allocation of points – all levels of the organization will be interviewed, Permanent Sec, Deputy Sec, Directors, Managers, SAO, AO, EO, SCO, GWE (or equivalent grades/officers).
3. Points allocated will be based on the Evaluators own honest judgment on the quality of answers.
4. Evaluators will decide on who to be interviewed and not the Ministry/ Department.
5. During the interview, the interviewee needs to know the standards as in the above direction as follows:
  - Vision – What is a vision? Explain. Also, to state and interpret the meaning of the statement correctly,
  - Mission - What is a vision? Explain. Also, to state and interpret the meaning of the statement correctly,
  - Values – What is a value in the organization context? At least state 3 values and their meaning,
  - Customers – at least 3 internal and 2 external customers,
  - Outputs – what is an output and at least one output,
  - Sub-Output - at least one, its link to your division, section and individual

## 2) Customer Management Standard

NO.	Nature	Standard	Points System		
			50	30	10
1.	<b>Counter Service</b>	<ul style="list-style-type: none"> <li>▪ Greetings – Very welcoming.</li> <li>▪ Dress Code – Presentable &amp; Professional outlook</li> <li>▪ Information about division services – well versed with organization role and services</li> <li>▪ Environment layout – Clean, Neat &amp; Tidy, Sitting area to be available</li> <li>▪ Time – mindful of time spent in the discussion to be appropriate</li> </ul>			
	<b>Desk</b>	<ul style="list-style-type: none"> <li>▪ Environment – neat and tidy</li> <li>▪ Sitting area to be available</li> <li>▪ Focus on the issue and to the point</li> <li>▪ Time – mindful of time spent in the discussion to be appropriate</li> </ul>			
	<b>Meeting</b>	<ul style="list-style-type: none"> <li>▪ Meeting Room – spacious with comfortable table furniture</li> <li>▪ Agenda</li> <li>▪ Room – neat &amp; tidy</li> <li>▪ Tea Stuff</li> </ul>			
2.	<b>Layout</b>	<ul style="list-style-type: none"> <li>▪ Purpose of paper is clear</li> <li>▪ Neat and clearly defined</li> <li>▪ No grammatical error</li> <li>▪ Easily endorsed by PSC</li> </ul>			
3.	<b>Layout</b>	<ul style="list-style-type: none"> <li>▪ Purpose of paper is clear</li> <li>▪ Neat and clearly defined</li> <li>▪ No grammatical error</li> <li>▪ Easily endorsed by the Cabinet</li> </ul>			
4.	<b>Letter/Memorandum/Minute</b>	<ul style="list-style-type: none"> <li>▪ Purpose of communication is clear</li> <li>▪ Short, Simple and to the point</li> <li>Spelling and grammatically correct</li> </ul>			
5.	<b>Services</b>	<ul style="list-style-type: none"> <li>▪ Lifting of handset - Without haste.</li> <li>▪ Polite in welcoming voice.</li> <li>▪ Know the business</li> </ul>			
6.	OH&S Standard	Office space <ul style="list-style-type: none"> <li>▪ Spacious Y / N</li> <li>▪ Proper Ventilation Y / N</li> </ul>			
		Work Stations <ul style="list-style-type: none"> <li>▪ Spacious Y / N</li> <li>▪ Furniture G / B</li> </ul>			
		Electrical Wiring Safety Y / N			
		Tea Room <ul style="list-style-type: none"> <li>▪ Spacious with all the needed requirements</li> </ul>			
		Rest Room <ul style="list-style-type: none"> <li>▪ Cleanliness</li> <li>▪ Appropriateness of the facilities</li> </ul>			

## 3) Evaluators Report

NO.	Date of Interview	Person Interviewed	Position	Total Points Allocated	Remarks about the interview

4) **Performance Improvement Plan** (these are programmes/areas that are recommended to strengthen the organization in the delivery of their services)

i. **Organizational**

- Policies
- Organizational Structures
- Organizational Environment

ii. **Occupational**

- Position Description
- Individual Work Plan
- Resources

iii. **Individual**

- Training & Development
- More awareness on work policies

**Evaluators Name:** \_\_\_\_\_

\_\_\_\_\_

**Date:** \_\_\_\_\_

**Ministry Director Corporate Services:**

**Date:** \_\_\_\_\_