

# PSC CIRCULAR

Public Service Commission, Berkley Crescent, P. O. Box 2211  
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## PSC Circular 47/2008

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

**Subject:** Service Excellence Awards (SEA) - 2008      **Date:** 21/ 10/ 08

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### 1.0 SE Evaluators

- 1.1 The Permanent Secretaries and Heads of Departments are requested to fully support this programme and due to the limited time available, it is requested that all the Service Excellence Registered Evaluators be released for this exercise.
- 1.2 The Evaluators visitation period to Ministries and Departments will be from 10<sup>th</sup> – 21<sup>st</sup> November and it is requested that all agencies are prepared for this to enable the Evaluators to carryout the evaluation programme as smoothly as possible.
- 1.3 It is also requested for Ministries and Departments Service Excellence Committees to meet the Evaluators and to provide them with all the necessary support.

### 2.0 Service Excellence Awards

#### 2.1 **Exemplary Award**

The award will comprise \$500-00 cash, a shield and a commendation certificate.

The Permanent Secretaries and Heads of Departments are requested to provide for the Exemplary Award (\$500-00) from their Budget provision.

The criteria for this award will be as follows:

- Annual confidential Report – to be rated as outstanding for the past two years,
- Attendance for the year 2008 – between 90% - 100%,
- Performance Level (as in IWP) for the year 2008 to be rated as excellent in achieving work targets set for the year.

## 2.2 **Commitment Award**

This award will be awarded only to the departments and to qualify for the award, departments are to achieve between 600 – 799 points in the evaluation. The award will include a shield and a commendation certificate.

## 2.3 **Achievement Award**

This award will be awarded only to the Ministries and to qualify for the award, Ministries are to achieve between 800 – 1000 points in the evaluation.

The Award will include a 1Laptop, 1 Multi media projector, a shield and a commendation certificate.

Ministries and Departments are requested to return the Exemplary Award shield awarded in 2006 to the Service Excellence Awards Secretariat.

## 3.0 **Schedule for the Service Excellence Awards Programme**

The schedule for this programme is attached at **Appendix I**.

The Permanent Secretaries and Heads of Departments are requested to prepare their organizations for this programme so that the activities are completed as scheduled.

## 4.0 **Service Excellence Evaluation Template**

Ministries and Departments are requested to fill the attached template (**Appendix II**) and submit it to the Service Excellence Secretariat by Friday, 07<sup>th</sup> November.

## 5.0 **Clarification**

For further clarification, please do contact the following officers, Ms Penina Cirikiyasawa ([pcirikiyasawa@psc.gov.fj](mailto:pcirikiyasawa@psc.gov.fj)) and Mr. Peceli Baleikorocau ([pbaleikorocau@psc.gov.fj](mailto:pbaleikorocau@psc.gov.fj)) on telephone 3314588.



**Taina Tagicakibau [Mrs.]**  
**Permanent Secretary, Public Service**

## Appendix I

### The Service Excellence Award Programme Schedule

NO	Programme	Timeline	Activities
1.	Submission of Min/ Depts. information as in PSC Circular 44/2008	05 <sup>th</sup> – 07 <sup>th</sup> Nov	Min/Depts. to submit this information to the Service Excellence Awards Secretariat.
2.	Teams Preparation	05 <sup>th</sup> – 07 <sup>th</sup> Nov	Confirmation of Team members, Meetings, Allocation of Agencies.
3.	Evaluators Visitation	10 <sup>th</sup> – 21 <sup>st</sup> Nov	<ul style="list-style-type: none"><li>▪ Agencies to prepare for the Evaluation,</li><li>▪ Provision of Evaluators workstation at the Agencies</li><li>▪ Provision of Evaluators Workbooks</li></ul>
4.	Evaluators Reports	24 <sup>th</sup> – 25 <sup>th</sup> Nov	Submission of reports to the Service Excellence Awards Secretariat.
5.	Service Excellence Awards Committee Meeting	27 <sup>th</sup> – 28 <sup>th</sup> Nov	Confirmation of the awards
6.	Awards Night	05 <sup>th</sup> Dec	Awards Night Programme

## Appendix II

### 1. Setting the Direction *(According to ACP, BP, IWP and PD)*

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

Standard Direction	National -----Ministry--Department -----Division-----Section-----Individual (Linking the broadest aims of the Ministry with the Individual Performance)				Points Allocated per Standard		
					Total Points	Points Scored	Remarks
<b>Role/ Purpose</b>  150	<i>As in the Presidents Mandate and also as in the Budget 2008.</i>	Ministry			30		
		Department			30		
		Division			30		
		Section			30		
		Individual			30		
<b>Vision</b> 50	<i>Identify the Outcomes for your Min/Dept.</i>				50		
<b>Mission</b> 50					50		
<b>Values/Culture</b> 50		What are some of the values? How the values are linked to the organization goals? How management demonstrates the values?			50		
<b>Outputs</b> 50		As in ACP	As in ACP		50		
<b>Sub-Output</b> 50			As in BP	As in BP	As in IWP	50	
<b>Formulation of ACP</b> 100	<ul style="list-style-type: none"> <li>▪ What process was followed in the formulation of the planning documents?</li> <li>▪ Was there any awareness done on the ACP?</li> </ul>				50		
<b>Total Points</b> 500					500		Total Points given:

**Note:**

1. Ministries and Departments are required to fill the above table and hand it to the Evaluators 1 week before the interview.
2. Points Allocated will be based on the workers knowledge on the standards. Basis for the 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. The number to be interviewed will be at the discretion of the evaluators. Apart from the SES level, Evaluators will require to interview other officers ( Range from 5 – 10 officers per level)
5. Evaluators will decide on who to be interviewed and not the Ministry/ Department.
6. 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 Mission? 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

*(This is the standard work environment layout and approach that contributes to the achievement of Min/Dept annual output. This exercise is to gauge the level of ownership at the individual level)*

NO.	Types of Services	Nature	Standard	Points Allocated	Remarks
1.	Customers 20	Identifying your customers	<ul style="list-style-type: none"> <li>Internal and External</li> </ul>		
2	Face To Face  100	Counter Service 50	<ul style="list-style-type: none"> <li>Greetings – Very welcoming.</li> <li>Dress Code – Presentable &amp; Professional outlook</li> <li>Information about services provided – well versed with organizational role and services</li> <li>Environment layout – Clean, Neat &amp; Tidy, Sitting area is available</li> <li><i>(Professional Approach)</i></li> </ul>		
		Work station 25	<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> </ul>		
		Meeting Room 25	<ul style="list-style-type: none"> <li>Spacious with comfortable furniture</li> <li>Room – neat &amp; tidy</li> <li>Well ventilated</li> </ul>		
3.	Commission/ Staff Board Papers 100	Layout	<ul style="list-style-type: none"> <li>Purpose of paper is clear</li> <li>No grammatical error</li> <li>Easily endorsed by management</li> <li>Meeting of timelines</li> <li>Implementation of the decisions</li> </ul>		
4.	Cabinet papers & Decisions 100		<ul style="list-style-type: none"> <li>Meeting of timelines for submission of papers</li> <li>Implementation of Cabinet decisions</li> </ul>		
5.	Correspondence 40	Letter/ Memorandum/ Minute	<ul style="list-style-type: none"> <li>Purpose of communication is clear</li> <li>Short, Simple and to the point</li> <li>Vetting of correspondence?</li> <li>Responsiveness to enquiries (turnaround time)</li> </ul>		
6.	Telephone 40	Services	<ul style="list-style-type: none"> <li>Lifting of handset - Without any haste.</li> <li>Polite in welcoming voice.</li> <li>Know the business</li> </ul>		
7.	Work Environment 100	OH&S Standard	<ul style="list-style-type: none"> <li>OH&amp;S Committee Y / N (20 points)</li> <li>OH&amp;S Policy Y / N</li> <li>How effective is the committee?</li> </ul>		
			Office space (10 points) <ul style="list-style-type: none"> <li>Spacious Y / N</li> <li>Proper Ventilation Y / N</li> <li>Electrical Wiring Safety Y / N</li> </ul>		
			Work Stations (10 points) <ul style="list-style-type: none"> <li>Spacious Y / N</li> <li>Furniture G / B</li> <li>Files &amp; Documents are neatly stack</li> </ul>		
			Tea Room (Spacious with all the needed requirements) (15 points) – Table, Chairs, Tap with proper sink, well ventilated, proper tea cups		
			Rest Room (15 points) <ul style="list-style-type: none"> <li>Cleanliness</li> <li>Appropriateness of the facilities for ladies and men</li> </ul>		

	Health promoting workplace programme	<ul style="list-style-type: none"> <li>▪ Types of programmes in place. (30 points)</li> <li>▪ How effective are the programmes?</li> </ul>		
500				

**Note**

- The need to ask more questions apart from the set questions to be able to assess the level of understanding of the interviewee.
- The team to collectively agree to the scores allocated.

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 be strengthened in the organization to improve their service delivery to fulfill their ACP core deliverables in the following year)

i. **Organizational**

- Policies: \_\_\_\_\_  
\_\_\_\_\_
- Organizational Structure  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Organizational Environment (As in the Customer Management Standard)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ii. **Occupational**

- Position Description \_\_\_\_\_  
\_\_\_\_\_
- Individual Work Plan \_\_\_\_\_  
\_\_\_\_\_
- Resources \_\_\_\_\_  
\_\_\_\_\_

iii. **Individual**

- Training & Development \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- More awareness on work policies \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Evaluators Team Leader Name: \_\_\_\_\_ Ministry Deputy Secretary/ Director Corporate Services: \_\_\_\_\_

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

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

### **Service Excellence Evaluators Guide**

- 1) To be aware of the purpose of the Service Excellence Award programme.
- 2) Please do follow the Evaluators role as in the past Service Excellence Template.

#### **Site visit Questions**

(Professional Approach)

- Open questions, Questioning Skills, Be patient, Empathy, Confidentiality of information
- 3) Timeline is very important – the need to be aware of the evaluation schedule.
  - 4) Measurements – according to the above template.
  - 5) Confidentiality of Min/Dept to interview.
  - 6) Data collation to be easily understood by the SE Awards committee.
  - 7) Your own and group collective positive participation in the exercise is much needed.
  - 8) The evaluation exercise is done during working hours, be mindful of the time spent per Min/ Dept.