

Self-assessment model

How to get started

The self-assessment model is a tool which helps determine an organisation's current strengths and weaknesses, or 'maturity', in its level of customer focus.

Each of the four components of customer-focused government is broken down into several sub-components. These are shown in tables against five levels of organisational maturity. This model can be used to assess current maturity levels, set target levels and generate recommendations for change.

Implementation steps – a suggested approach

Where do we start?

1. Assess your organisation's current strengths and weaknesses

Identify approximate current maturity levels for each sub-component in the tables of the model.

So who are our customers?

2. Agree your high level target customers and set objectives for each segment

Define your main customer segments based on the organisation's aims and objectives and their needs, interests and/or behaviours. Set outcome objectives for each segment (see pages 13–19).

How do I know what to change?

3. Set an overall vision for change

Develop an overall vision of your service from your customers' point of view (see pages 25–26).

4. Select target levels of maturity

Use the vision to select realistic target levels of maturity for each sub-component of the model.

5. Identify ideas for the changes required to achieve overall vision and maturity levels

Generate ideas for breaching the gap between current and desired levels of maturity for each sub-component, which will meet the requirements of the overall vision. These will be specific to your organisation.

What do I do with this long list of ideas?

6. Rationalise ideas for changes into a set of coherent recommendations

Sort the ideas from the previous step into logical categories, for example, the standard operating model building blocks of any organisation – organisational structure, roles and responsibilities, processes, performance management and people, technology. These sets of ideas should be reviewed for coherence, completeness and consistency, prioritised and restated as a final set of recommended changes which will define the new customer-focused business.

How should we implement?

7. Define projects and plan implementation

Define the recommendations into a set of related projects and manage as a change programme, integrated with other change projects in the organisation.

8. Manage and review

This is an ongoing process. Regularly review performance against customer-focused performance indicators and target maturity levels. Identify and implement changes.

Overview

1. UNDERSTAND THE CUSTOMER



Who are your customers? What is the difference between customers and stakeholders? Can you define differentiated customer segments that reflect their stake in the department's objectives? Where does the role of the Minister fit? Do you build institutional knowledge about your customers?

- Segment target customers
- Segment other stakeholders
- Select stakeholder representatives
- Define intermediaries & partners
- Clarify role of ministers
- Build customer knowledge

2. BUILD OPERATIONS AROUND THE CUSTOMER



Is your organisational structure aligned with customers? Can performance against customer-focused objectives be assessed? Are staff rewarded appropriately for working with customers? Are front line systems integrated with the policy development and review process? Is technology transforming the way you work and enabling you to achieve your objectives?

Organisation and processes

- Organisational structure
- Roles and responsibilities
- Resource alignment
- Supporting processes
- Working with partners

Performance management

- Target behaviours
- Performance appraisal and reward
- Training and development
- Strategic objectives
- Performance measurement

Technology enablement

- Common data
- Common applications
- Connect applications
- Internet and e-government

3. MANAGE STAKEHOLDER RELATIONSHIPS



Do your stakeholders understand your objectives and constraints? Do they feel sufficiently involved? Are there processes in place to help different parts of government interact with shared customers in a co-ordinated and consistent manner? Do you actively solicit and act on customer feedback?

- Build relationship knowledge
- Agree roles and responsibilities
- Measure customer satisfaction
- Manage communications
- Manage brand

4. USE CUSTOMER UNDERSTANDING TO DELIVER TARGET OUTCOMES



Do you use your customers to help you meet your objectives? Do stakeholders contribute effectively to policy development and review? Do your customers benefit from being involved? Do they receive the level of personalised service they expect? Can you do all this without increasing costs?

Policy

- Define customers
- Define objectives and risks
- Develop innovative ideas
- Design implementation
- Use evidence
- Manage conflict

Service delivery

- Determine channel strategy
- Integrate touchpoints
- Align processes
- Personalise services
- Use volumetric data

Implementation of change

- Set outcome targets
- Manage projects
- Manage risk

1. Understand the customer

'The government must develop a far more sophisticated view of the people it is there to serve. On-line technologies, with their capacity to deliver cost-effective niche services, mean an end to the idea of 'one size fits all'. The government needs to research and segment its on-line audience and package services differently for different groups of citizens. Young people should see and interact with one kind of state, pensioners with another.'

Ian Kearns (IPPR), Public Finance, April 2001.

'Roger here used to be an MP. He could say he spoke for his people in Longbridge. Local councillors say they speak for the people. You speak for your interest group but governments have to listen to all interest groups.... It's a simple democratic principle. You have to govern for all the people, not those who shout the loudest.'

Lord Macdonald, Newsnight Fuel Tax discussion

HOW ABOUT?

- *Giving your communications unit an external affairs role similar to private sector companies'*
- *Contracting with Ministers that Grade 3s will not come to Ministerial meetings (where they still do so) except on very major issues but spend more time with external customers/stakeholders*

1. Understand the customer

Who are your organisation’s customers? What is the difference between customers and stakeholders? Can you define differentiated customer segments that reflect their stake in the department’s objectives? What are you trying to achieve with/for each segment? Where does the role of the Minister fit? Do you build institutional knowledge about your customers?



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Segment direct customers	Realises that any government function has different types of customers but no consistent understanding. Inward looking.	Agrees direct customer segments by customer need for whole organisation. Maintains strategic objective for each segment, discussed with external stakeholder representatives.	Focuses on serving direct customers. Segments customers at the business unit level and uses their needs to drive changes in policy and service delivery.	Business units use easily translate-able customer segmentation guides to facilitate transfer of customer information across government.	Co-ordinates with partners and stakeholders to maintain an integrated view of customer segments. Definitions open to the public. Integrated with Knowledge management.
Segment other stakeholders	Historical, ad-hoc or reactive identification of other stakeholders in the outcome.	Identifies other key stakeholders through discussion with customers and/or systems thinking and impact analysis. Strategic objectives agreed for each stakeholder group.	Reviews list of stakeholders and agrees approach to their management across govt. Segments at the business unit level and uses their needs to drive changes in policy and service delivery.	(as per above).	(as per above).
Select representative stakeholders	Maintains relationships with representative organisations but limited coordination. Dependent on personal initiative. Details not shared or known publicly.	Agrees representative stakeholders for all end customers and stakeholders. Agrees ways of working and issues for each.	Representative stakeholders known publicly. Maintains common data about each across organisation. Maintains data quality. Regular risk review.	Representative stakeholder information is exchanged across government for strategic review and knowledge sharing.	Coordinates with partners and stakeholders to create a shared and integrated view of themselves and of key customer segments.
Clarify role of ministers	Working arrangements with Ministers vary greatly depending on historical practice and personal styles. Minister may play default role as the main representative of end customers.	Defines ways of working with Ministers which recognise their multiple role and accountabilities. Minister is not the sole or main representative of end customers.	Minister involved in definitions of customers and stakeholders, and has defined role in ensuring organisation is customer focused.	Service to Ministers is reviewed and prioritised with Ministers in light of customer focus objectives. Significant cost savings result.	All categories and segments of stakeholders agreed and reviewed by Ministers and stakeholder representatives. Reflected in ways of working.
Define intermediaries and partners	Works with range of other bodies but reactive rather than proactive in approach to management and issue resolution (e.g. media).	Maintains list of intermediaries and partners and agrees general and specific objectives and risks for working with them.	Segments intermediaries where relevant and builds knowledge about each. Uses this in developing ways of working with them.	Business units use common definitions to facilitate transfer of stakeholder information across government and develop common approach.	Coordinates with partners to maintain an integrated and shared view of customer segments.
Build customer knowledge	Tracks basic industry/customer data but information is not efficiently captured or used effectively.	Data and analysis effort is targeted to strategy and specific policy projects. Key knowledge is captured to promote institutional learning.	Uses partners to generate and analyse specific customer data by segment which is useful in the development of strategy, policy and service delivery.	Targeted customer data is shared across government and with stakeholders in policy process. Feedback from service delivery is used as input to future analysis.	Leads industry discussion for key customer segments based on dynamic analytical models across all key policy areas which feeds into strategic planning and service delivery.

2. Build operations around the customer

"You get what you measure"

Anon

'We have an 'interactive contact list' in our Group for people to list who they saw and the subject of discussion, but only one person fills it in - the person who created it. No one else spares the time because it is not a priority, especially for senior managers, and the information is not used in any meaningful way.'

Anonymous, HM Treasury

Different stakeholders will have different needs for the performance information (and possibly a different perspective on what 'good' performance is). To illustrate the differences in perspective, when asked what is a good process, most civil servants said that a good process is one that engages those they see as the appropriate range of people and reaches a consensus... [but] for business people the two most important factors in a successful process are a skillful and committed chairperson and a high standard of support from the group's secretariat.'

Engaging the private sector in government,
Public Management Foundation 2000

HOW ABOUT?

Many departments (DoH, DFES, DTI) have **knowledge management networks** (eg Care and Health Information Portfolio) which share briefing across the department and, for some information, across government. Why not use these, and **internal knowledge pools**, to share information about customers?

FIND OUT MORE:

Choosing the right FABRIC: developing a performance information strategy
(www.hm-treasury.gov.uk/performance_info/fabric.pdf)

2. Build operations around the customer

ORGANISATION AND PROCESSES



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Organisational structure	Aware that a change in organisational structure could support customer focus, but often organised on basis of skill or historical function.	Organises some formal or informal structures around customer segments or specific customer issues, across skills.	Organises effective cross-business teams or units around customer segments.	Parts of organisation based around customer segments where demonstrably efficient. Cross-unit or specialist teams focus on specialist skills.	Organisational structure flexible and changes regularly to reinvigorate organisation in response to changing external demands.
Roles & responsibilities	Few specific customer-focused responsibilities. Mainly ad-hoc.	Customer related responsibilities are allocated to specific individuals or by default to senior grade staff. Not integrated into overall job.	Customer relationship management responsibilities are clearly defined in relation to overall objectives and coordinated and form part of all relevant jobs.	Customer management responsibilities are valued and appraised. Customer feedback on effectiveness results in regular reviews of organisation and roles.	Customer management responsibilities are defined within and across departments and shared with key customers. Key customers agree their own roles and responsibilities to fit.
Resource alignment	Realises that efficiency and effectiveness can be improved through a re-alignment of resources, but resources largely allocated on historical basis.	Informally considers objectives when allocating resources.	Aligns business units to best meet the needs of both the customer and the organisation as a whole.	Utilises formal process to allocate resources to those initiatives most likely to deliver value.	Departments with shared customer groups have linked objectives, roles, responsibilities and processes and work on joint projects.
Supporting processes	Employs ad-hoc or historical processes to support limited cross-unit co-operation. Highly dependent on individual relationships.	Defines high-level processes to enable cross-unit co-operation, designed to maximise added value to process customers, and limit low value tasks.	Defines high-level cross cutting processes to meet customer needs within and across organisations.	Regularly reviews supporting processes on basis of customer feedback (internal and external) and efficiency assessments.	Creates a culture that encourages continuous improvement of cross-unit processes.
Working with partners	Few working partnerships. Partnerships often managed by individuals on informal basis. Data duplication. Limited discussion of risks.	All partnerships known and shared within organisation. Shares information on limited basis. Employs some monitoring and risk management. Variations in service quality evident.	Employs a high-level governance structure to manage contracts. Develops common definitions for customer information. Partnerships known publicly.	Co-ordinated service delivery consistent with brand. Employs detailed governance structure that defines roles and responsibilities. Continuous monitoring to ensure consistent quality.	Creates a culture that welcomes new partnerships, delivers increasing service quality, with open discussion of risks and issues. Universal view of customers. Long term decreasing costs.

2. Build operations around the customer

PERFORMANCE MANAGEMENT



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Target behaviours	Communicates set of values and behaviours to some employees, but behaviours do not consistently reflect customer values.	Expresses set of target behaviours that reflect customer values and strategic objectives. Process of implementation and feedback.	Maintains set of target behaviours which carry weight in appraisal, promotion and training. Role models are seen to be valued and rewarded.	Target behaviours reflect changing customer values and support business strategy and performance metrics. Actual behaviours regularly assessed with customer input.	Management Board members and key staff act as role models for target behaviours, consistent with desired brand image.
Performance appraisal and reward	Performance incentives exist but are not effective in encouraging target behaviours or furthering strategic goals.	Provides a number of explicit incentives to encourage customer focus but fails to maximise resulting benefits to organisation.	Appraisal, promotion and rewards are aligned with customer values and target behaviours.	Appraisal process based on 360 degree input from internal and external customers for individual and team performance. Stakeholder reps consulted on approach.	Promotion and reward criteria and practice reflect performance assessment across customers and stakeholder groups.
Training and development	Training not closely aligned to customer values or strategic goals. Development opportunities largely limited to formal courses.	Staff development includes some direct work with customers. Training strategy aims to fill customer-defined gaps.	Learning is individually tailored to skill, role and organisational objectives. Staff move across government and work with customer groups.	No fixed career paths or ladders. Movement between customer and government organisations adds measurable value. Training linked to knowledge management.	Conscious and continuous learning between senior management, staff and customers, and across government.
Strategic objectives	Top level objectives reflect customer priorities but do not necessarily drive what is actually done within business units.	Business unit-level objectives reflect perceived customer needs and organisation strategy. Evidence of impact on business unit tasks.	Outcome- and output-focused objectives reflect customer priorities throughout organisation. Customers contribute to strategic objectives. Available to public.	Strategic vision generated from customer perspective. Objectives include target outcomes over which there is limited direct control. Link to individual performance measures.	Clear link from political vision for outcomes down through business unit to individual objectives. Strong links to appraisal system.
Organisational performance measurement	Some measures reflect desired outcomes for customers. Fear of blame for failure and of 'perverse' incentives prevent better use.	Monitors metrics and provides feedback to senior management. Measures exist for all groups.	Monitors metrics and provides feedback to all employees and the public. Feedback invited as input to review process.	Distorting effects identified by regular review within year. Key customers invited to comment on changes.	Top level performance measures and results in public domain. Departmental-level measures are used to determine rewards for the achievement of objectives.

2. Build operations around the customer

TECHNOLOGY ENABLEMENT



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Internet/ e-government	Identifies possible opportunities. Aware of potential efficiency and effectiveness benefits.	Developing one or more e-business projects independently. Aware of risks to benefit realisation.	Customers involved in development and prioritisation of projects. Feedback shows improvements in customer perception of service.	All e-business projects co-ordinated (eg shared data, processes) to increase effectiveness and efficiency benefits. Partners help deliver.	E-business projects transform service delivery and reduce costs. Customer representatives involved in strategy and delivery.
Common data	Collects different customer/industry data based on different definitions, in different formats and using incompatible systems. Difficult to develop picture of customer segment.	Collects similar customer data in different formats that are not readily translatable; utilises a common set of target customer segments to build knowledge of customer across business units.	Uses common customer data structures and information to create consistent customer profiles per segment. Considers Freedom of Information Act.	Stores and records data in a cross-government format that can be used by partners.	Integrates data across government and partners.
Common applications	Realises that common applications would improve the efficiency of the entire organisation.	Employs distinct applications to manage customers, from back-office database management software to front-end customer-care applications.	Implements common front-end applications to consistently manage customer-care across business units.	Implements common front-end application as well as common back-office applications.	Uses same applications as partners to enable cross-government information sharing and data management.
Connect applications	Realises that connecting applications improves sharing of information but most applications 'silo' specific.	Some systems duplicated by several departments but no co-ordinated use.	Shares applications across business units and government.	Connects applications which share common customer segments.	Shares applications with strategic partners.

3. Manage stakeholder relationships

'We need to develop a Civil Service which communicates, both internally and with the outside world, one of the most difficult challenges faced by any organisation, but a real prize for those which succeed.'

Sir Richard Wilson, *The Civil Service in the New Millennium*,

Example issues raised in feedback from young people involved in government decision making:

"Only invited to participate in an area that has limited potential i.e. not feeding into 'big' decisions."

"Using the young people for show - not really involving them, but having them there because policy dictates it - tokenism."

"Organisations not being able to adapt to young people's lifestyle or timetable, e.g. not being able to hold a meeting outside of office hours (i.e. school hours)."

Published in: 'A Risk Worth Taking: involving young people in decision making'
Carnegie Young People Initiative 2001

HOW ABOUT?

- Regular stakeholder meetings with clearly articulated informal "rules" e.g. "leave your hat at the door" to encourage open, constructive discussion towards shared objectives.
- Discussing your approach with your Select Committee and/or the Nolan Committee
- Giving public access to information held on customers/stakeholders and your objectives for those customers/stakeholder groups
- Incorporating your 'hospitality register' into database on customer/ stakeholder information so one entry can serve both purposes
- Clarifying departmental guidance on external contacts

FIND OUT MORE ...

Civil Service Code
(cabinet-office.gov.uk/central/1999/cscore.htm)

Contact with Lobbyists, Cabinet Office, July 98
(cabinet-office.gov.uk/central/1999/lobbyists)

3. Manage stakeholder relationships

MANAGE STAKEHOLDER RELATIONSHIPS

Do your stakeholders understand your objectives and constraints? Do they feel sufficiently involved? Are there principles and processes in place to help different parts of government interact with shared customers in a co-ordinated and consistent manner? Do you actively solicit and act on customer feedback? How clearly are responsibilities defined across the Department?



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Build relationship knowledge	Collects informal relationship data (e.g. names, contact numbers, interests) making it difficult to identify common relationships.	Maintains and shares basic relationship information across business units on an ad-hoc basis, with some co-ordination for key stakeholders.	Develops common format for stakeholder relationship information; creates cross-business unit repository for learning about experiences and stakeholder views.	Integrates stakeholder data in common database architecture; continuously tracks information over stakeholder lifetime.	Data is shared on a real-time basis, e.g. in response to meetings. Careful management of information with regard to confidentiality and audit requirements.
Agree roles and responsibilities	Understands the value of defining internal and external roles and responsibilities by stakeholder type and segment to maximise benefits and remove conflicts of interest.	Defines effective roles and responsibilities, considering key risks, costs and benefits.	Ministers, staff and other stakeholders agree and follow basic roles & responsibilities.	Displays understanding of roles and responsibilities at a more local level, tailoring and reviewing roles.	All key staff and stakeholders proactively review and refine their roles with management to ensure maximum net benefit.
Measure customer satisfaction	Customer/stakeholder satisfaction not measured other than by number of complaints. Likely to be a mismatch between assumed and actual drivers of satisfaction.	Customer/stakeholder satisfaction surveys and focus groups used to measure and understand customer satisfaction, needs and expectations.	Employs regular surveys to enable cross-government learning by customer segment. Co-ordinated action in response to results.	Customer/stakeholder feedback captured across all delivery points and analysed to identify issues. Feedback information and action discussed with key stakeholders.	Service levels and commitments clearly communicated to customers. Staff are empowered to escalate requests and contribute to review of service.
Manage communication	Recognises fragmentation of audiences but still provides standard one-way communications to mass audiences.	Defines communication strategy and media for all customer and stakeholder segments and regions. Applies marketing techniques in publicity function. Defines principles supported by guidelines.	Co-ordinates across government by customer segment and region. Internal & external communication integrated. Makes effective and efficient use of direct communication e.g. internet and intranet.	Shares common definition and knowledge of customer segments with whole organisation. No 'reinventing of the wheel'. Consistent messages across all staff facing customers.	Communication fully integrated with overall strategy, brand and knowledge network. Shared ownership of messages - all staff are aware of what is being said and why. Clear accountabilities for public voices.
Manage brand	Understands that creating and proactively managing a brand can deliver improvements to performance, but likely to be conflicting views of brand values.	Clear definition of brand and associated values through discussion with customers and other key stakeholders. Defines the gap between aspiration and reality.	Implements broad change programme to align all aspects of organisation with brand. Brand values constantly reinforced through training and performance management.	Consistent messages communicated to customers through all channels. Measures impact on customers. Some efforts to brand specific services.	Alliances and joint ventures used to promote the brand. Focus on 'being the brand inside'.

4. Use customer understanding to deliver target outcomes

'When environmental standards are set or other judgements made about environmental issues, decisions must be informed by an understanding of people's values. Traditional forms of consultation, while they have provided useful insights, are not an adequate method of articulating values....public involvement is generally deferred to a relatively late stage in the policy process, after the problem has been defined and a particular framework established. Methods for articulating values include focus groups, citizen's juries, consensus conferences, deliberative polls.'

Royal Commission on Environmental Pollution 21st Report, Setting Environmental Standards, October 1998.

'Oi': a strategic partnership of agencies in Birmingham is introducing a public, web-based performance management system which brings together information from all agencies to track symptoms and solutions for the major quality of life issues. It achieves this by providing for top-down target setting from central government and innovative local approaches to measuring change. A key feature is the capacity to show information in the form of a programme of work overlaid onto a geographical area.

'Oi' can mean either 'Open Information' or 'Oi! We are not achieving change! What are we to do about it?'

www.bhamcitypride.org

4. Use customer understanding to deliver target outcomes

POLICY



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Define customers & representatives	Deals with numerous customer representatives but Ministers treated as main customer of policy service.	Defines a number of customer and stakeholder groups in ad-hoc way. Representatives agreed and reviewed regularly.	Detailed customer segmentation agreed independent of internal organisation. Agreed with customer representatives.	Shared cross-government definitions of all stakeholder segments. Shared management of stakeholder representatives.	Complete stakeholder segmentation links to political initiatives and down to front line services.
Define objectives and risks	Long term outcome objectives not specifically defined by customer segment. Fear of having to deal with conflicting interests.	Sets some long term target outcomes for some customer groups in discussion with stakeholders, often in reaction to events. Institutes basic risk management procedures.	Sets internal target outcomes for all major customer segments. Supported by evidence and future scenario modelling.	Sets target outcomes at strategic and specific policy level in consultation with stakeholder representatives and customers. Uses well-developed risk techniques to inform policy decisions.	Target customers help develop and review strategic and policy-specific target outcomes. Linked to performance management systems.
Develop innovative ideas	Aware that early and close involvement of stakeholders provide a good source of innovative ideas but concerned about issues of confidentiality.	Proactively seeks customer input at an early stage of policy development.	Employs formal procedures for stakeholder input throughout the policy making process.	Involves outside experts directly in policy development teams throughout process.	Proactively seeks to reach and consult end users, on all major policy decisions, at a reasonable cost (e.g. web) to test policy ideas and develop detailed plans.
Use evidence	Uses evidence in policy development but information and research is not well targeted or captured.	Shares evidence and research across business units to enhance policy development. Assumptions tested by stakeholders.	Wide range of information linked to knowledge management processes. Shares evidence with customers, including uncertainty.	Customers, partners and front line systems contribute to integrated information used as basis for joint research.	Open, transparent information sharing with general public on a real time basis, including information on risk & uncertainty.
Manage conflict	Most stakeholder meetings are formal. Often avoids conflicting interests by avoiding open discussion.	Organises occasional informal meetings between stakeholders on specific issues. Not proactively managed.	Organises regular informal issue meetings between stakeholders with clear objectives to define common ground and deal with issues.	Uses proactive process to increase level of 'buy-in' of all stakeholders to targets, at all stages of policy process. Limits 'talking shop' risks.	Aims for 'win-win' solutions for delivering target outcomes. Trained in negotiation and facilitation. Clear risk management for processes and outcomes.

4. Use customer understanding to deliver target outcomes

SERVICE DELIVERY



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Determine channel strategy	New channels implemented alongside 'traditional' channels without a clear business rationale. Little understanding of service delivery costs by channel.	Clear understanding of service delivery costs and [estimated] take-up by channel and customer segment. Implementation of new channels is prioritised, based on this data.	Some incentivisation of lowest cost channel(s) to encourage customer migration.	Proactive migration of the majority of customers to the lowest cost channel(s) that meets customers' requirements and delivers business objectives.	Dynamic channel strategy employs the most appropriate channel based on an understanding of a customer's immediate needs in real time.
Integrate touchpoints	Methods of access by customers or touchpoints (or groups of touchpoints) are operated largely independently.	Touchpoints are joined up from the customer's perspective across individual channels. Some limited sharing of key customer data.	Majority of touchpoints are joined up from the customer's perspective across all channels with frequent sharing of key customer data.	All touchpoints are joined up with real-time sharing of key customer data. Limited range of external touchpoints are also integrated.	Touchpoints are joined up throughout the service delivery value chain, internally and externally. Real-time sharing of key customer data where useful.
Align processes	Service quality and business processes vary widely across channels (and instances of channels such as local offices). Limited signposting to additional channels.	Business processes aligned within channels with clear signposting to lowest cost channel(s). Service quality varies within and across channels.	'Outside in' approach to designing services from the customer's perspective. Service quality and business processes consistent within channels.	Service quality and business processes consistent across channels.	Business processes and performance management co-ordinated throughout the service delivery value chain.
Personalise services	Insufficient understanding of customer to enable personalisation. No capture of customers' preferences.	Some linking of service delivery approach to understanding of need.	Limited personalisation for key services based on reactive understanding of need.	Limited personalisation for key services based on anticipated needs derived using clearly articulated business rules. Customers' preferences captured.	Dynamic personalisation applied consistently across channels throughout the service delivery value chain based on anticipated needs.
Use volumetric data	Limited volumetric data available for high demand services (eg for a call centre) but data likely to be incomplete and not used to manage service delivery.	Volumetric data available and complete for some channels (typically telephone). Little analysis e.g. impact of changes, resource requirements or patterns, etc.	Volumetric data complete for all channels but not integrated. Workforce management principles applied in isolation for each channel.	Multi-channel volumetric data used to drive workforce management across skills groups and channels.	Behavioural analysis based on multi-channel volumetric data used to inform channel strategy and new service development.

4. Use customer understanding to deliver target outcomes

IMPLEMENTING CHANGE



KEY ELEMENTS	AWARE	DEVELOPING	PRACTISING	OPTIMISING	LEADING
Set target outcomes	Implementation objectives not always expressed in target outcomes for stakeholders. Fear of failure limits expression.	Defines target outcomes for stakeholders but may lose focus while undertaking detailed tasks.	Clear outcome objectives set for target customers for all major projects and policies. Involvement of stakeholders in defining targets.	Uses proactive process to increase level of 'buy-in' of all stakeholders to targets.	Stakeholders work effectively as partners within a project, helping to deliver target outcomes.
Manage projects	Aware of existence of project management techniques, but limited application only (e.g. IT projects).	Uses project management more widely, for internal and external initiatives. Practical training provided for staff on project management skills.	Representative customers, internal and external, involved in project direction and in user acceptance role. Good project management framework used.	Successful implementation rewarded and celebrated. Customers represented on project boards with clear roles.	All major change initiatives managed as projects, including cross government and with partners. Stakeholders involved throughout.
Manage risk	Maintains risk registers but little ownership and management of risks. Limited impact on work. Most risks have internal focus.	Identifies and assesses major risks from customer perspective at strategic level. Leads to changes at ground level. Regular review.	Risk management based on best practice across all business units. Management decisions result. Incorporates uncertainty.	Risk management based on best practice across all business units and major policy areas. Stakeholders contribute to regular review.	Publishes full risks on each major policy. Explains comparative risks to general public. Risk management is major function of management.

Feedback

FEEDBACK

The self-assessment model and the recommendations in this report will be followed up by the Panel. We would welcome further comments on any aspect of the report. We would also like to hear about implementation issues with a view to sharing best practice.

COMMENTS

Please send comments to PSPPU.team@hm-treasury.gsi.gov.uk.

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Further details of the Public Services Productivity Panel, including this and copies of earlier reports and details of work in progress can be found on:

www.hm-treasury.gov.uk/pspp

Further copies of this document are available from:

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