



## *Eupan Workshop in Luxembourg October 2015*

# Public services in Luxembourg the citizen's perception

a representative survey carried out in  
2015

a sample of 1,031 interviews among the  
general population aged 16 and older

**Luxembourg, October 2015**





# Improving citizens satisfaction with public services

TRI\*M-based Analytic Solutions for P&S



TNS Ilres

Citizen's satisfaction survey exploring public services quality / spring 2015

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# How to measure and improve citizens satisfaction

- Citizens are living in a society with increasing pressure on quality, speed and efficiency
- Citizens are used to services as provided by the commercial sector; they expect that from governments as well. Don't expect much goodwill if your organization feels outdated
- Services from central and local governmental institutions are innovating constantly, particularly the use of internet raises the bar on what people expect to be possible in terms of transactions with you and available information
- Insight in what people say and feel about your service helps to prioritise what needs to be improved what can be lower on your agenda
- TNS analytical solutions give you insights in what people say and feel and delivers actionable priorities



# PSQM: Public Service Quality Monitor

TRI\*M-based Analytic Solutions for P&S



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# An overview: Analytic Solutions for P&S

Customer Experience Management	Public Reputation Management	Special Political Research Adaptions
<p><b>Public Customer Retention Monitor (PCRM)</b>                      Measures satisfaction of users/customers of public services <u>with</u> competition                      (E.g. libraries, day care)</p>	<p><b>Organizational Reputation Monitor (ORM)</b>                      Measures the reputation of authorities, councils, departements                      Use if citizens have no real experience with an organization</p>	<p><b>Policy Reputation Monitor (PRM)</b>                      Measures the reputation of governmental policies (programs)</p>
<p><b>Public Service Quality Monitor (PSQM)</b>                      Measures satisfaction of users/customers of public services <u>without</u> competition                      (E.g. specific public services like help desk of a municipality)</p>		<p><b>Party Performance Monitor (PPM)</b>                      Measures the reputation of political parties with voters</p>
<p><b>These solutions use slightly adapted scales to ensure TRI*M-benchmarks are still valid</b></p>		<p><b>Policy reputation are same as Public Reputation questions but scales have been adapted to low scores (symmetric instead of skewed)</b></p>



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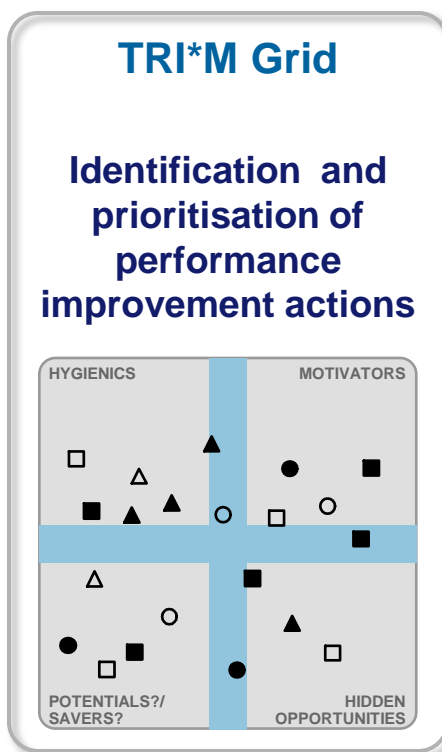
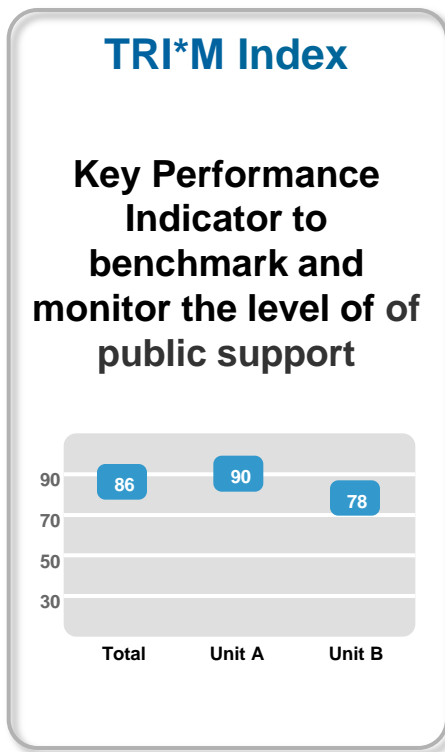
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# TRI\*M Analysis Tools

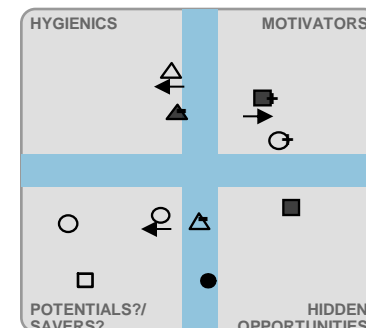
## Basics



## Additional Tools

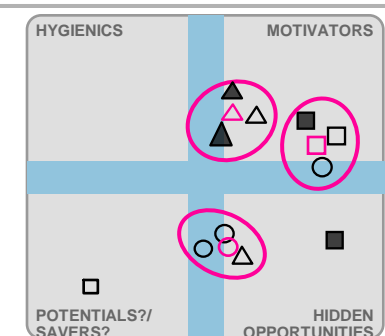
### TRI\*M Delta Grid

Identification of changes for key drivers over time



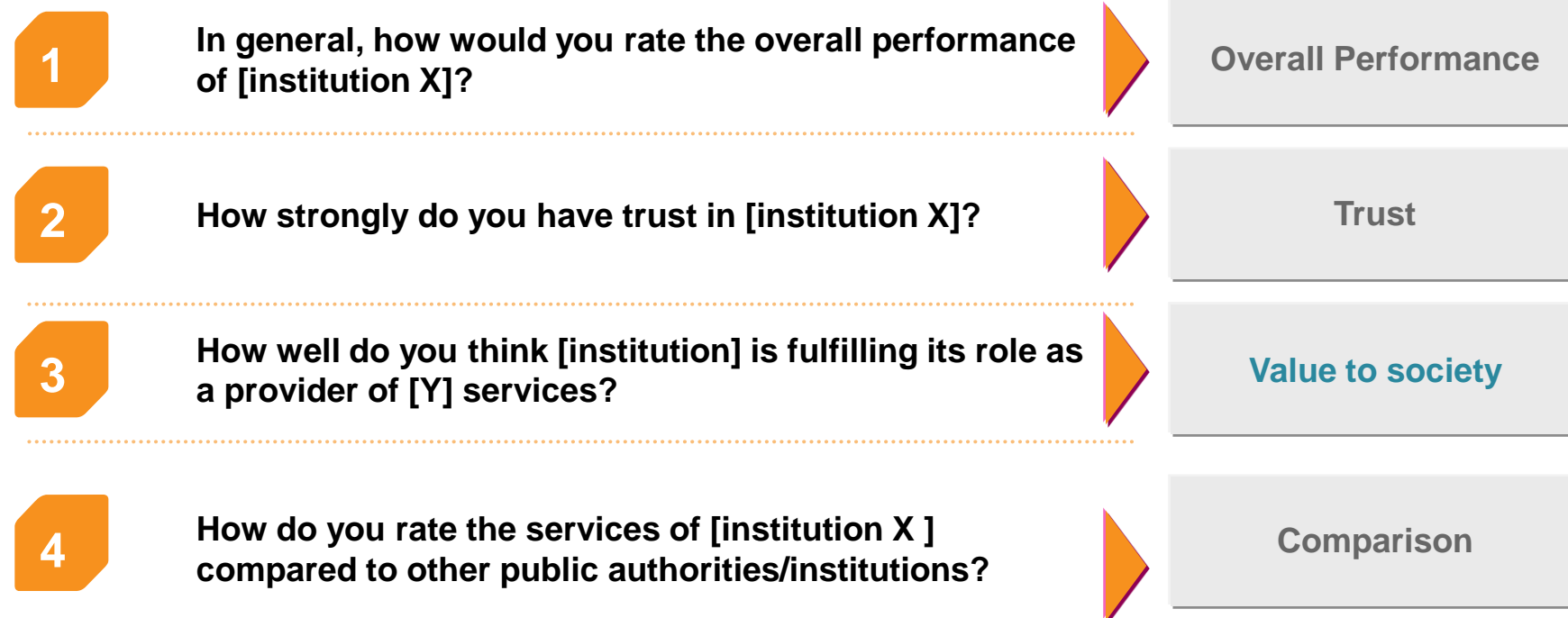
### PPM Bundles

Aggregation of Grid results, supports the Prioritisation of resource allocation



# Public Service Quality Monitor questions are adapted to a *non competitive* field

The index questions address the objective of an organization and the reputation of the way it is executing that role in practise



# Adapted TRI\*M scales for a non-competitive organization

→ Q1: In general, how would you rate the overall performance and services of [institution]?

- **Excellent – Very good – Good – Fair – Poor**

→ Q2: How strongly do you have trust [institution]?

- **Extremely strongly – Very strongly – Fairly strongly – Not very strongly – Not strongly at all**

→ Q3: Overall; how well do you think [institution] is fulfilling its role as a provider of [Y] services to the public?

- **Excellent – Very well – Fairly well – Not very well – Not well at all**

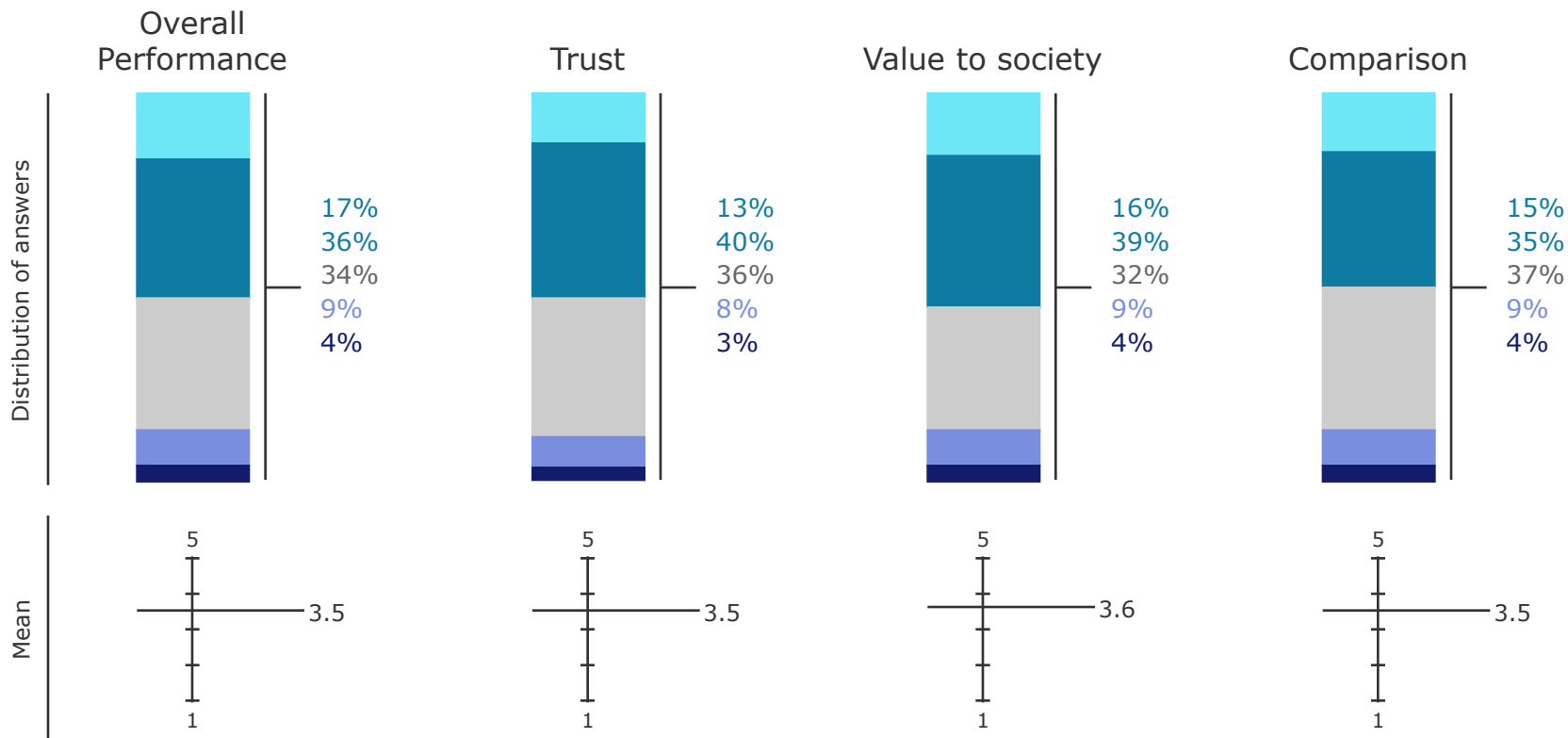
→ Q4: How do you rate the services of [institution] compared to other public authorities such as <name>?

- **Excellent – Very good – Good – Fair - Poor**



# Breakdown for TRI\*M Index questions

SEGMENT: total - WAVE: MFPRA 2015



TRI\*M Index

1 - Worst 2 3 4 5 - Best — Mean

SOURCE:  
BASE: 4930 // WEIGHTED: 5018



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# 1.1

## TRI\*M Index



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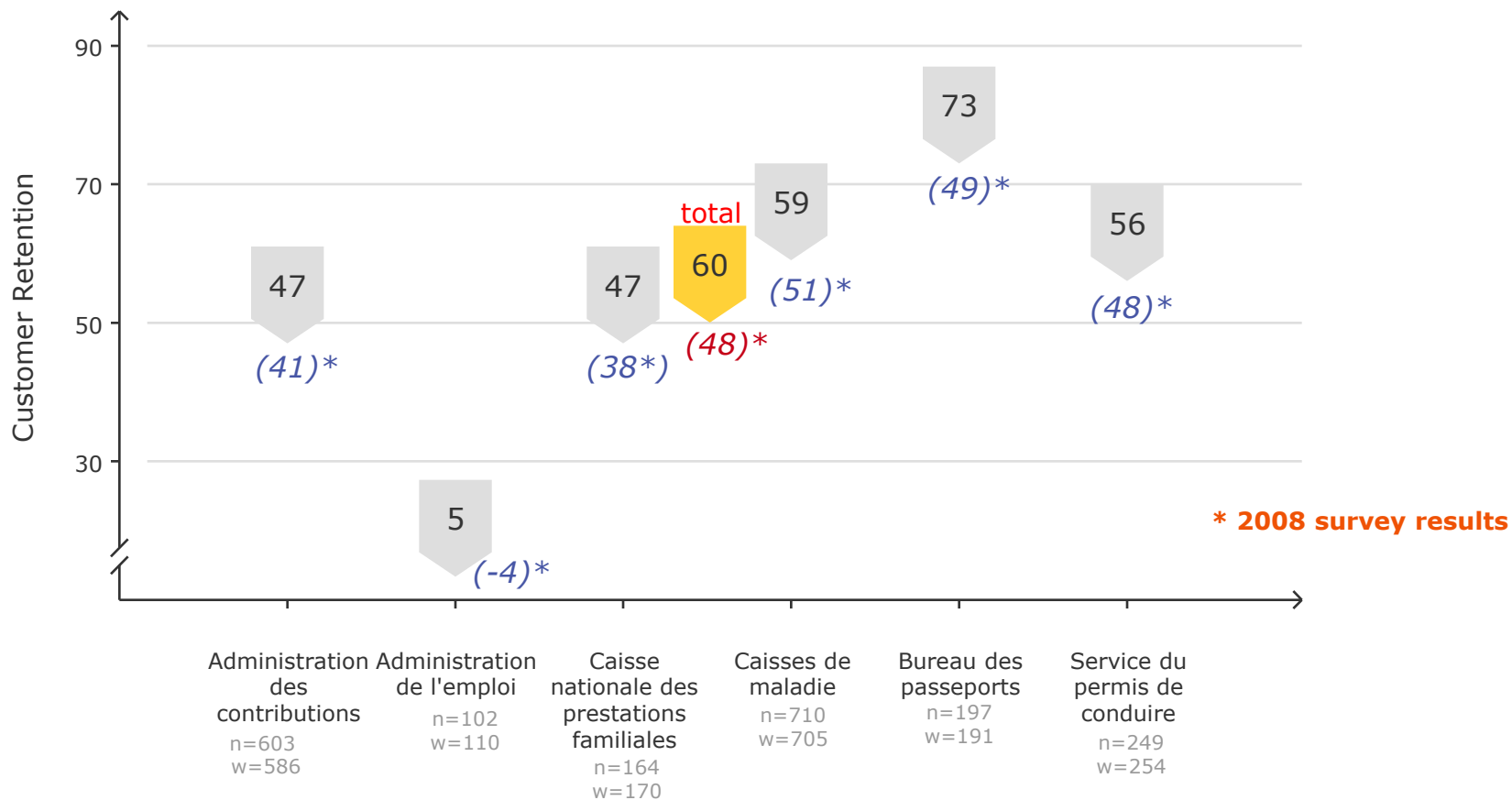
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# Index scores

SEGMENT: Services - WAVE: MFPR 2015



BASE: 4930 // WEIGHTED: 5018



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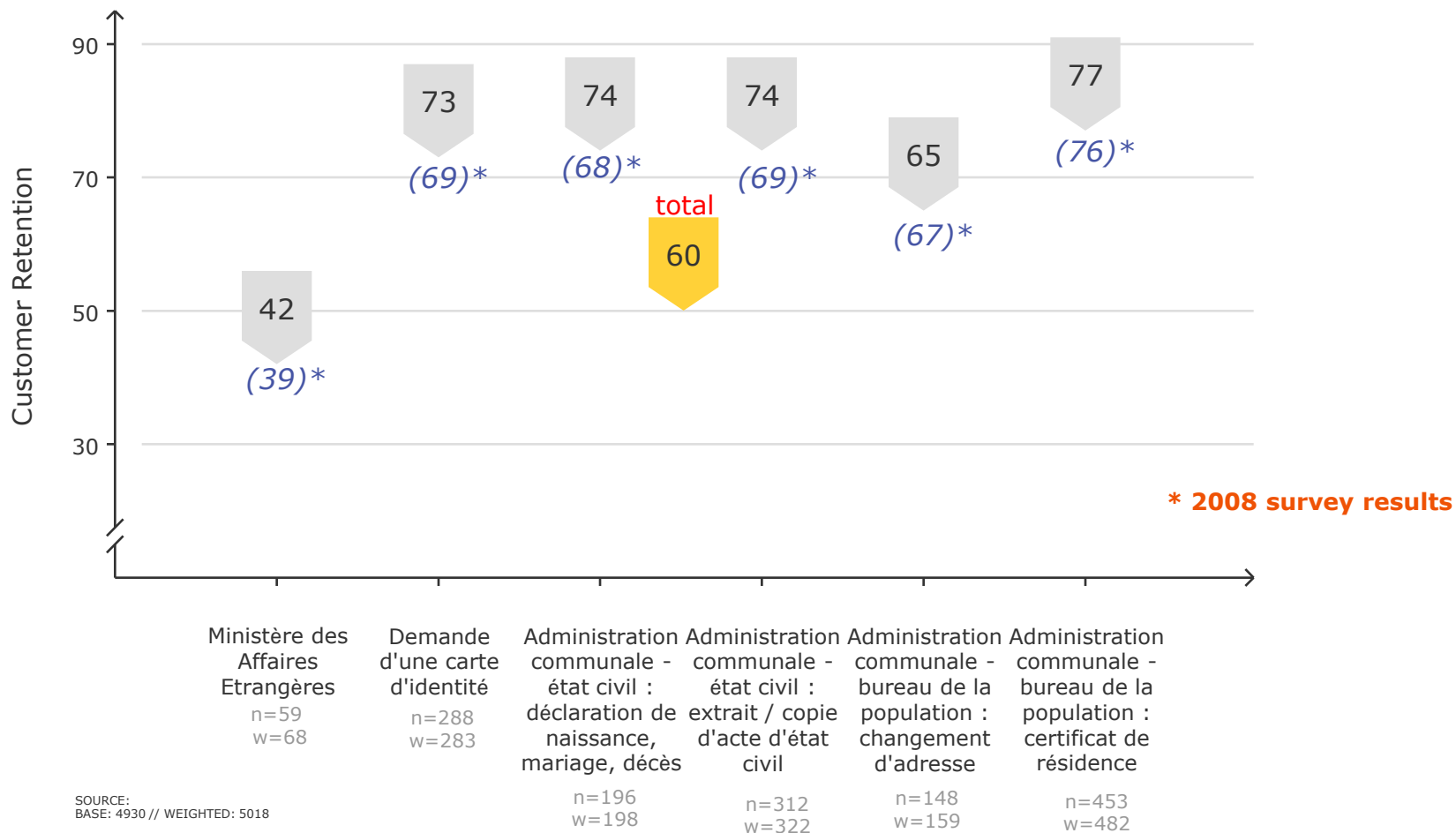
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# Index scores

SEGMENT: Services - WAVE: MFPRA 2015



Ministère des Affaires Etrangères  
 n=59  
 w=68

Demande d'une carte d'identité  
 n=288  
 w=283

Administration communale - état civil : déclaration de naissance, mariage, décès  
 n=196  
 w=198

Administration communale - état civil : extrait / copie d'acte d'état civil  
 n=312  
 w=322

Administration communale - bureau de la population : changement d'adresse  
 n=148  
 w=159

Administration communale - bureau de la population : certificat de résidence  
 n=453  
 w=482

SOURCE:  
 BASE: 4930 // WEIGHTED: 5018



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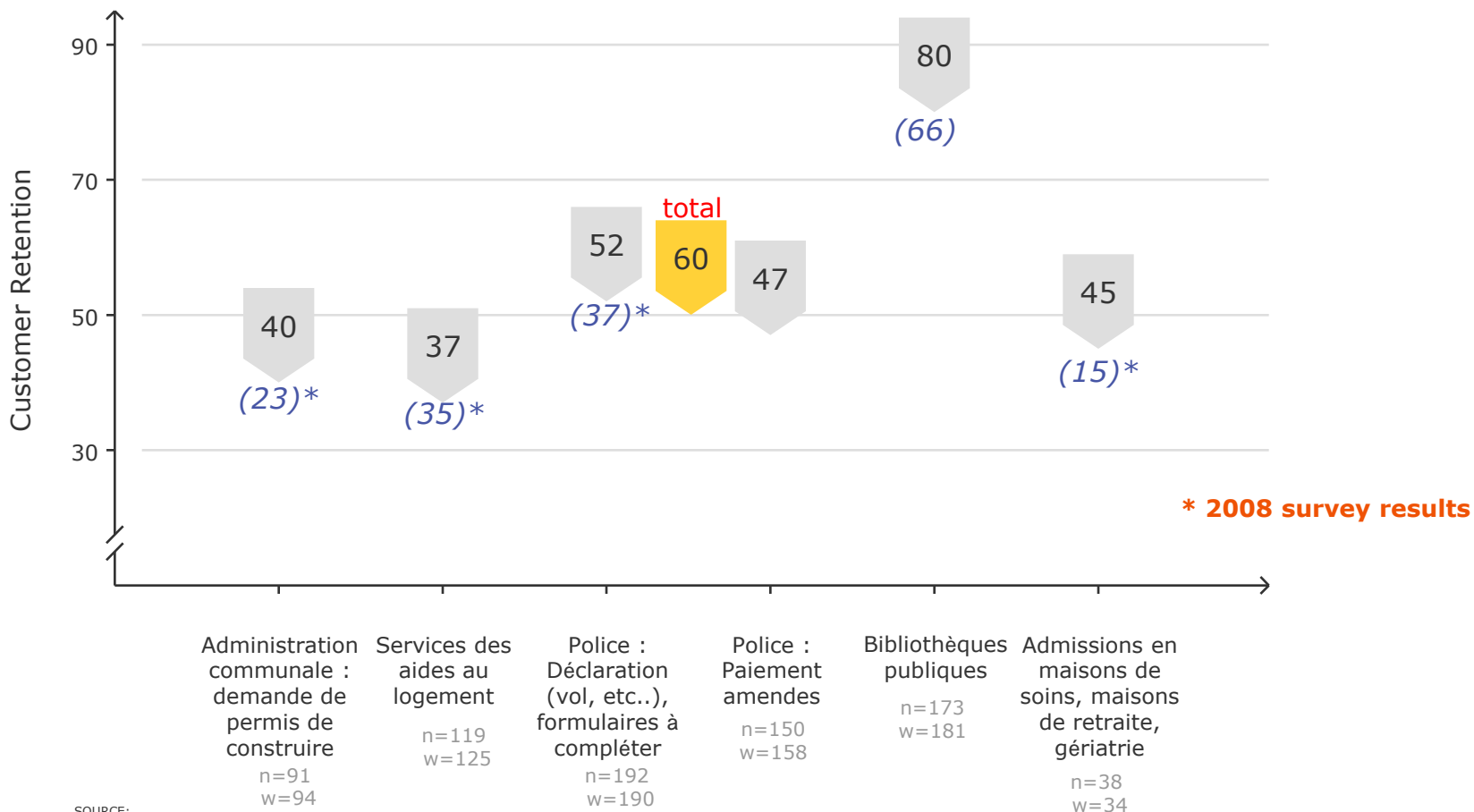
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# Index scores

SEGMENT: Services - WAVE: MFPRA 2015



Administration communale : demande de permis de construire  
n=91  
w=94

Services des aides au logement  
n=119  
w=125

Police : Déclaration (vol, etc..), formulaires à compléter  
n=192  
w=190

Police : Paiement amendes  
n=150  
w=158

Bibliothèques publiques  
n=173  
w=181

Admissions en maisons de soins, maisons de retraite, gériatrie  
n=38  
w=34

SOURCE: BASE: 4930 // WEIGHTED: 5018



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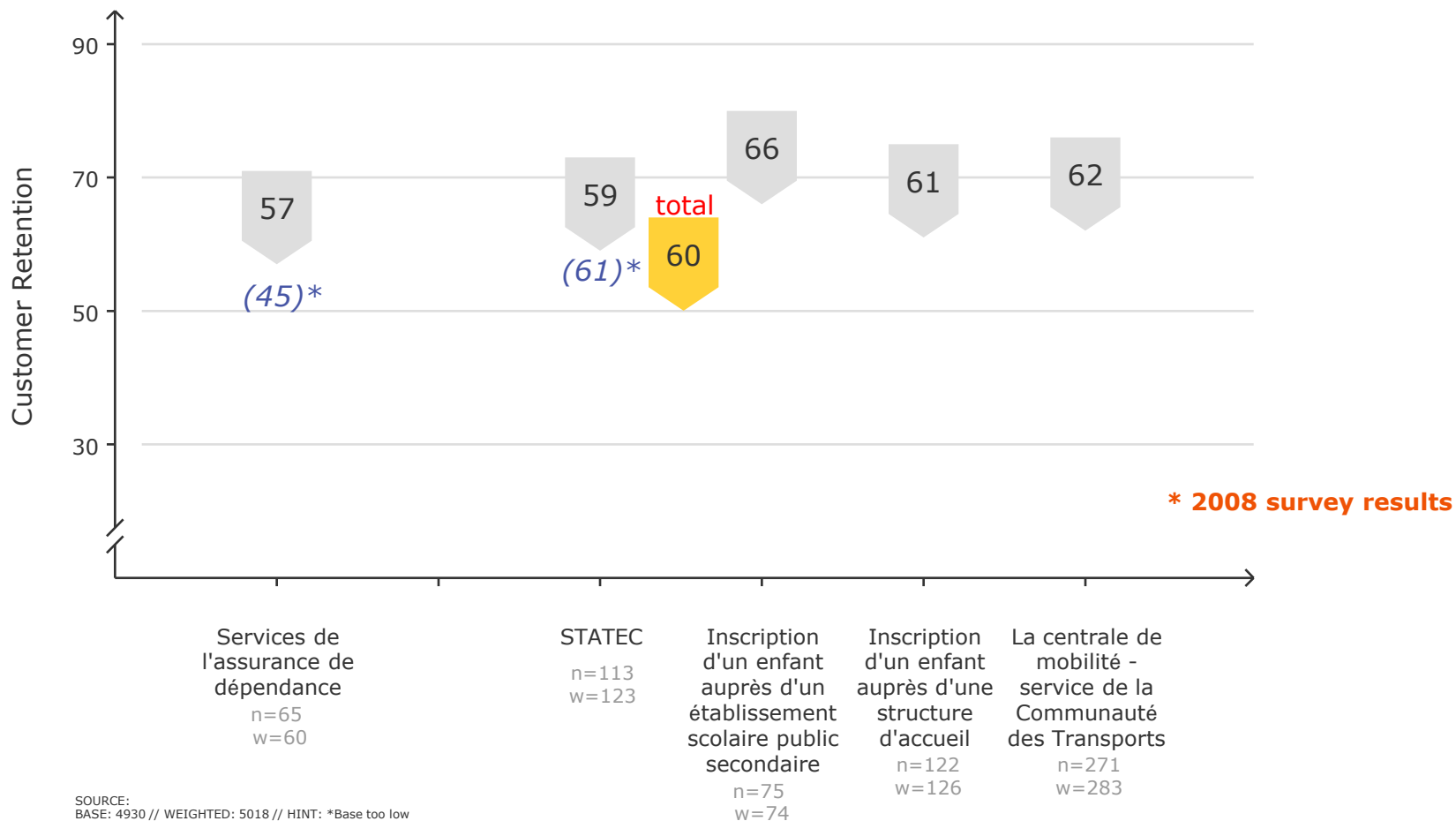
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# Index scores

SEGMENT: Services - WAVE: MFPR 2015



SOURCE: BASE: 4930 // WEIGHTED: 5018 // HINT: \*Base too low



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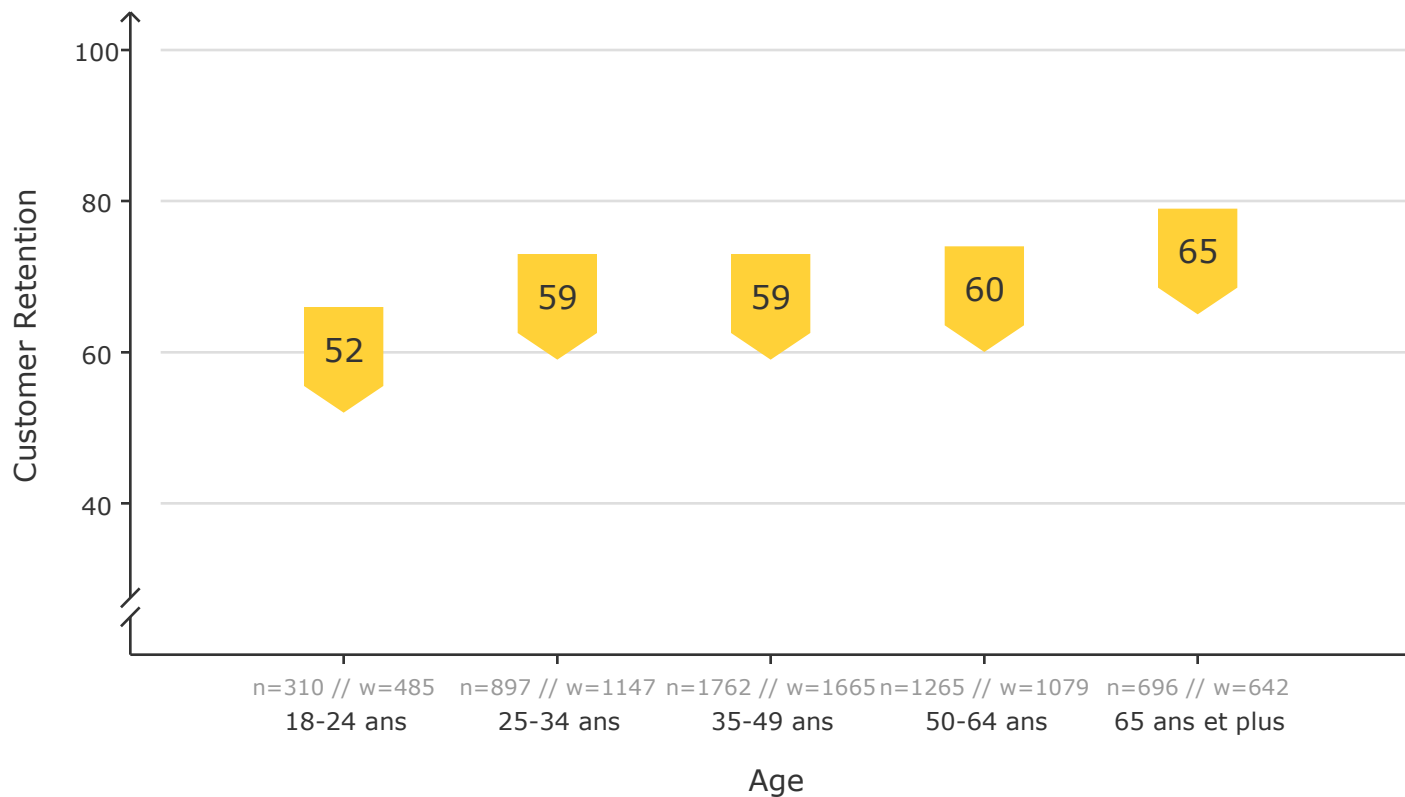
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SEGMENT: Age - WAVE: MFPPRA 2015



SOURCE:  
BASE: 4930 // WEIGHTED: 5018



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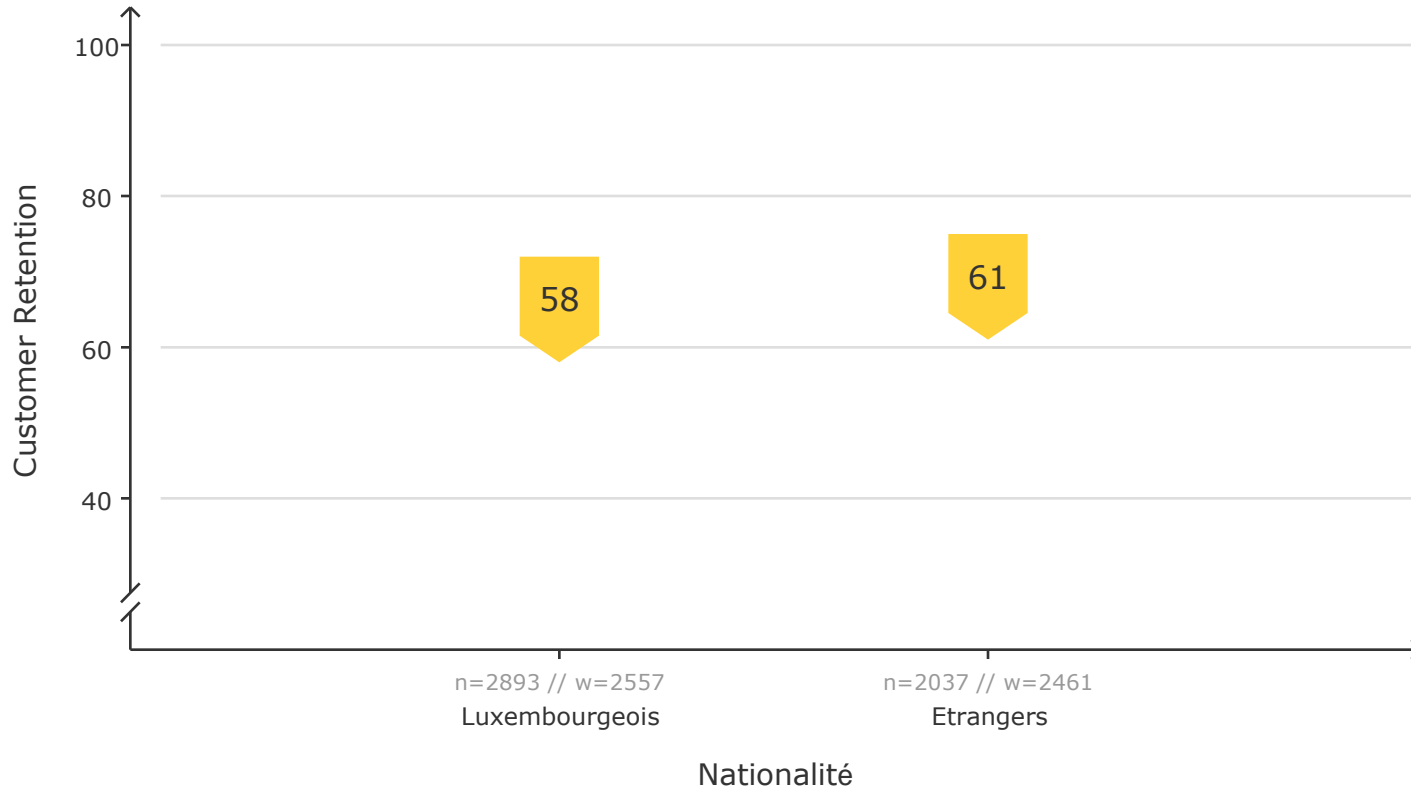
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# Index scores

SEGMENT: Nationalité - WAVE: MFRA 2015



SOURCE:  
BASE: 4930 // WEIGHTED: 5018



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# 1.2

## TRI\*M GRID

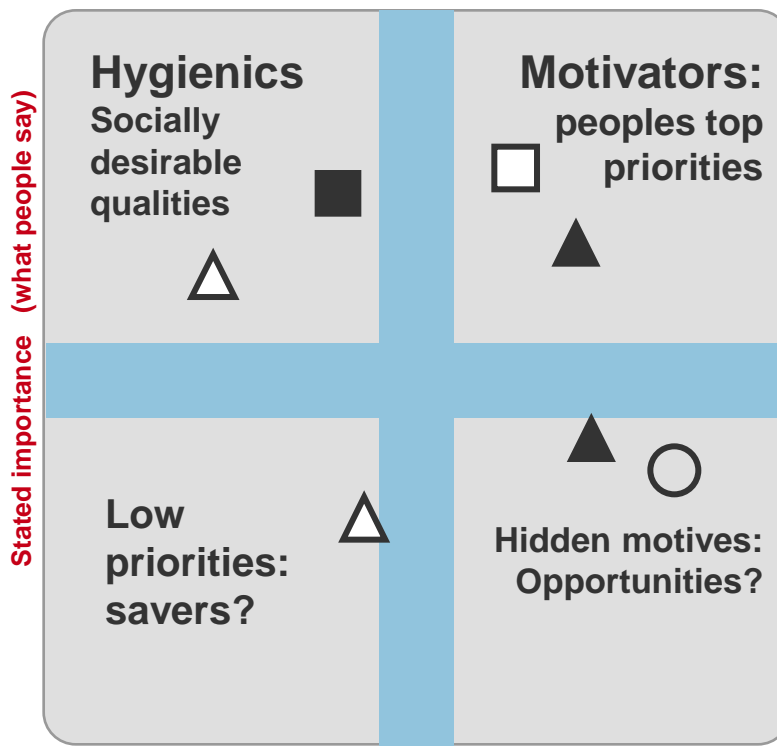


# Grid shows drivers of service perception

## The quadrants of the PSQM Grid

Don't fall below a specific quality level which is a basic requirement for your service orientation!

Examine your priorities and concentrate on those quality elements that could of should become opportunities



Improve your strengths, eliminate dangerous weaknesses

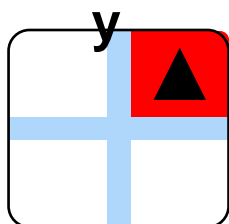
Communicate your strengths!

Look for possible motivators. These items offer the potential to increase service orientation. Be aware of hidden feelings that people don't tell you explicitly

Implicit impact on quality perception  
 (what people feel)

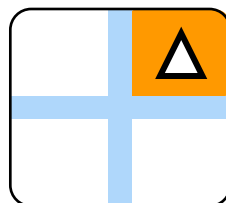
# TRI\*M Grid helps to prioritise actions

**1. Top Priority**



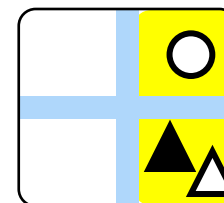
Black triangles  
in the Motivator  
quadrant

**2. High Priority**

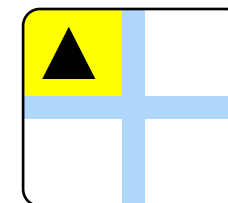


White triangles  
in the Motivator  
quadrant

**3. Medium Priority**



Triangles in the  
Hidden  
Opportunities and  
circles in the  
Motivator  
quadrants



To be observed:  
Black triangles  
in the Must  
Haves quadrant



**... and never forget to  
maintain your strengths**



# TRI\*M Grid : All users

*Prioritise aspects of relationships intended to maintain and increase numbers of users of services*

## Aspects

- A01. Friendliness – helpfulness
- A02. Reactivity
- A03. Provide a comprehensible and reasoned response to inquiries
- ▼ A04. Business hours (Counter / Telephone)
- A05. Ease in finding / determining persons able to deal with my case / application
- ▽ A06. Time spent waiting to speak with the person in charge of my case / application (Counter / Telephone)
- △ A07. Discretion - confidentiality
- ▲ A08. Ability of staff to speak in the country's three official languages
- A09. Case monitoring (traceability)



60 TRI\*M Index

▼ Performance - Far below average    ▽ Below average    ○ Average    △ Above average    ▲ Far above average    ■ Strength  
 ■ Weakness

SOURCE: BASE: 4930 // WEIGHTED: 5018



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# Summary of strengths and weaknesses: *Total*

## High level strengths

---

None

## Medium level strengths

---

None

## Low level strengths

---

A07. Discretion - confidentiality

A08. Ability of staff to speak in the country's three official languages

## High level weaknesses

---

None

## Medium level weaknesses

---

None

## Low level weaknesses

---

A03. Provide a comprehensible and reasoned response to inquiries

A01. Friendliness – helpfulness

A09. Case monitoring (traceability)

A05. Ease in finding / determining persons able to deal with my case / application

A04. Business hours (Counter / Telephone)



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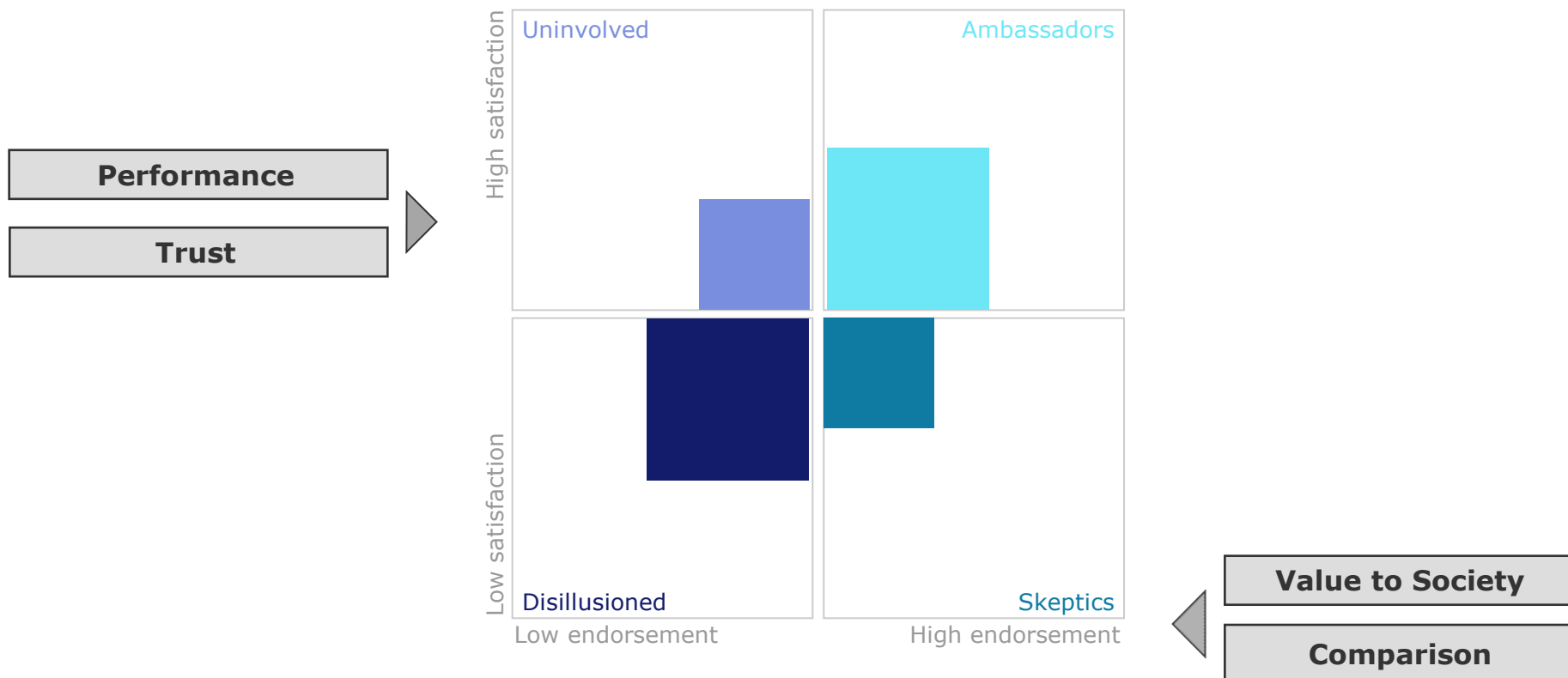
# 1.3

## TRI\*M Typology



# TRI\*M Public Service Quality

The TRI\*M typology reflects the relationship towards the public institution along two dimensions

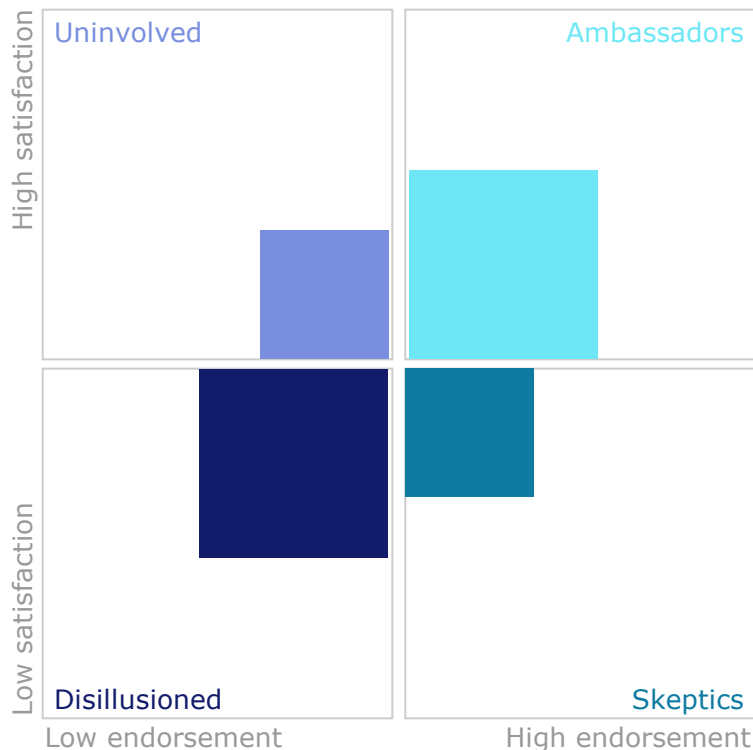


# TRI\*M Public Service Quality

The TRI\*M typology reflects the relationship towards the public institution along two dimensions

*Satisfied with your performance but not particularly loyal; their level of support is weak*

*Dissatisfied with your performance and disloyal; will resist initiatives and challenge your efforts; major source of negative word-of-mouth*

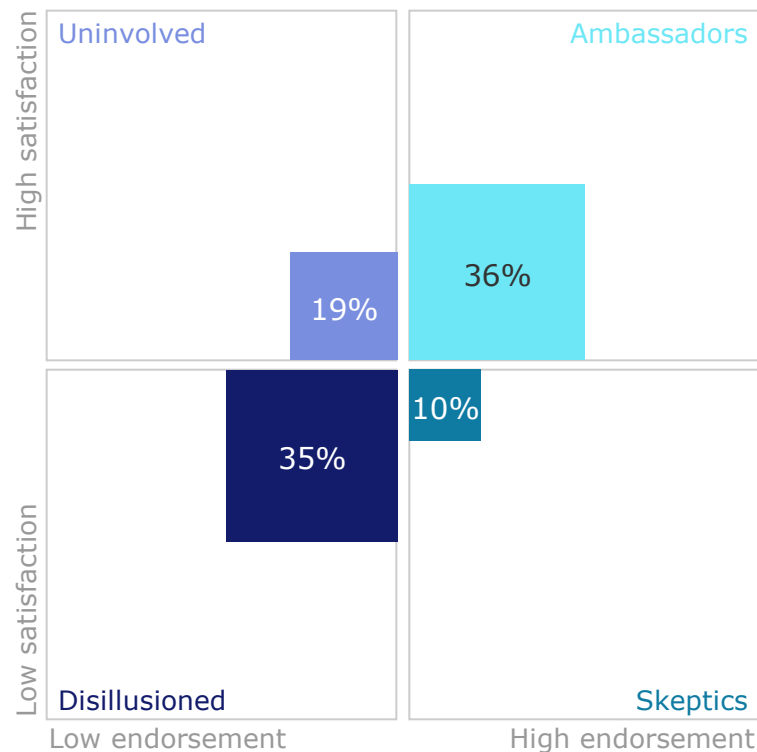



*Highly satisfied with your performance and loyal in that they will give your organisation full support*

*Critical of your performance at present, but still willing to give you support possibly because of a lack of alternatives*



# TRI\*M Typology - Total




■ Disillusioned
■ Skeptics
■ Uninvolved
■ Ambassadors

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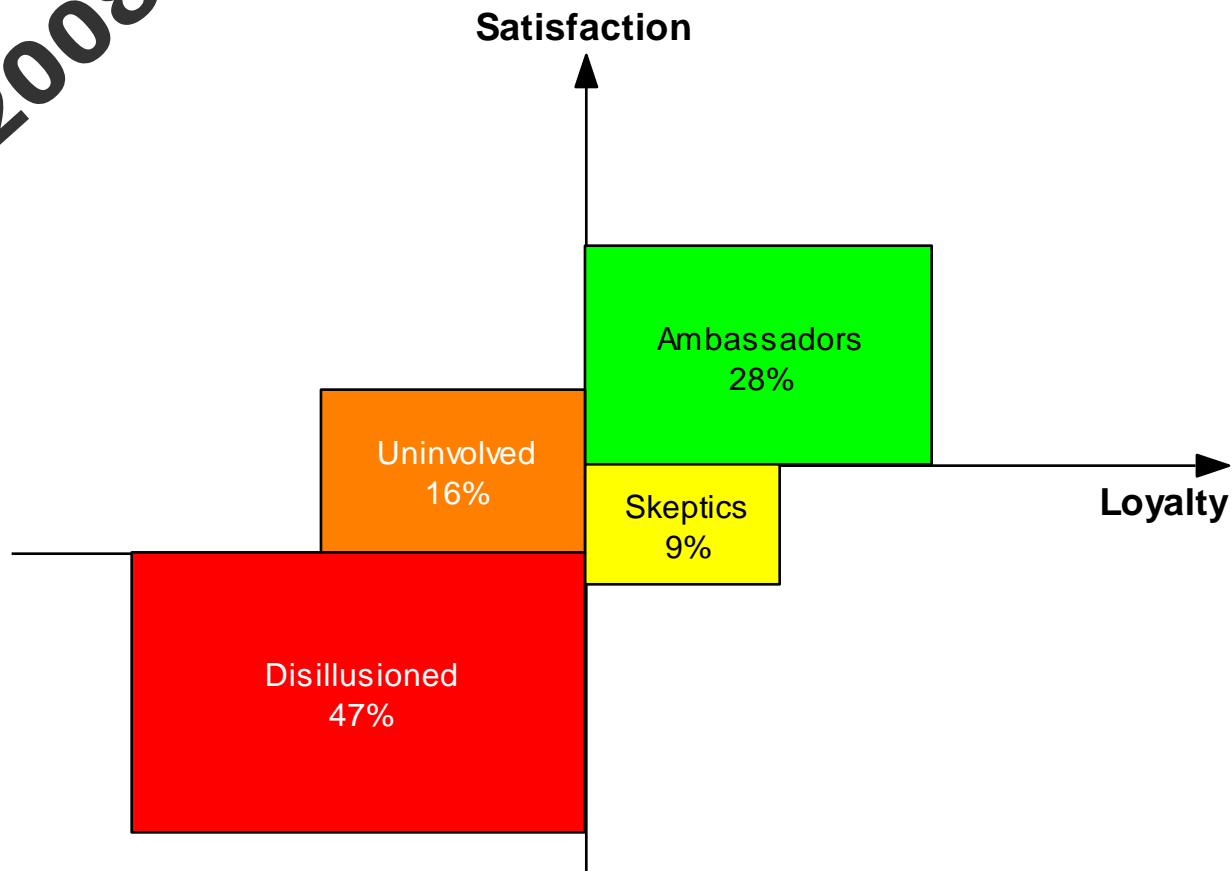
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# TRI\*M Typology - Overall

## Overall

TRI\*M Index 48

2008



Base 4818

Base 4764 (weighted)



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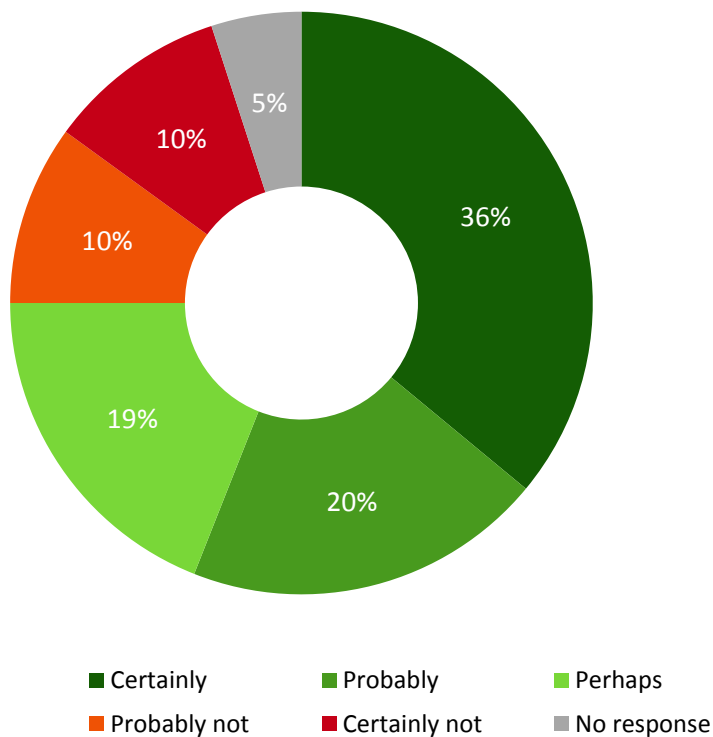
# 2

## Luxembourg's administration

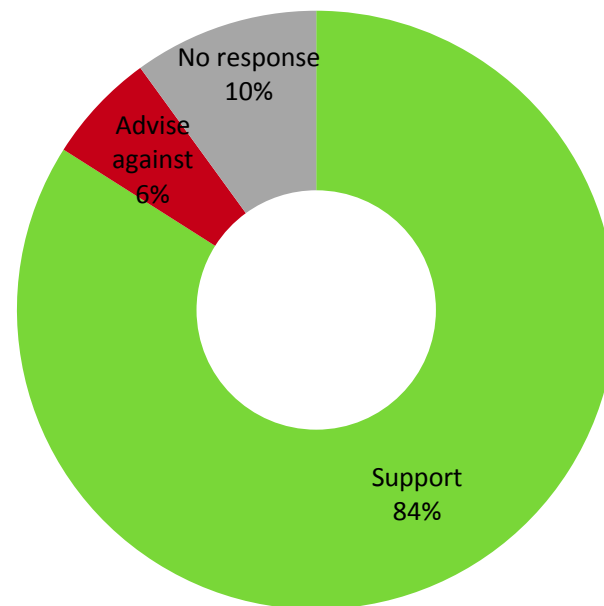


# Perception of a professional career in Luxembourg's administrative apparatus

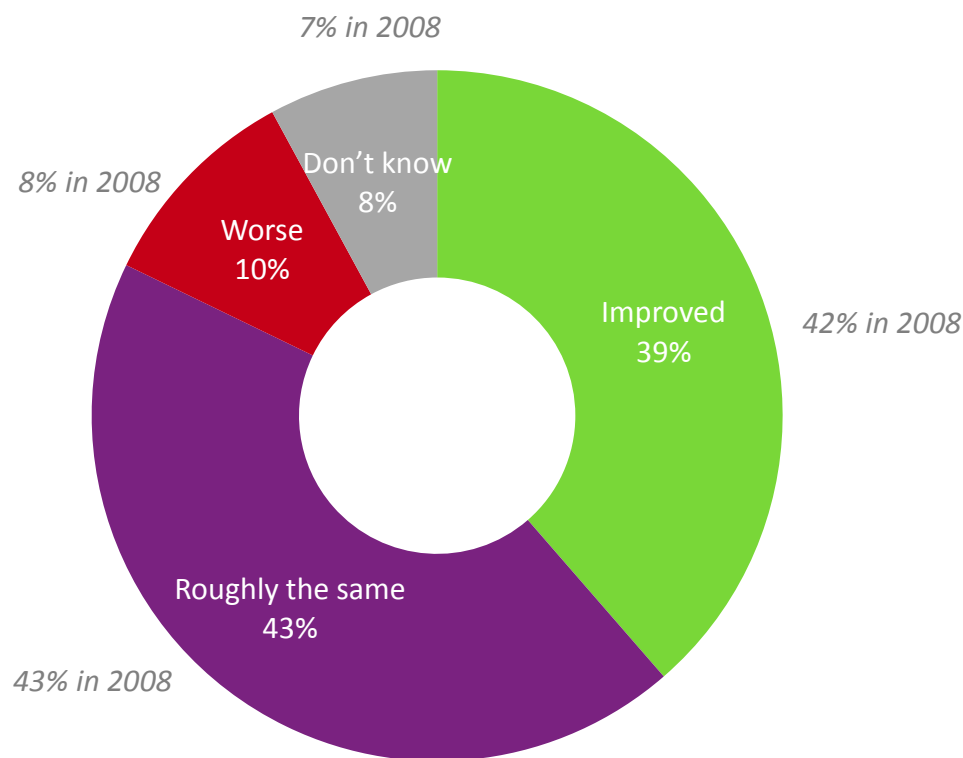
## Personal



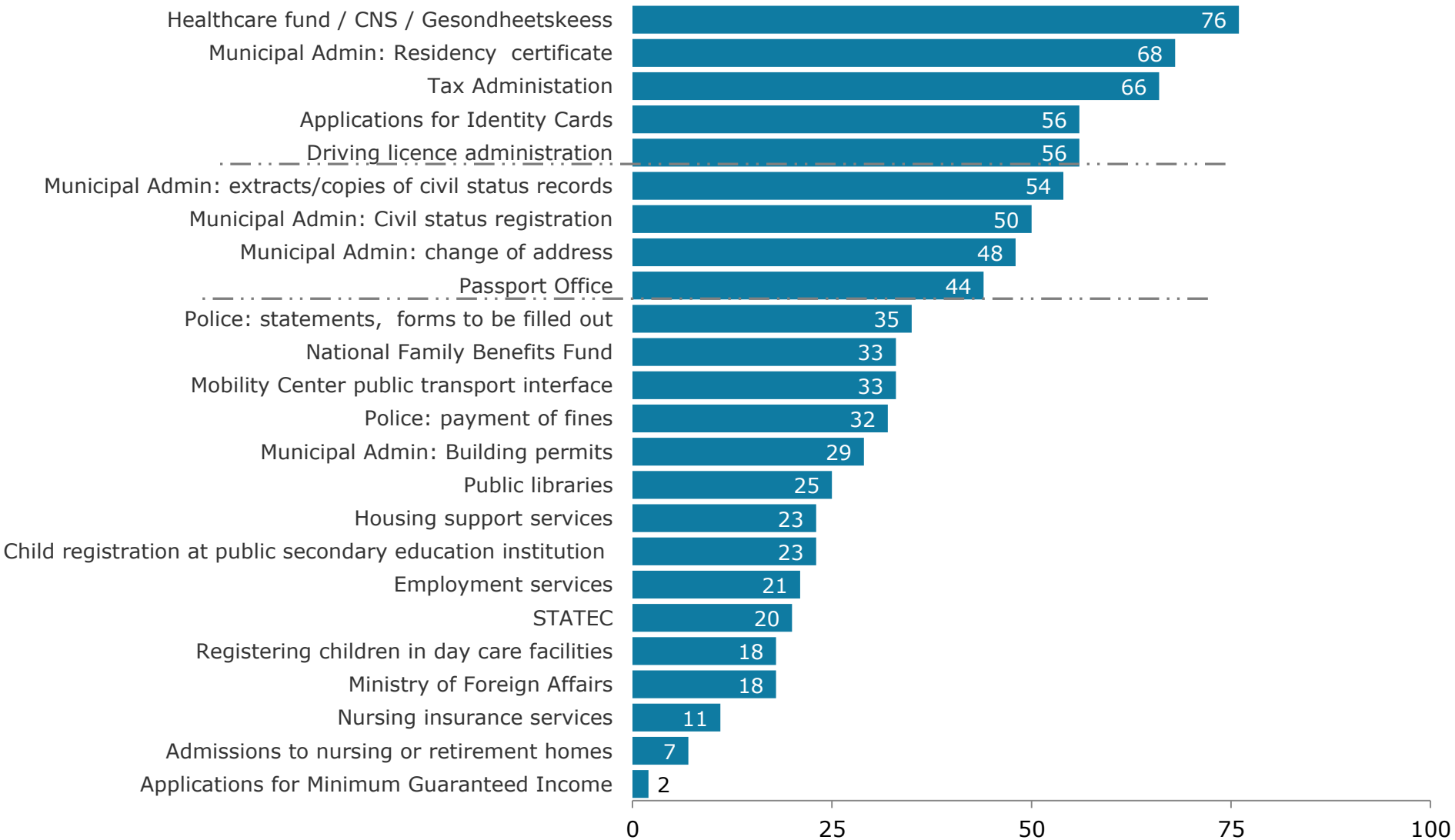
## Support of children



# Perception of changes in the quality the administration's services to citizens over the last five years



# Administrative services contacted by citizens



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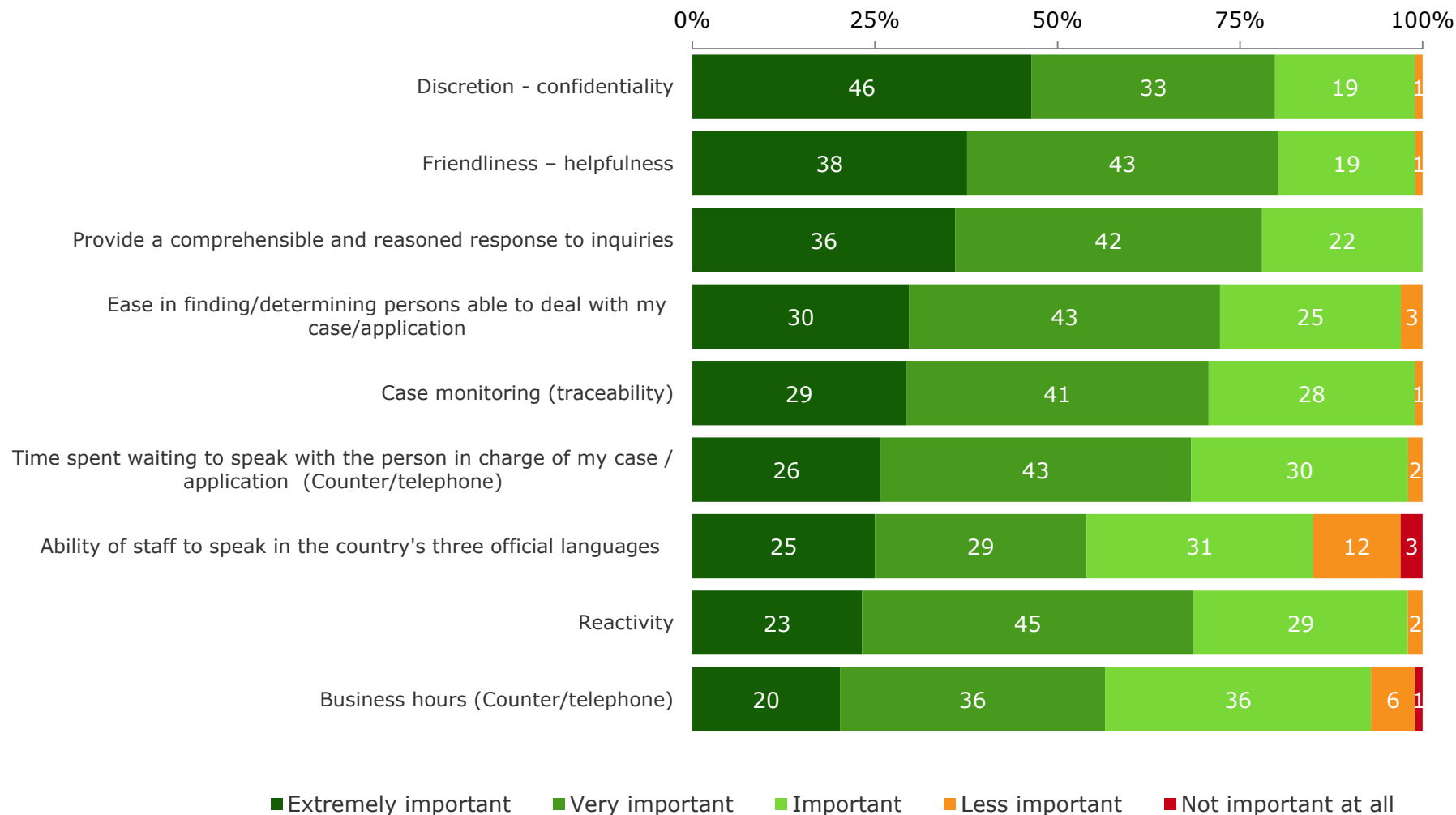
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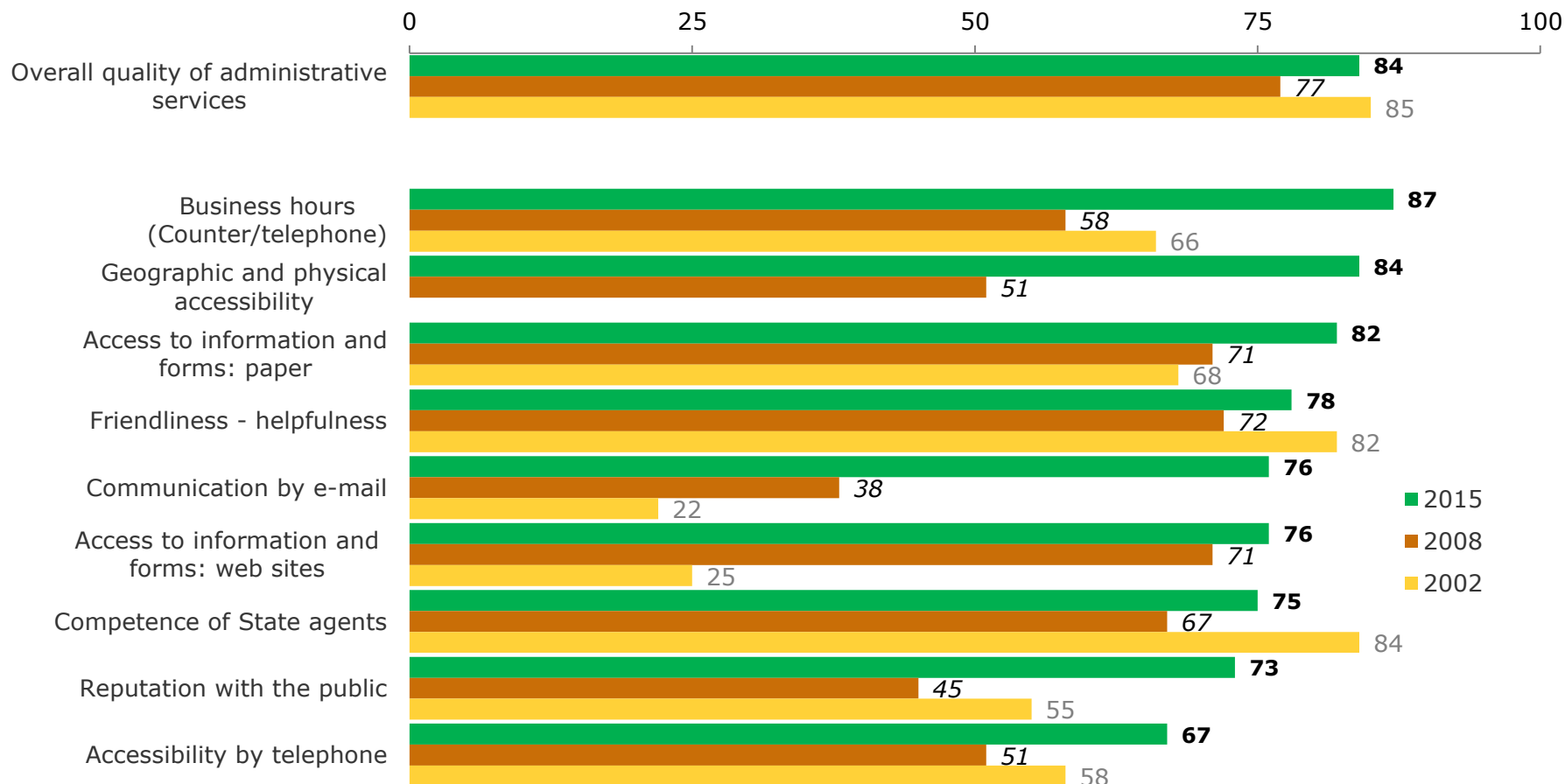
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# Citizen expectations: levels of importance given to...



# Perception of the quality of services provided by Luxembourg's administration

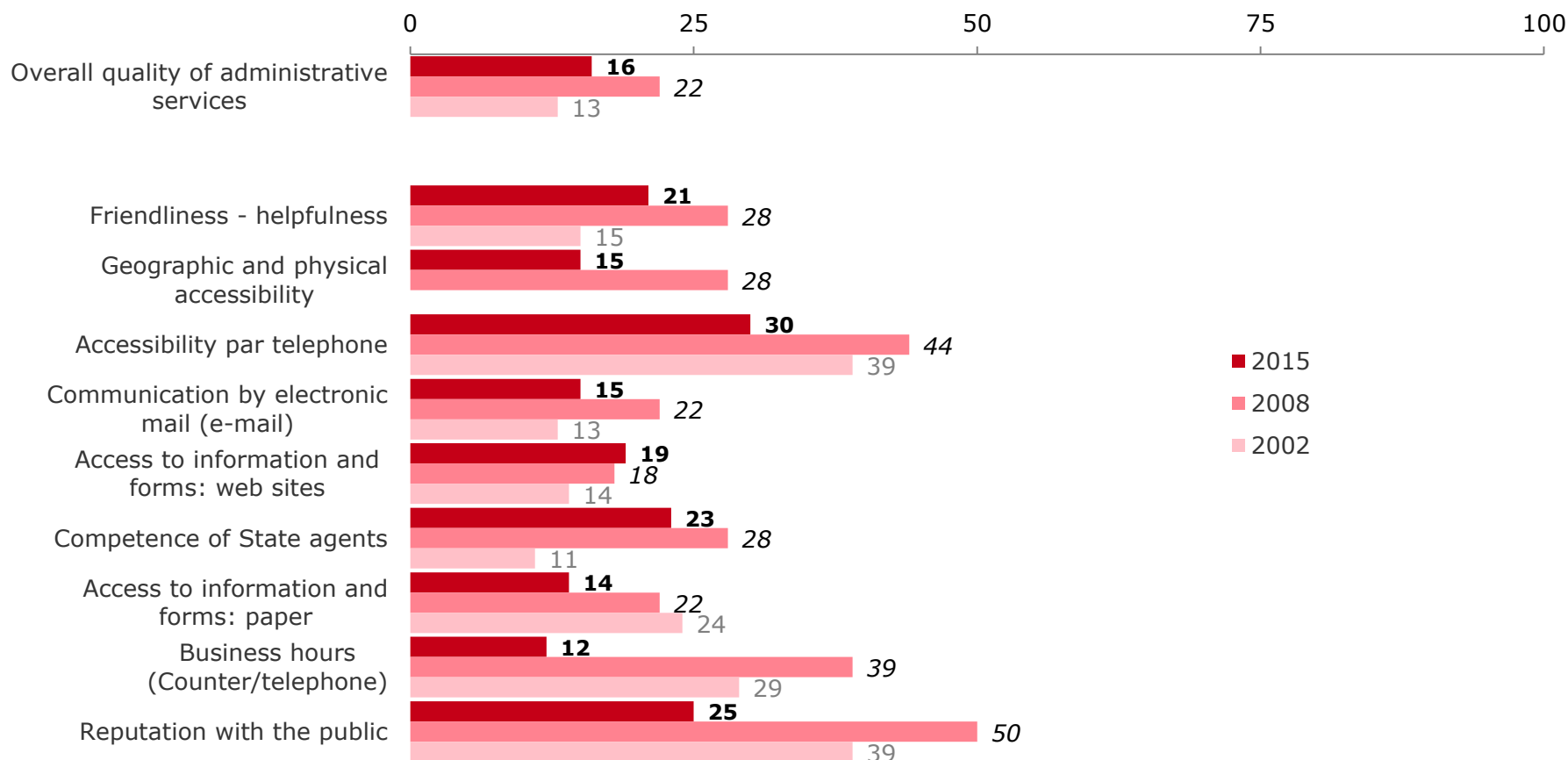
## Positive views: change since 2002



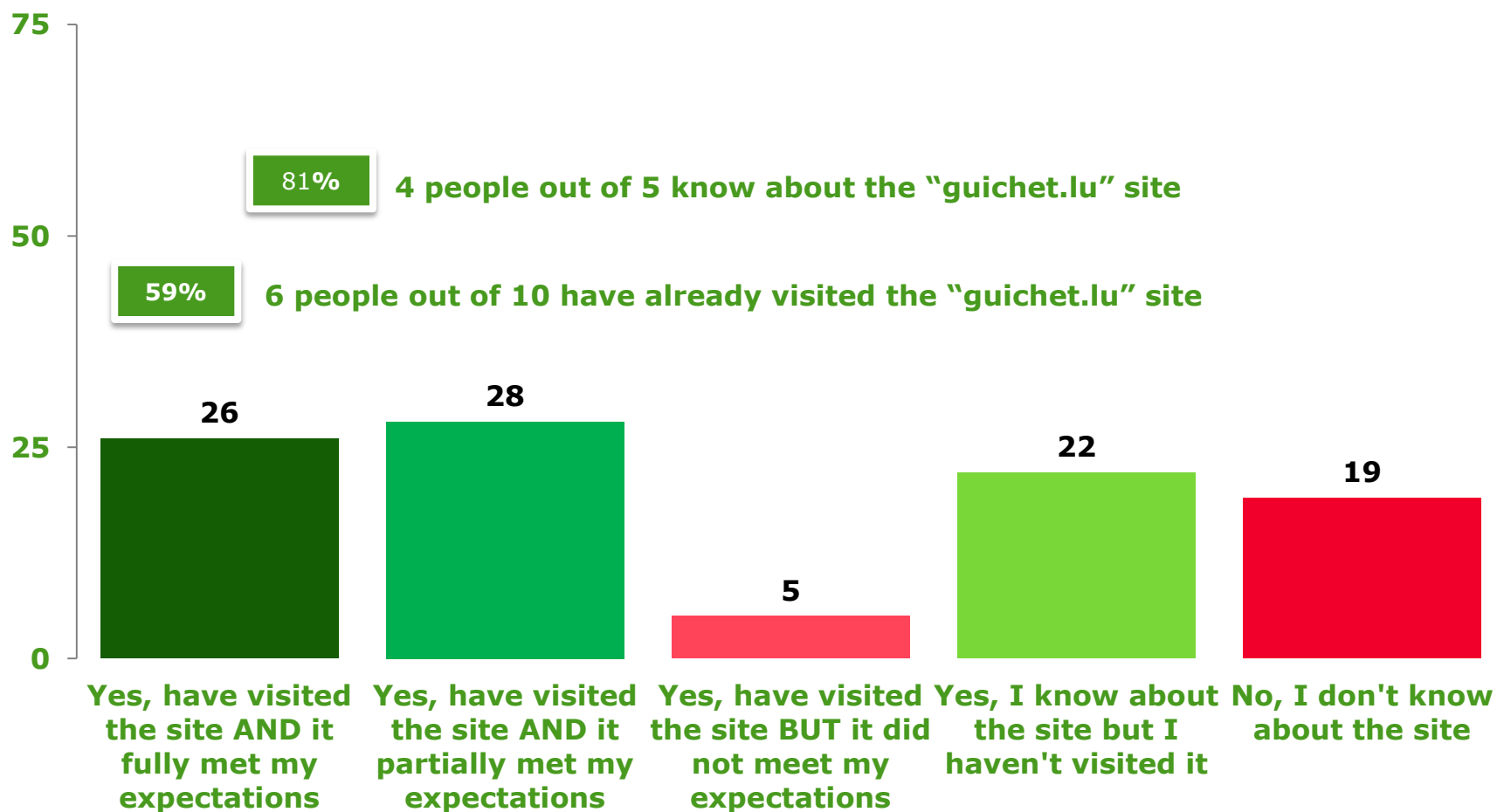


# Perception of the quality of services provided by Luxembourg's administration

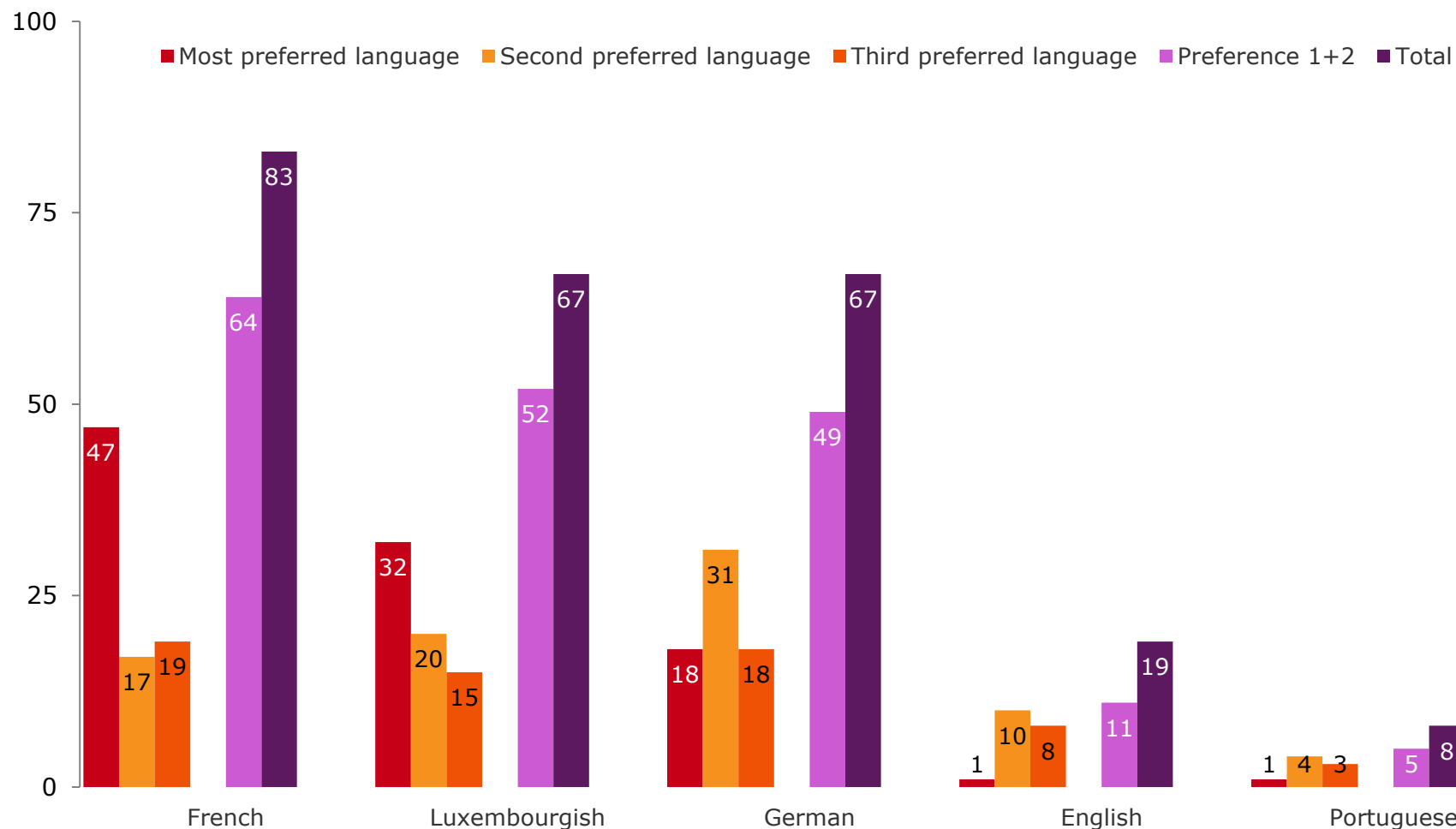
## Negative views: change since 2002



# Notoriety and use of the "guichet.lu" internet site

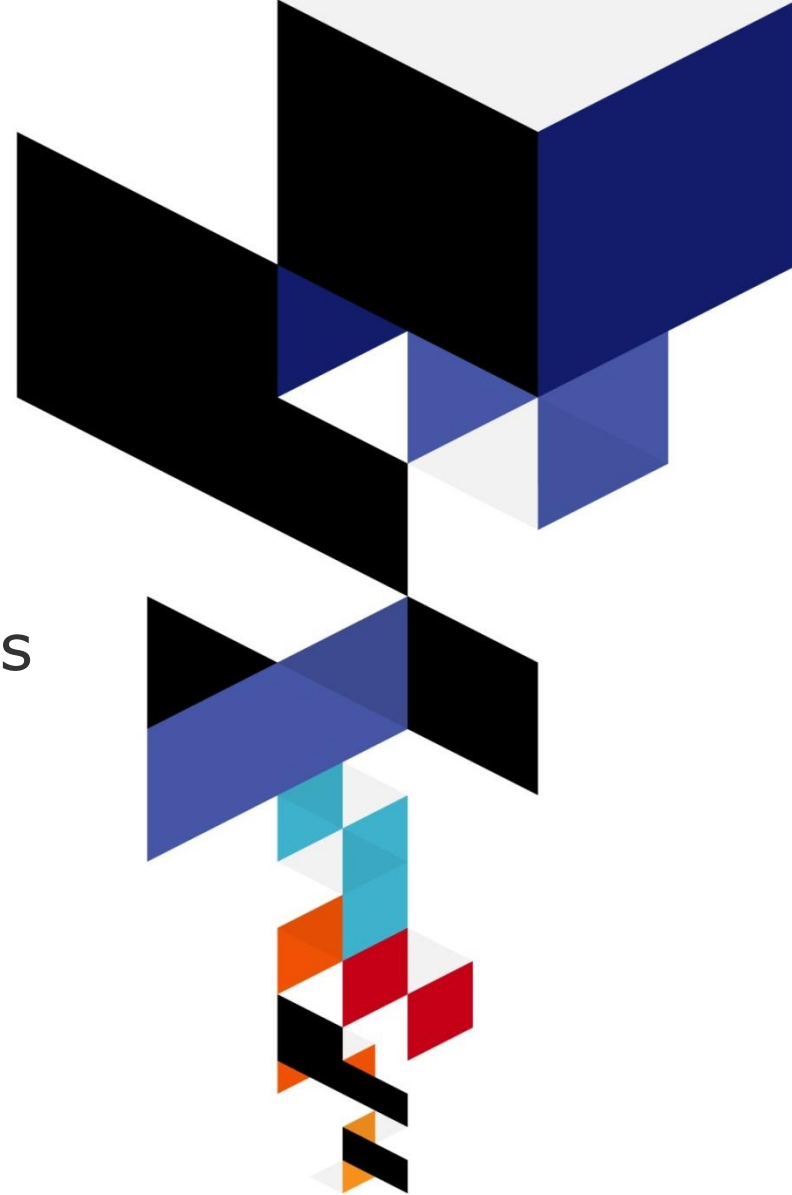


# Preferred languages for texts of administrative services

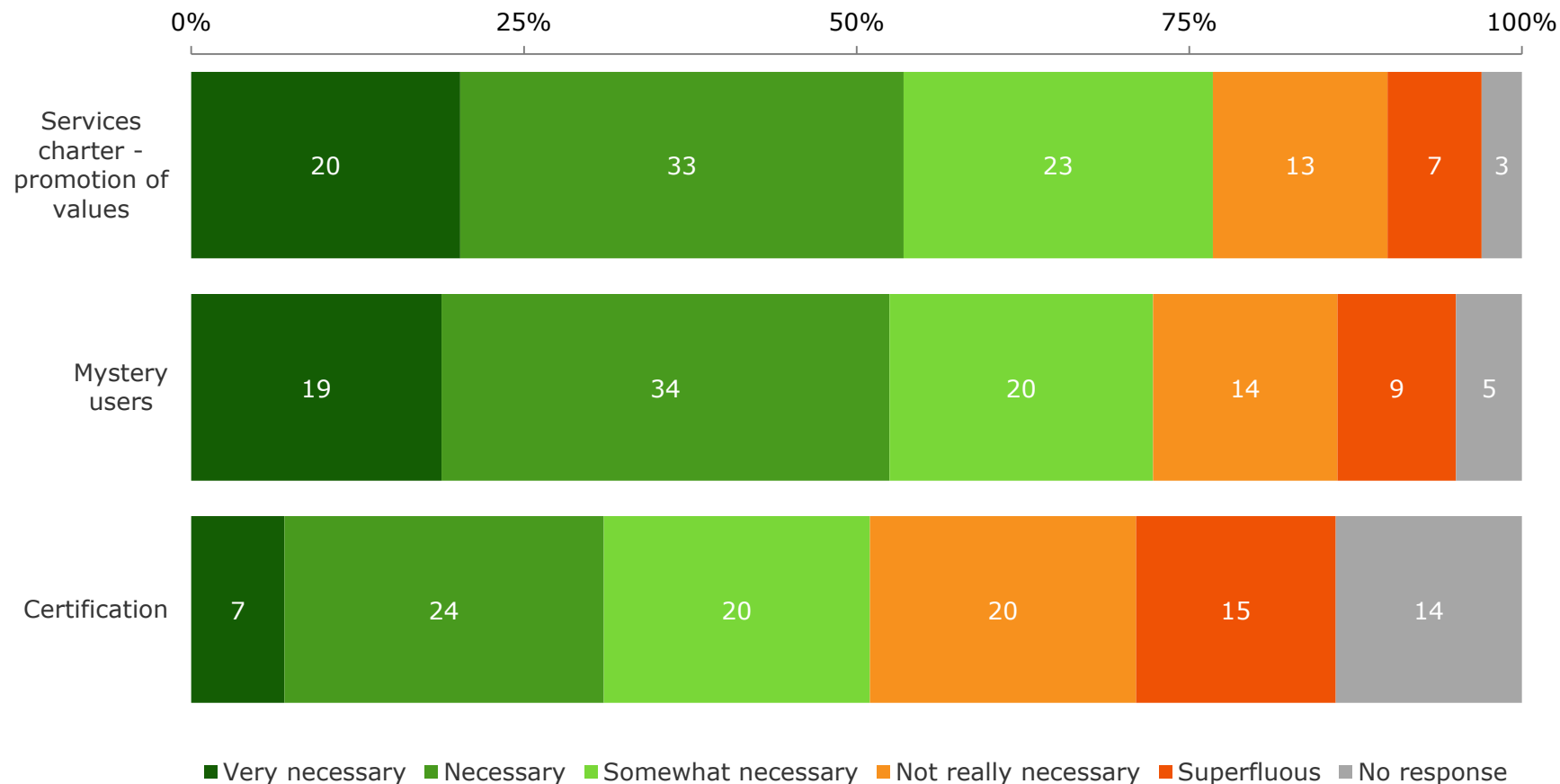


# 3

## Relationships with administrations

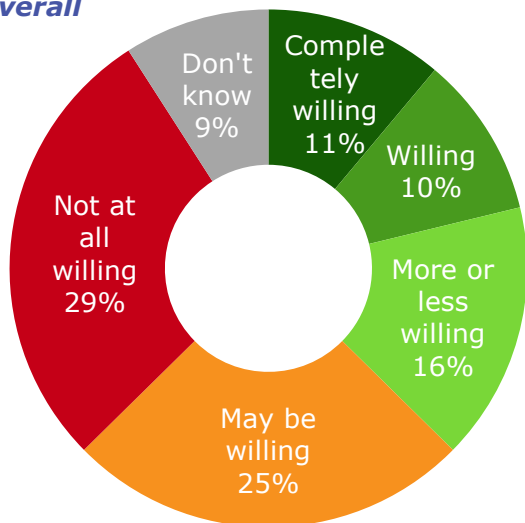


# Need to improve certain aspects of the quality of public services

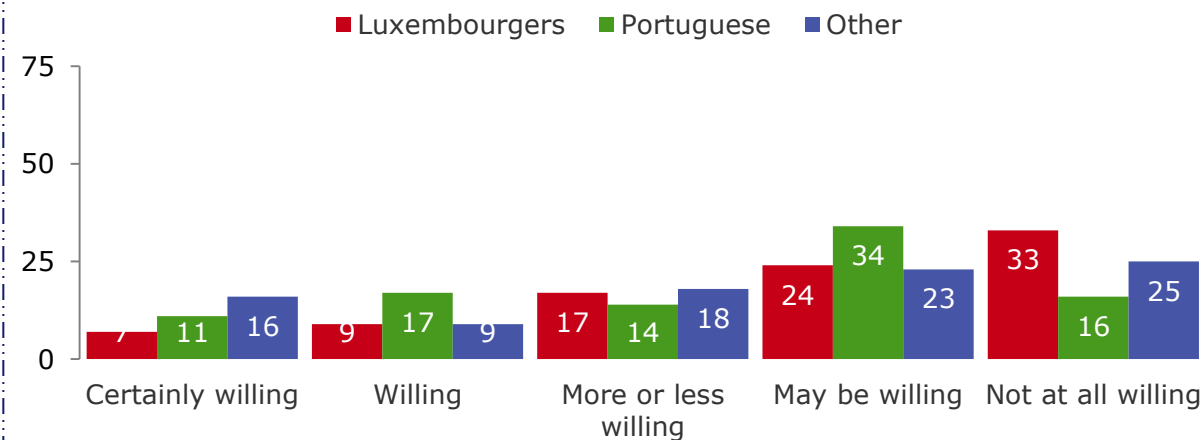


# Willingness to participate in a campaign to improve the quality of public services

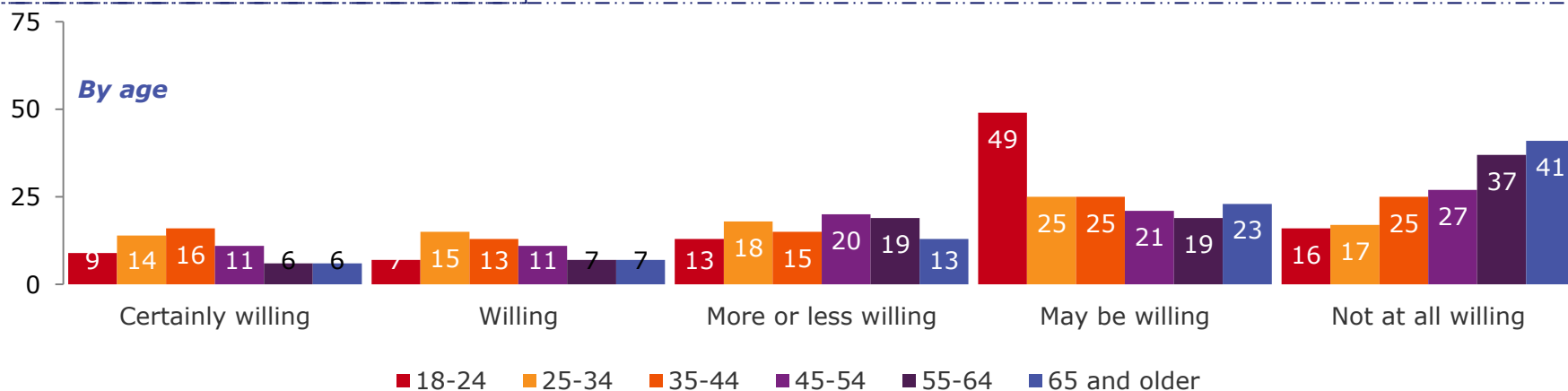
Overall



By nationality



By age

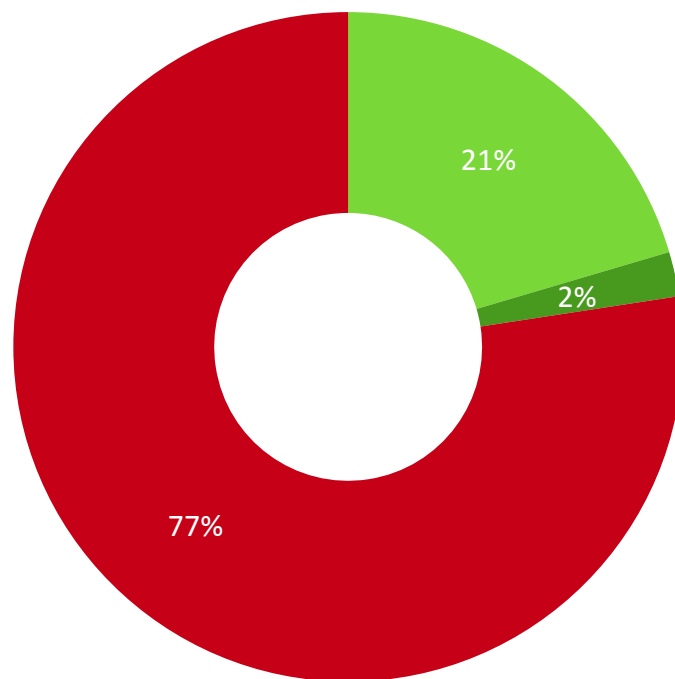


# 4

## Modes of contacting the administration: current and preferred



# Notoriety of the Government's toll-free contact number



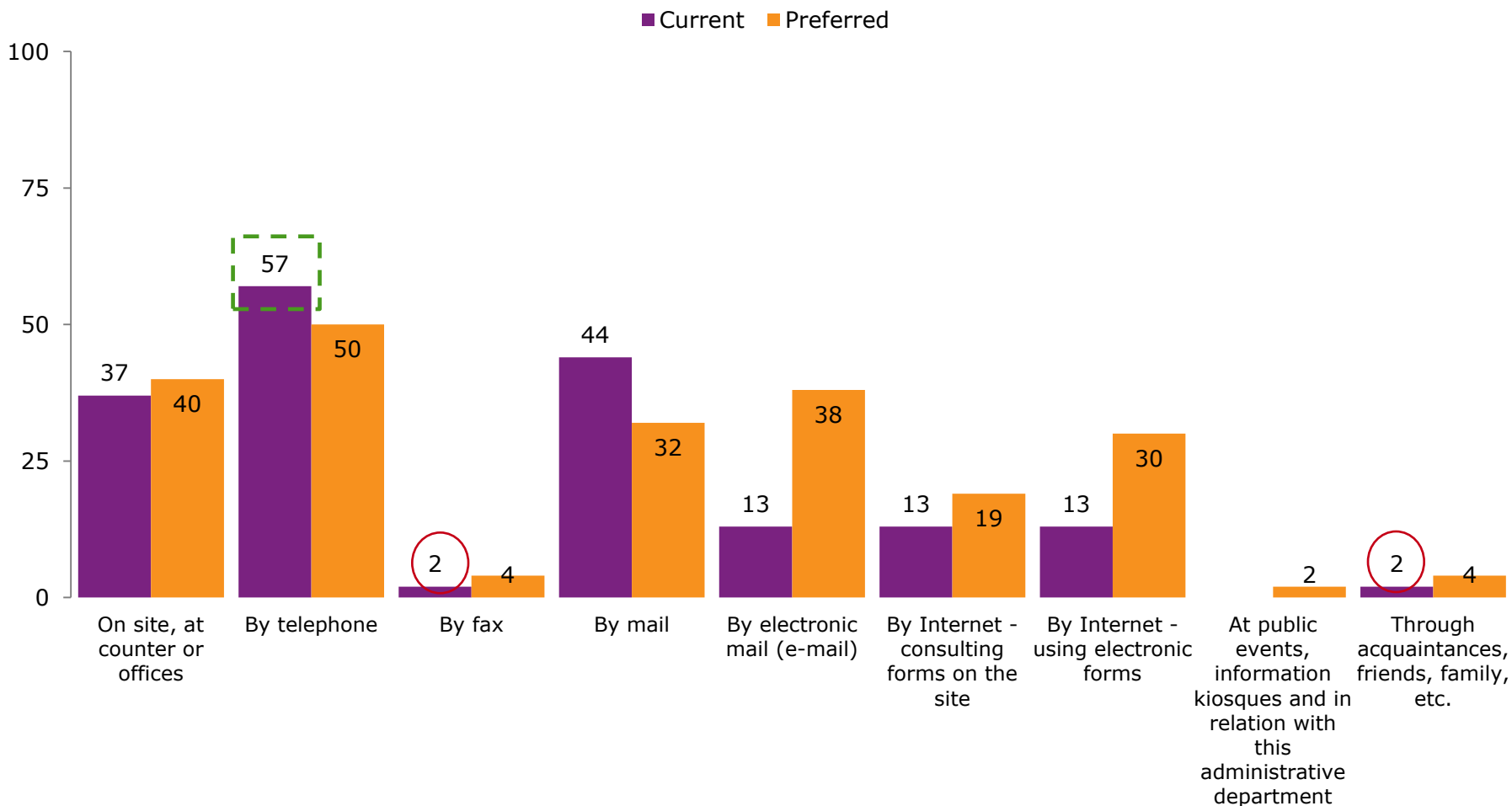
93% of persons questioned state that they have not used this number

- Are aware that a toll-free number exists, but do not know it
- Know the toll-free number exactly
- Are unaware that a toll-free number exists



# Contact methods: National Family Benefits Fund

Basis: 164 users of the service having made contact in less than two years



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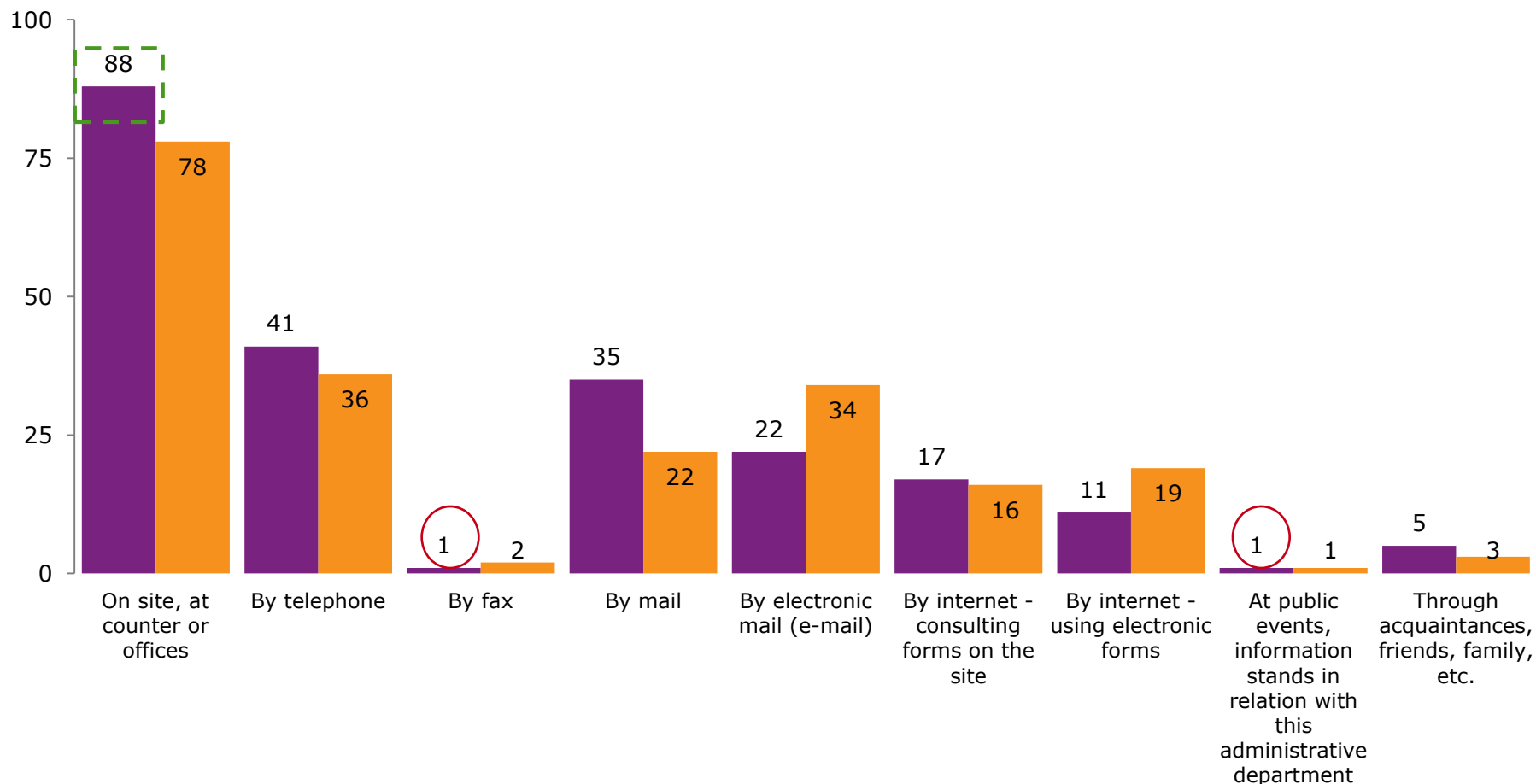


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# Contact methods: Municipality Administration: Application for a building permit

Basis: 91 users of the service having made contact in less than two years

■ Current ■ Preferred



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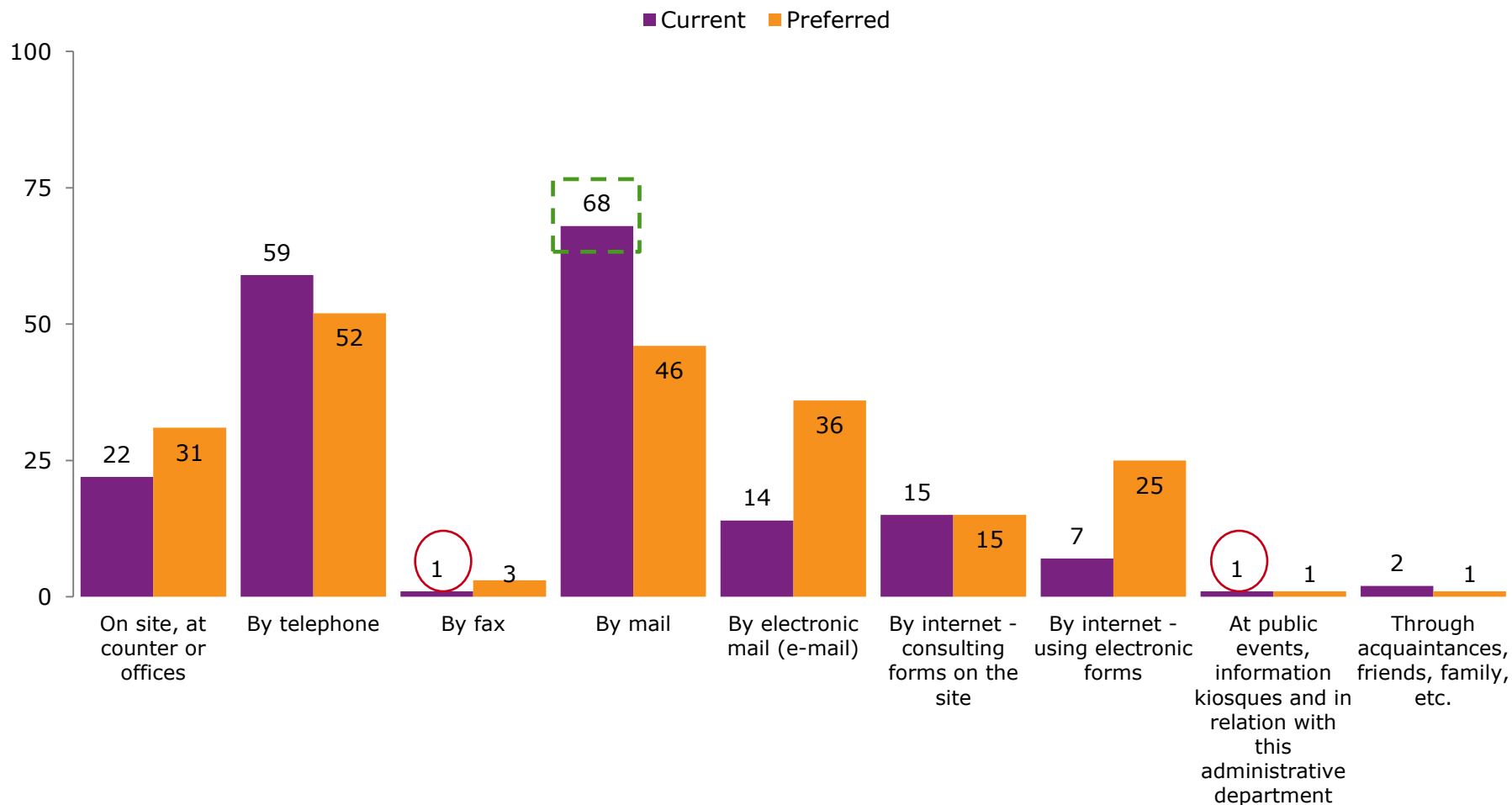
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# Contact methods: Housing Support Services

Basis: 119 users of the service having made contact in less than two years



THANK YOU  
FOR YOUR ATTENTION

