

**Promotion and Implementation of  
the European Framework  
Agreement for a quality service  
within central government  
administrations**

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EU-funded project aiming at analysing the services provided to **asylum seekers, young people at risk of unemployment and retired persons on low incomes** by the public administrations.

# Framework Agreement on Quality Public Services

The project is articulated into 3 different steps:

- a **desk analysis** of existing literature;
- the distribution of **questionnaires** to a casual sample of managers, employees and users of the three groups of services identified and selected, to be complemented with 4 focus groups discussions to be carried out in Romania, Italy, Belgium and France; and
- the **organization of regional seminars** involving public administration managers, employees (trade union representatives), and possibly some representatives of the users.

# Framework Agreement on Quality Public Services – DESK ANALYSIS

- The **desk analysis** consisted of the review of existing documents, reports, Acts referring to the quality of public services with particular respect to the three selected categories of services.
- More than 100 different documents analyzed for 14 countries (Ministerial Reports, National statistics and analysis, reports made by NGOs and users representatives organizations, EU projects' reports, Trade Union documents, National agencies policy, programmatic and analytic documents)

# Framework Agreement on Quality Public Services – THE SURVEY

- The survey: distribution of questionnaires aimed at gathering primary data on both working conditions in the selected services and quality of services delivered.
- **The deadline for submission of the questionnaires has been extended to the end of JUNE 2014.**

# Framework Agreement on Quality Public Services – THE SURVEY

## **WHAT SERVICES have been involved?**

- A minimum of 3 services in each of the 14 targeted countries. One service for each selected category: Asylum seeker offices, Pensions, Unemployed Youth.

## **WHO has been involved?**

- A minimum of 9 persons per service: 3 managers, 3 employees and 3 representatives of users.

# HOW many answers until now?

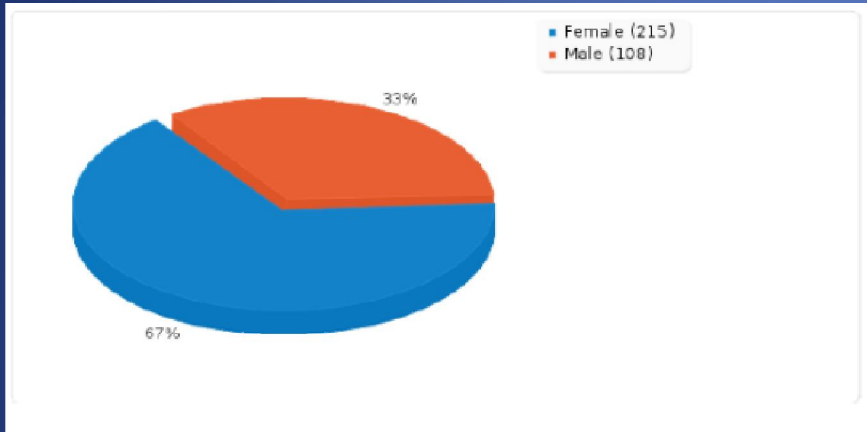
- **MANAGERS and EMPLOYEES: 323**
- **Employees: 203**
- **Managers: 120**
- Asylum seeker serv.: 73
- Pension Services: 90
- Unemployed Youth: 160
- **USERS: 92**
- Asylum seeker services: 17
- Pension Services: 18
- Unemployed Youth: 57

# Participating countries

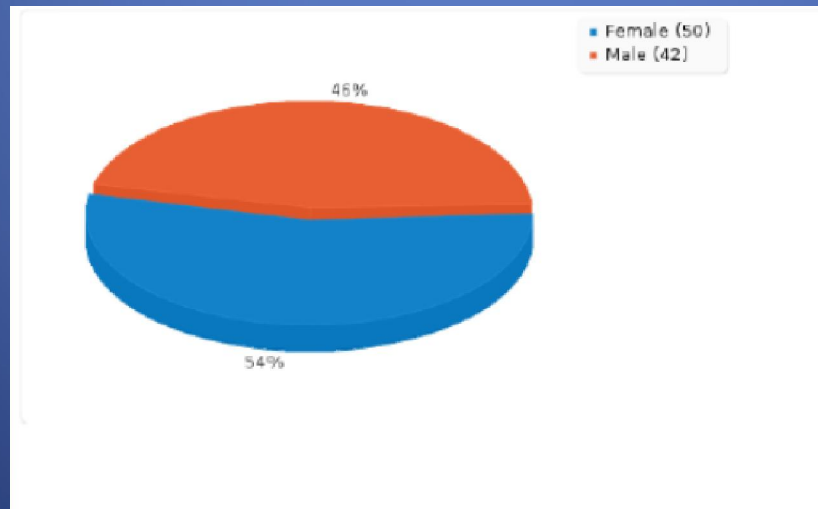
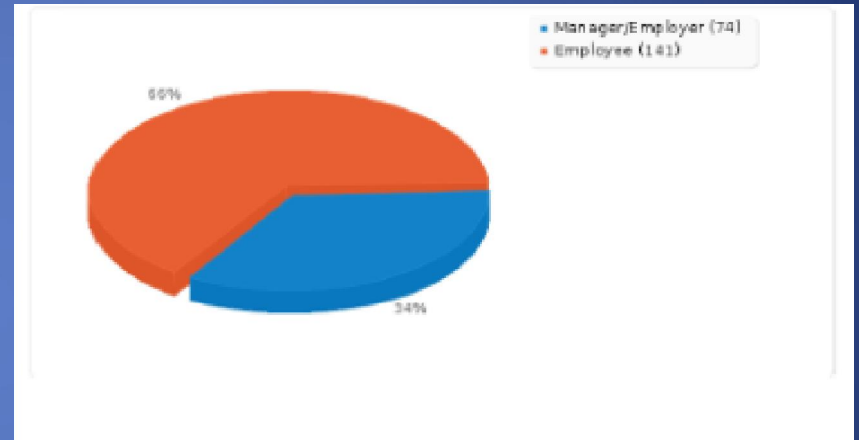


# GENDER

Employees / Managers



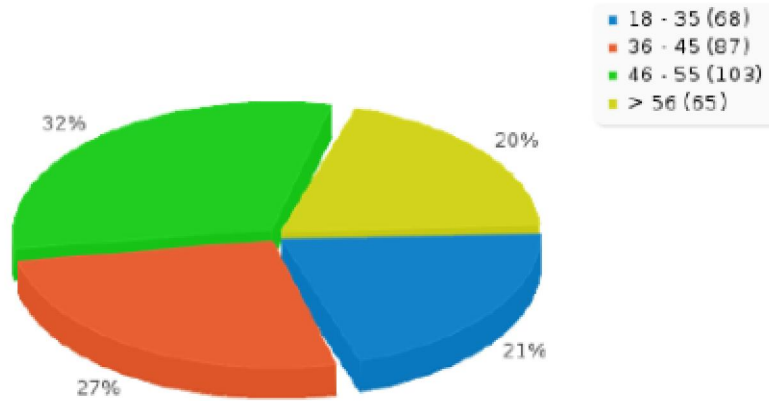
Women employee / women manager



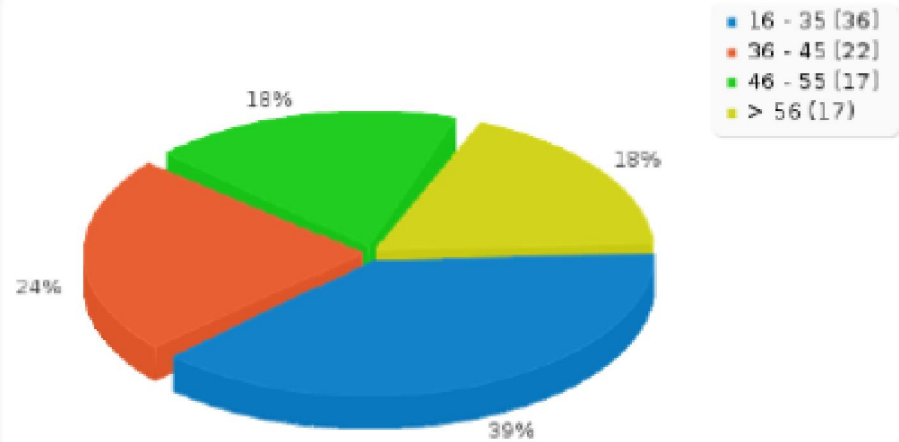
Users

# AGE

Employees / Managers



Users



# ACCESSIBILITY: desk review's findings

## PENSIONS:

- services locations not easily accessible to elderly, chronically ill, or disabled people;
- lack cultural and linguistic mediators who are more and more needed by health and social care assistance personnel for elderly, chronically ill, or disabled people;

## YOUTH:

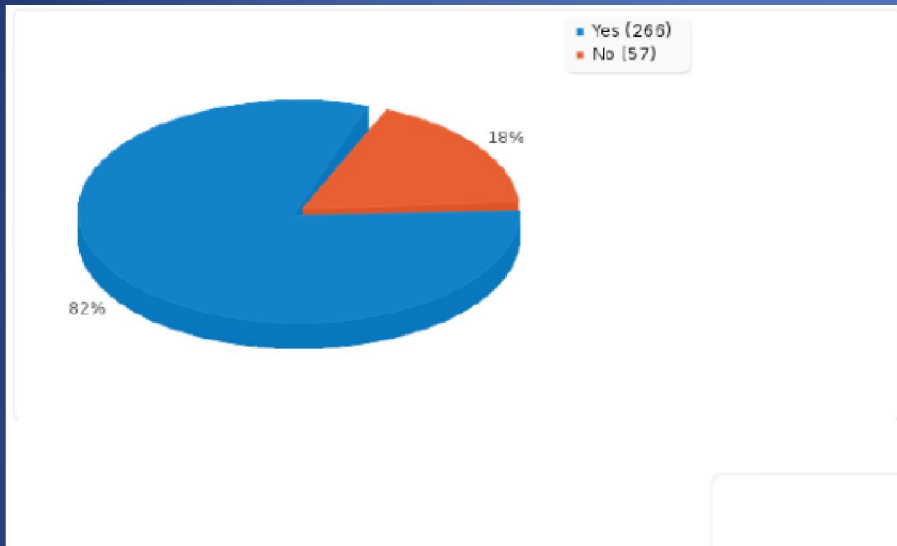
- Need for integration of different modalities of access and contact;
- Job centres are not in proximity to young people aggregation areas;
- Need to improve reception services ensuring its quality from the first contact;

## ASYLUM SEEKERS:

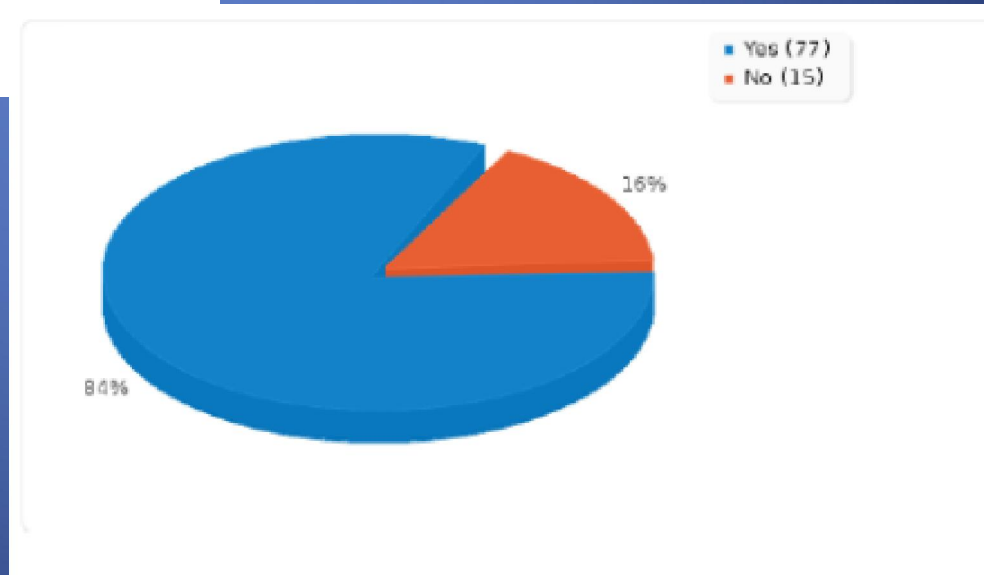
- Lack of staff who is fluent in languages spoken by migrant groups (at least a certain proportion of staff speaking and writing Arabic);
- absence of linguistic mediators or staff able to express themselves in one or more migrant languages;

# ACCESSIBILITY: survey's findings

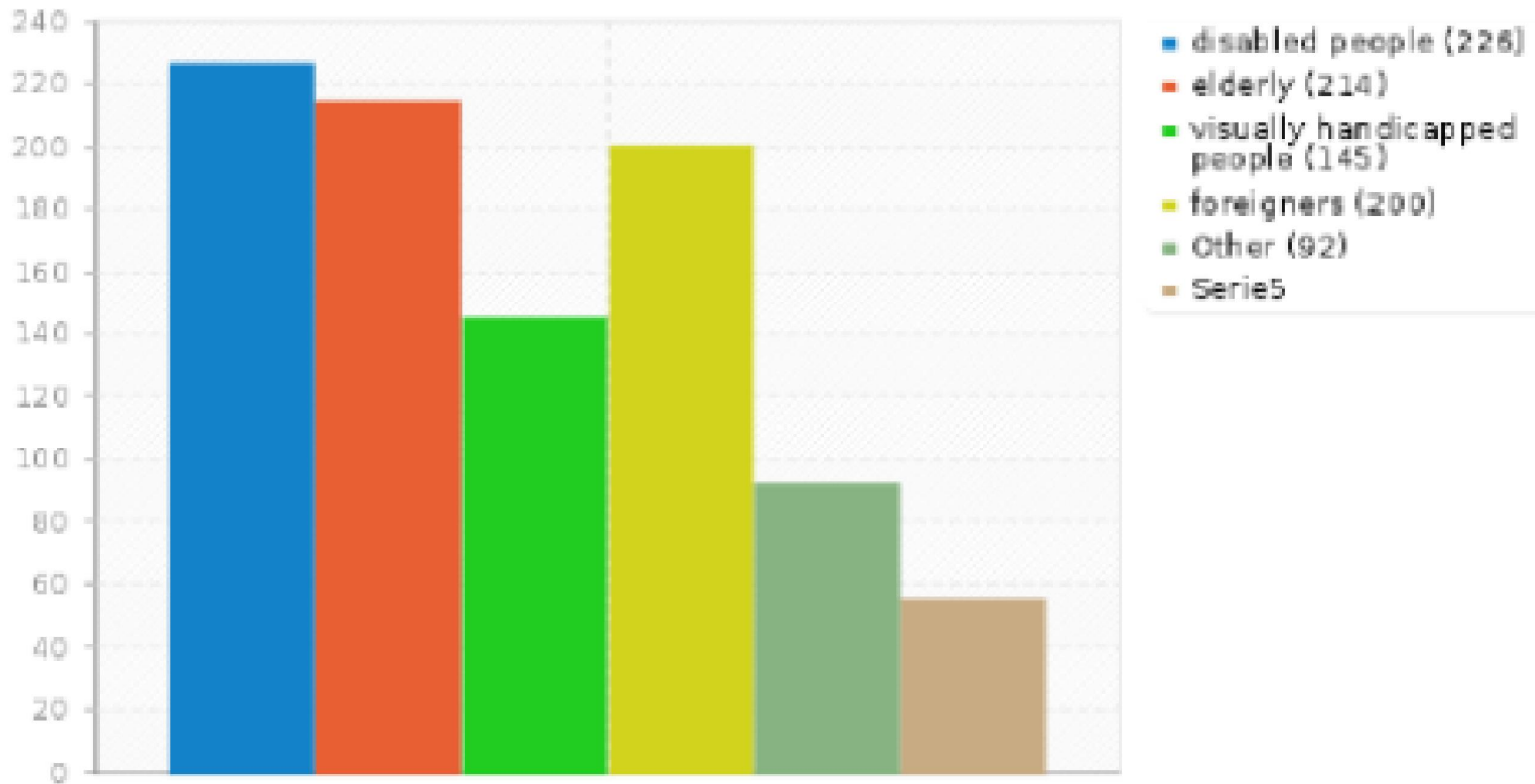
Employees / Managers



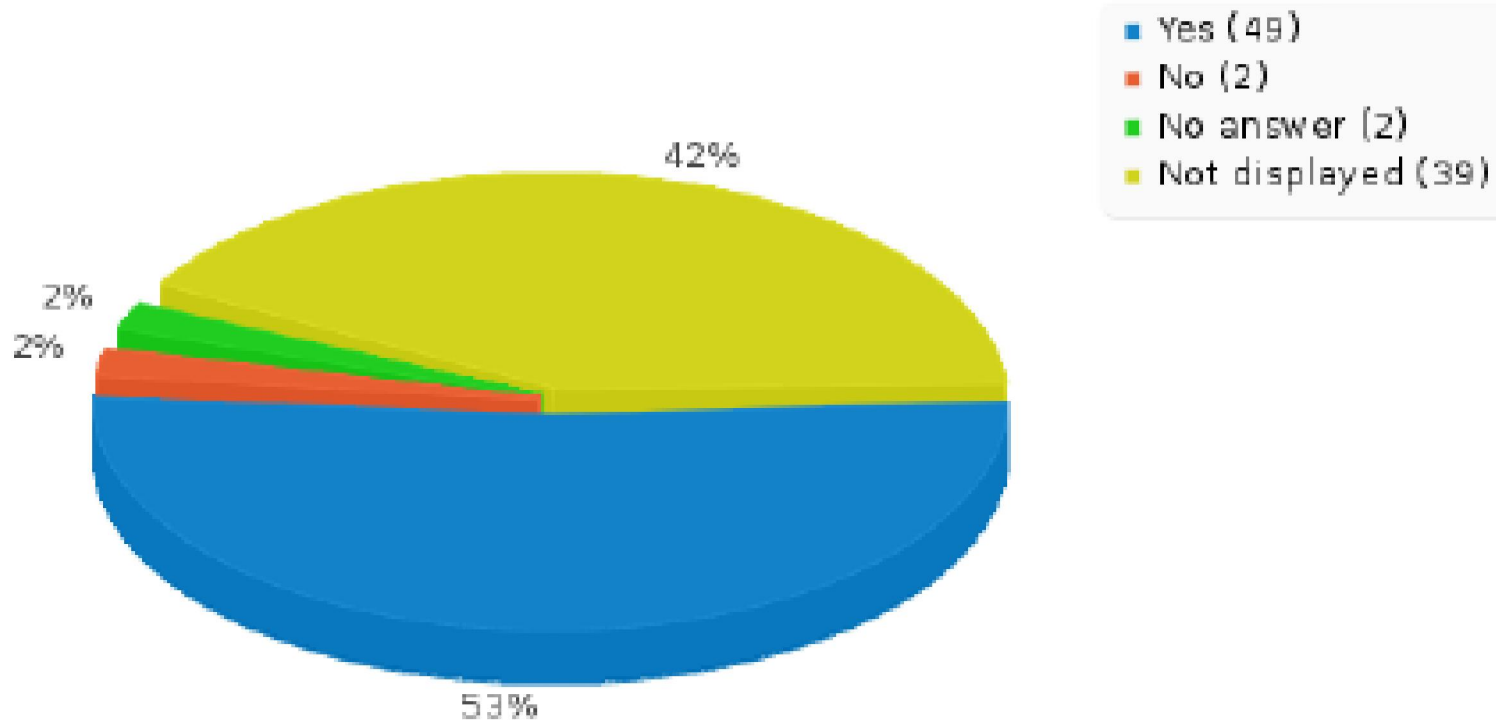
Users



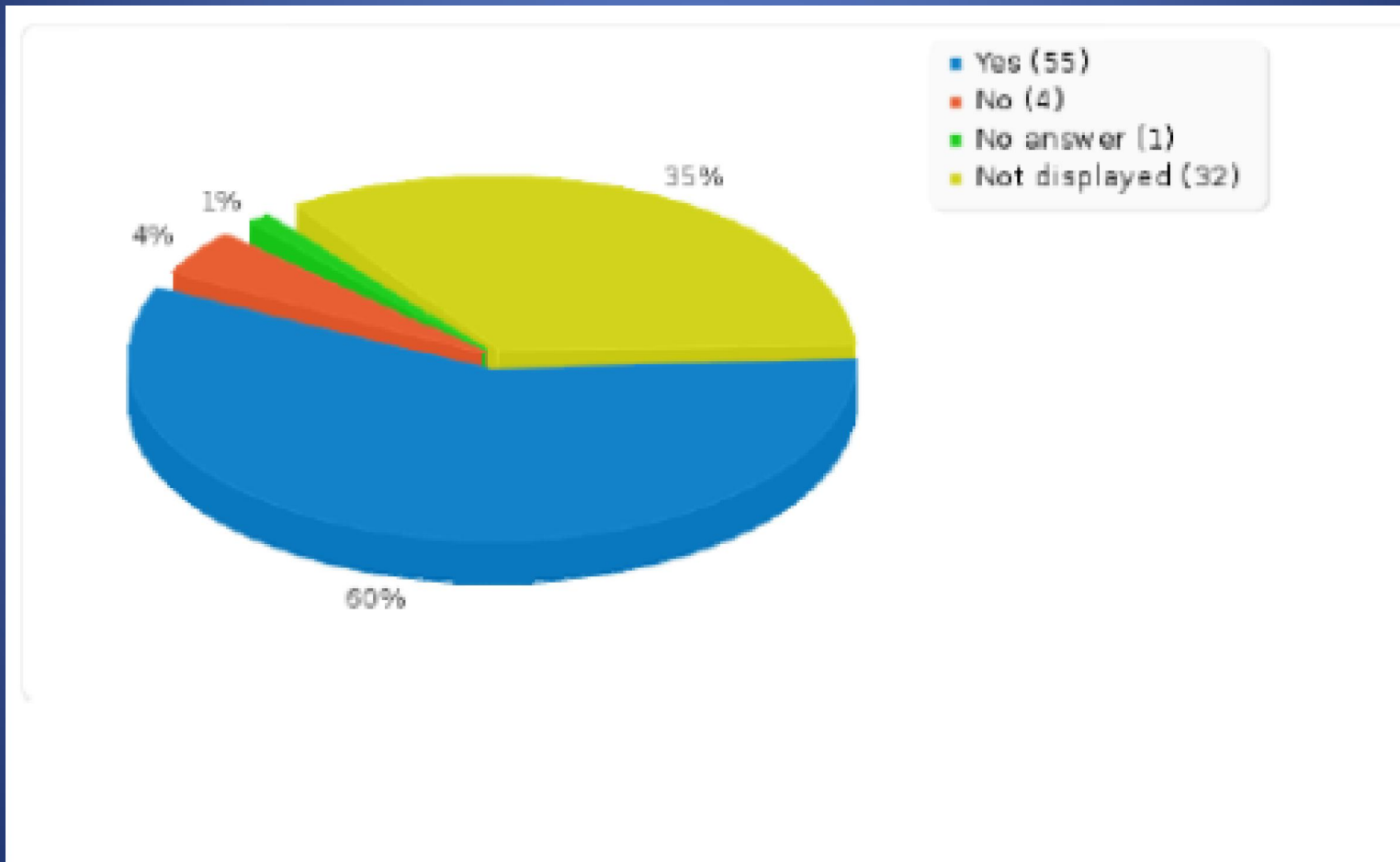
# Adapted to vulnerable groups (perception of employees / managers)



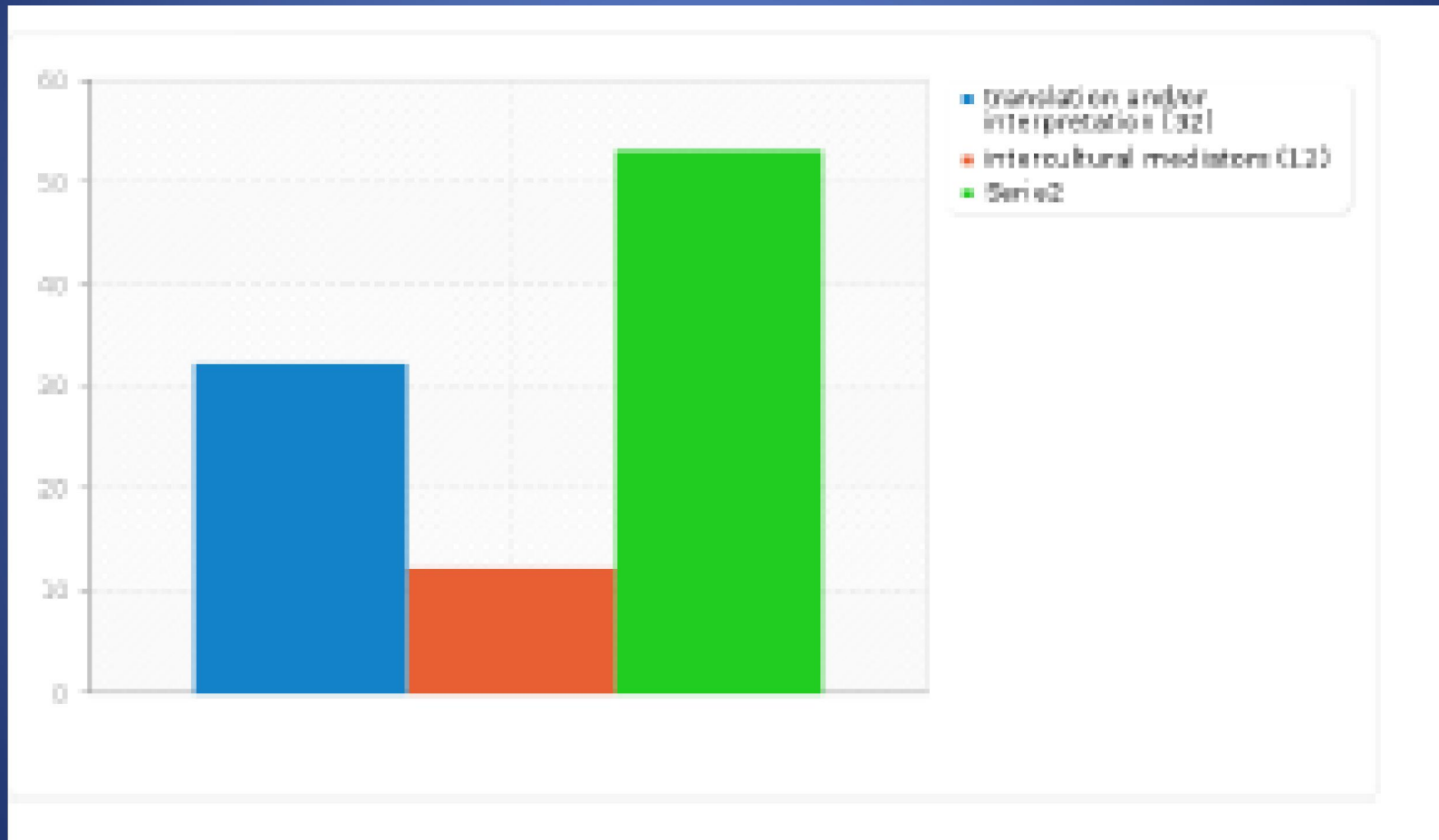
...in the case of people with disabilities, are the existing supports useful? (users)



...in the case of elderly, is the existing support actually useful? (users)

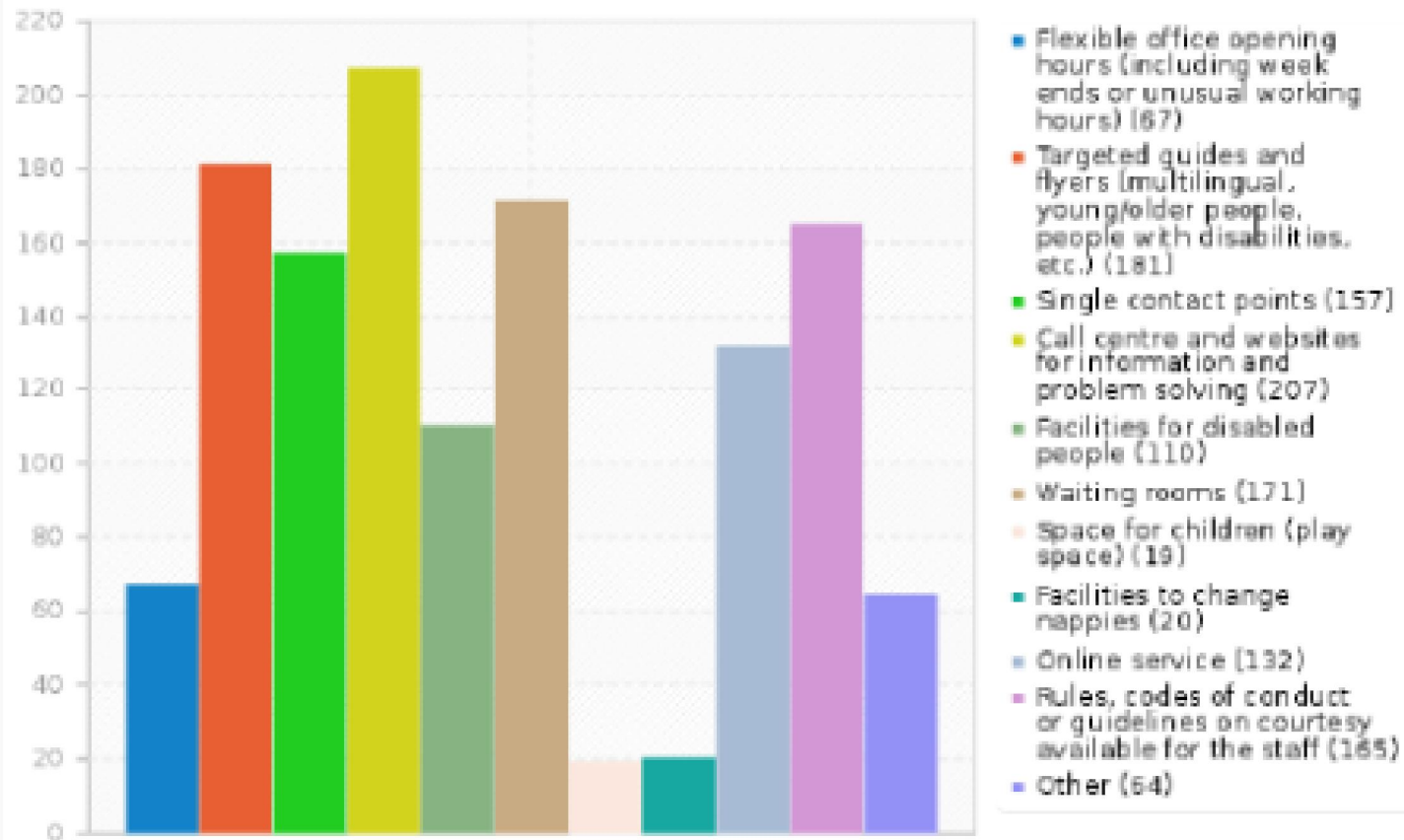


...in the case of foreign users, what kind of support is available? (users)



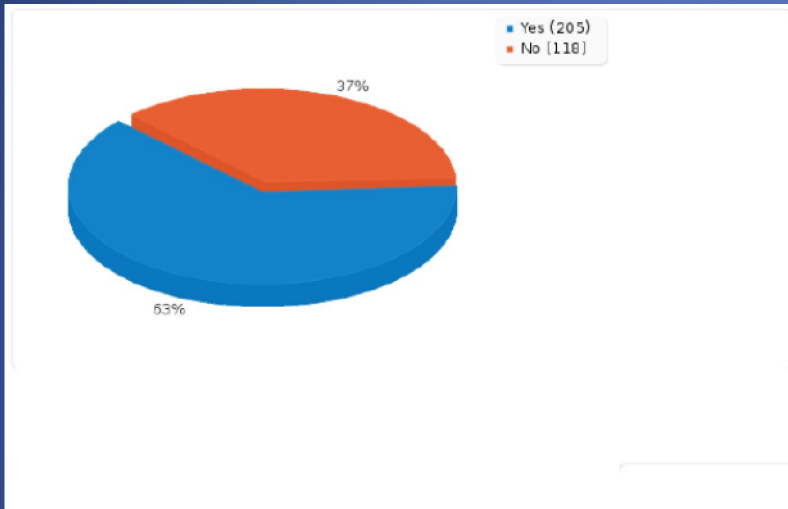


# Provisions to ensure accessibility (employees / managers)

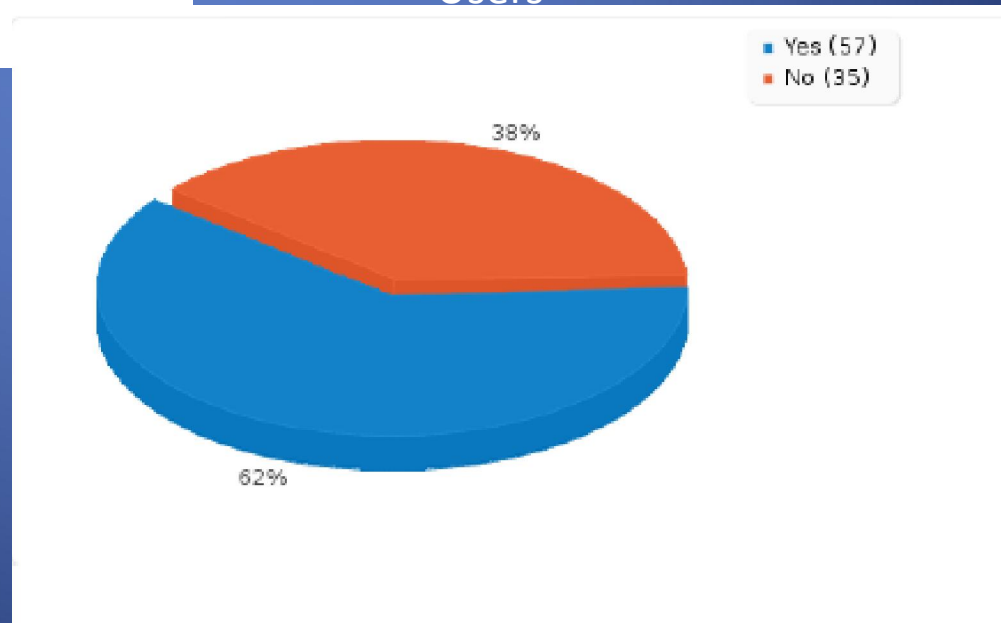


# Presence of INFORMATION MATERIALS

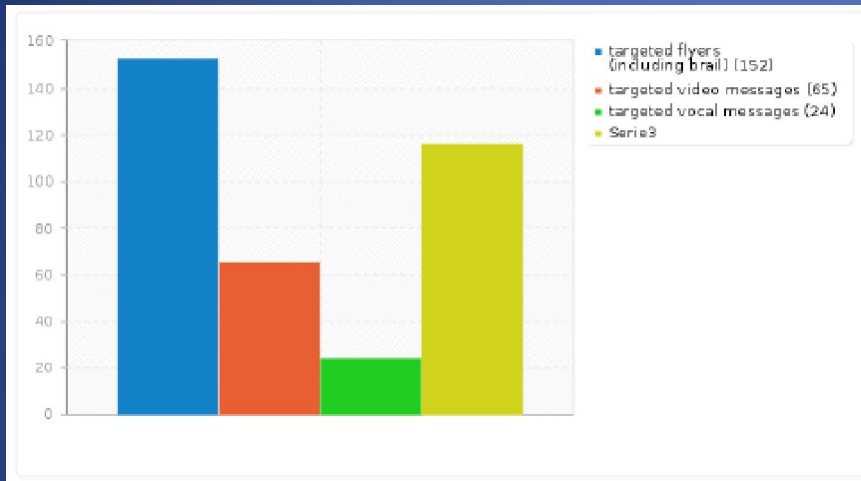
Employees / Managers



Users

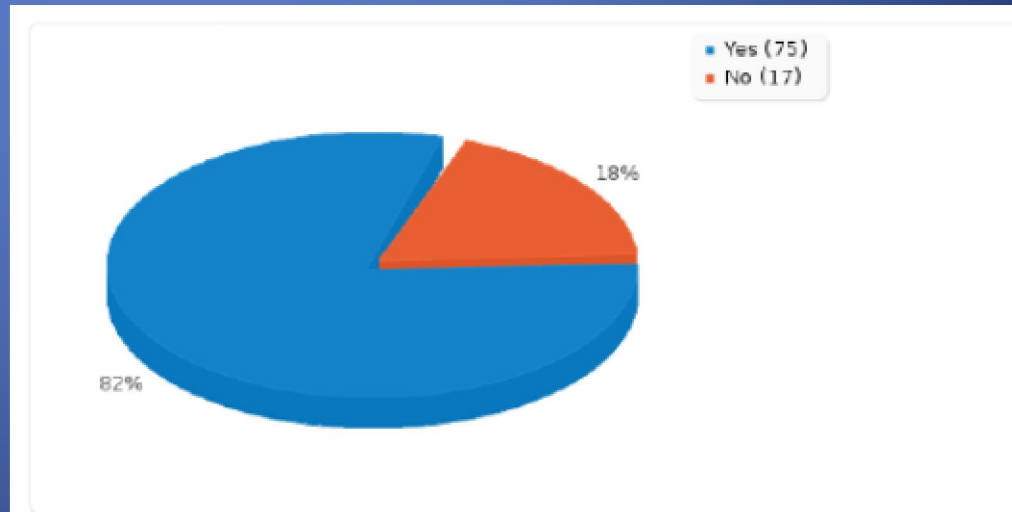


# Typology of information materials and adaptation to users' profile



Employees / Managers

Users



# Accessibility & Information of Asylum seekers services

Main problems referred to by services' users relate to:

- lack of multi-language information materials;
- scarce/lack of knowledge of users' languages by service staff;
- websites with information regarding the services are only in the National language;
- web-pages of the services are full of difficult information to be dealt with by non-nationals, elderly or people with a low level of education;
- language used in the websites and information materials is too complicated for the majority of the users.

# QUALITY OF SERVICES DELIVERED: desk review's findings

## YOUTH:

- Need for development of career guidance services;
- Need for further assistance to young unemployed not limited to the administration of single subject;
- Need for provision of counselling services;

**Best practices** as far as quality of services delivered are concerned refer to existing services for:

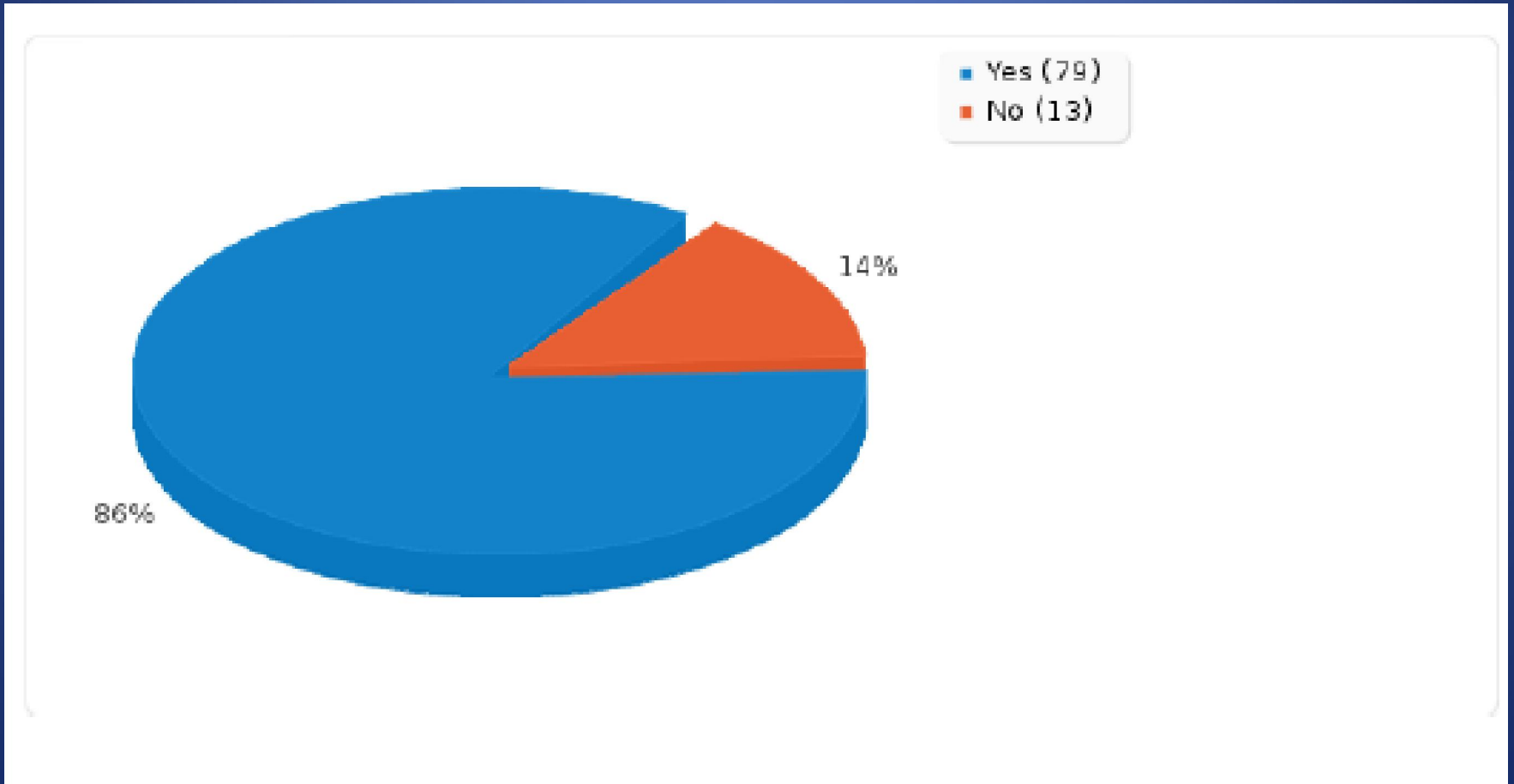
- Advice on planning of one's professional career;
- Cross-cultural partnerships and close cooperation with business;
- Cooperation with high schools for the identification of at-risk young people, during their final years at school, and insertion in a programme aimed at making them aware of labour market demands, of their realistic chances, and of the steps they need to take to enable a smooth transition into stable employment also using web-based tools (e.g. career planning 'My Digital Me' website).

# QUALITY OF SERVICES DELIVERED: desk review's findings

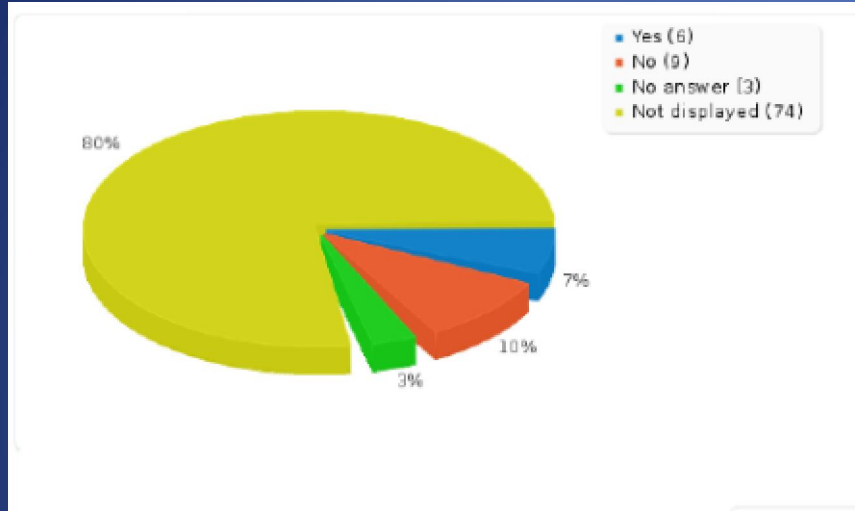
## ASYLUM SEEKERS:

- Scarce knowledge of administrative requirements/documents requirements in migrants' origin countries (and of differences among documents requirements in host countries);
- Scarce ability of staff to deal with particular needs likely to be more evident in the refugee community, such as mental health disorders;
- Absence of *ad hoc* services for particularly vulnerable migrants (e.g. mental health problems associated with trauma) and need to develop ability to deal with particularly vulnerable categories
- Excessive length of procedures in the majority of countries) and for them to be housed (i.e. in recent years there has been an increase in examination times mostly determined by the lack of resources for residence in the initial reception system);
- Time required to find a solution/to end each specific process, including delays for appealing against institutional decision, resulting from lengthy administrative procedures.

# Is the quality of services provided satisfactory? Survey's findings (users)

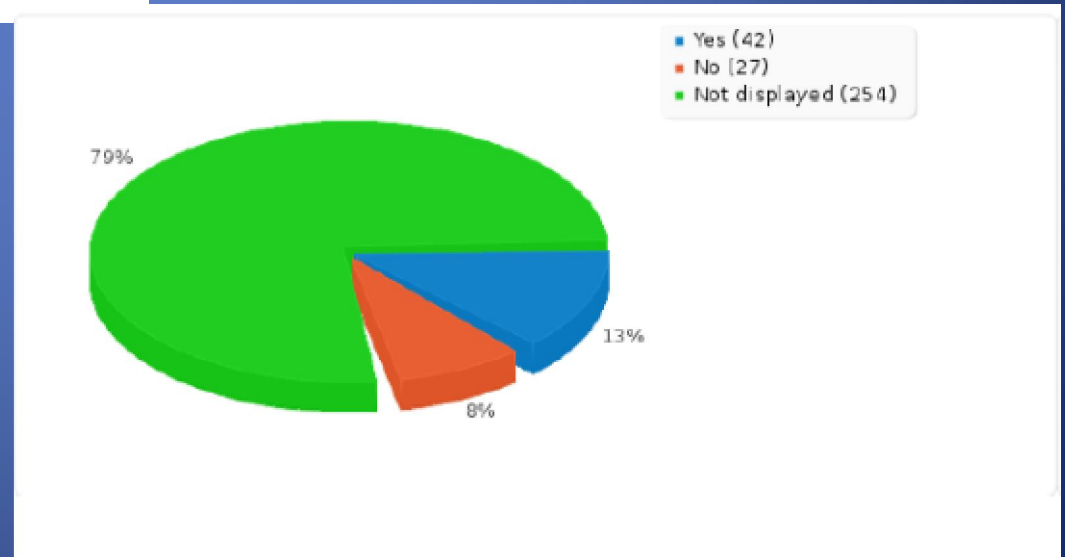


# Compliance of deadlines (users and employees / managers)



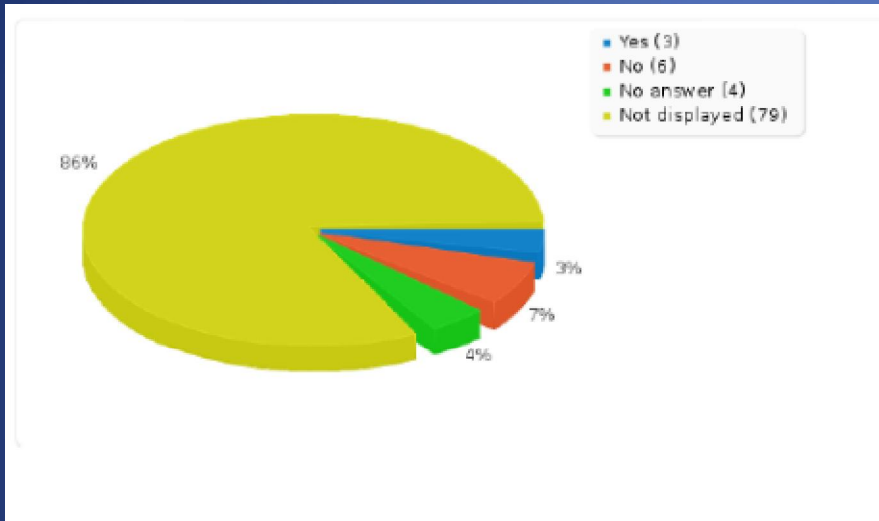
Users

Employees / Managers

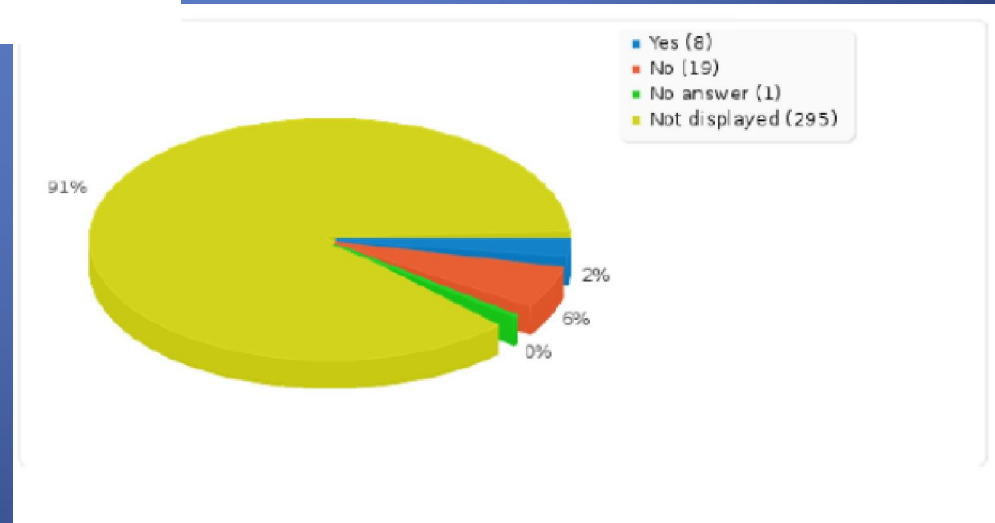




# Are there compensation mechanisms if the services are not delivered in due time? (users and employees / managers)



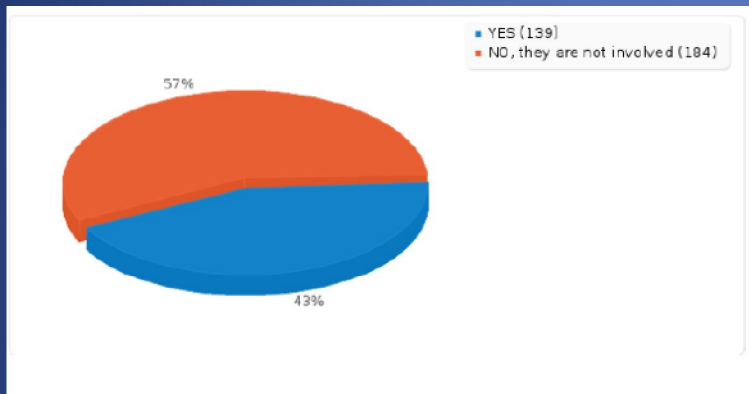
Users



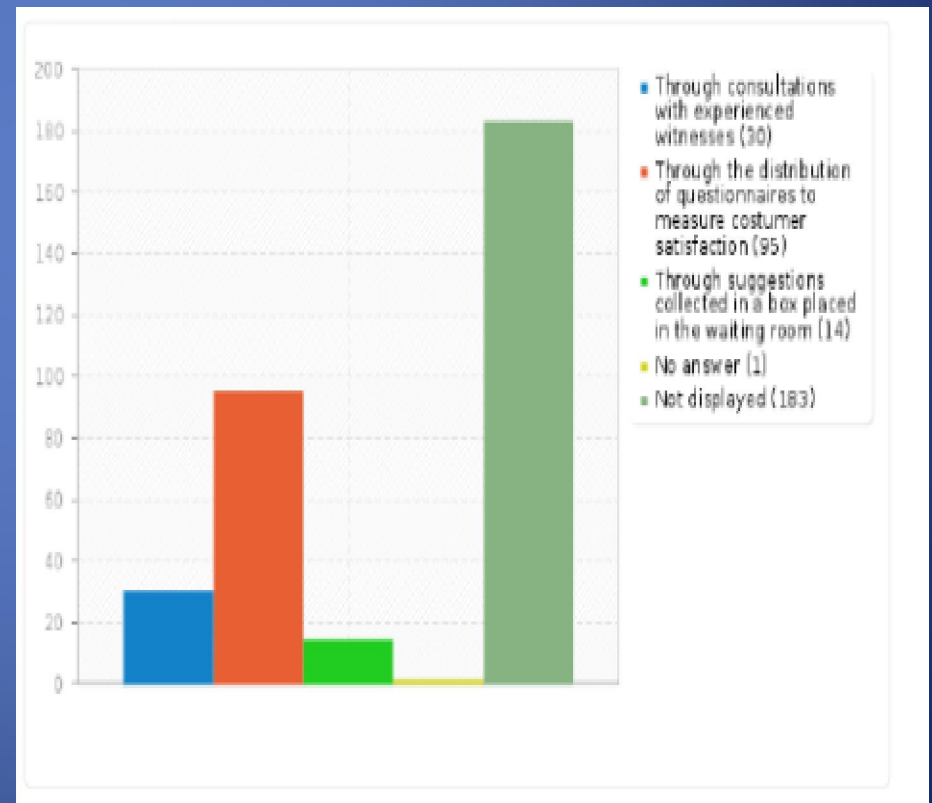
Employees / Managers

# Involvement of users in the evaluation of the quality of services delivered (employees / managers)

## Involvement of users

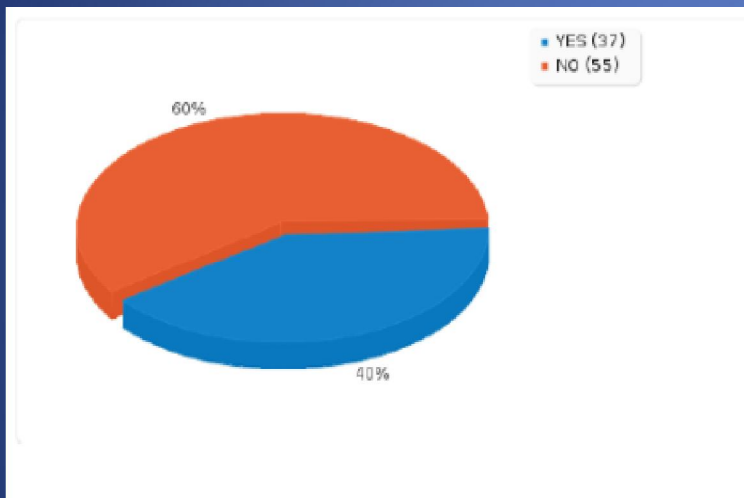


....through....

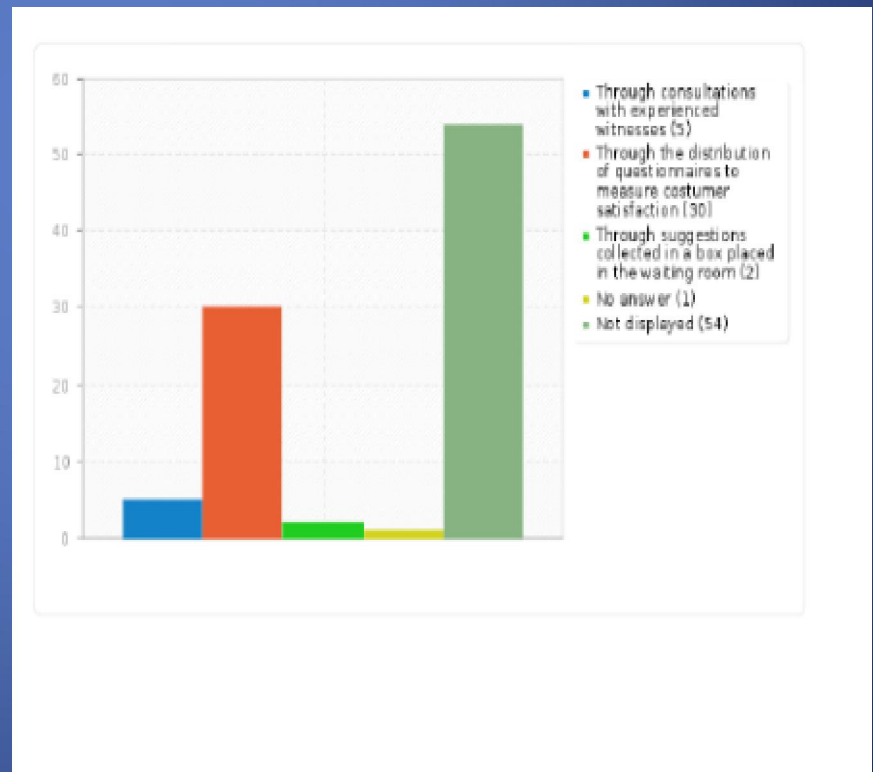


# Involvement of users in the evaluation of the quality of services delivered (users)

## Involvement of users



...through....



# QUALITY OF LIFE AT WORK: Survey's findings

## Quality of services facilities

### PENSIONS:

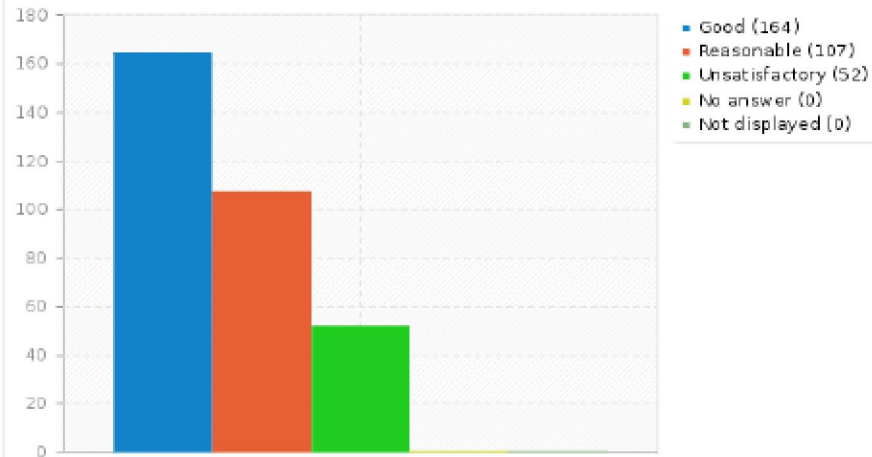
- Scarcity of comfortable waiting rooms and the commitment to be received without excessive waiting times;
- Internet-based delivery of social healthcare related information and services such as booking an appointment in advance presents no benefits to older people as they are generally not used to new technologies;
- Services are often not equipped for deaf, hearing-impaired or speech-impaired persons and the brochures are not always available in Braille;
- Need for provision of administrative support to comply with standard required to access pension schemes for those people whose applications have been refused or who have limited or no resources to afford minimum standard lives (and specifically cover their healthcare needs);
- Lack of office facilities ensuring privacy when accessing desks (e.g. older people generally need to receive information loud enough to be well heard/understood).

### ASYLUM SEEKERS:

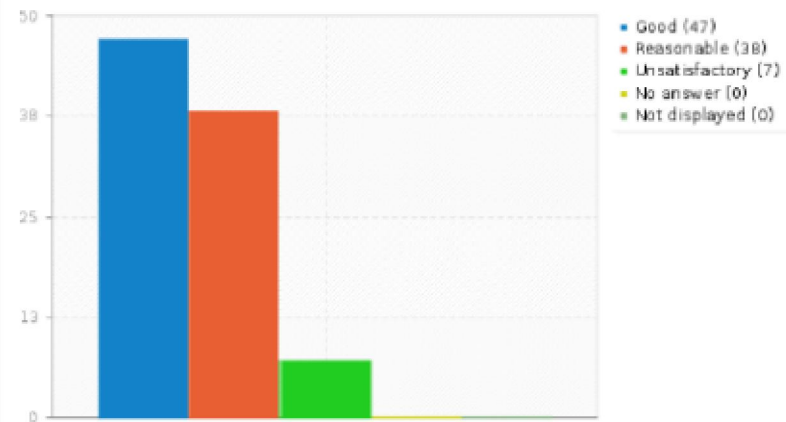
- Low privacy conditions;
- Scarce ability of staff to give advice and deal with documents' preparation possible in migrants first languages;

# ... Health and safety

## Employees / Managers

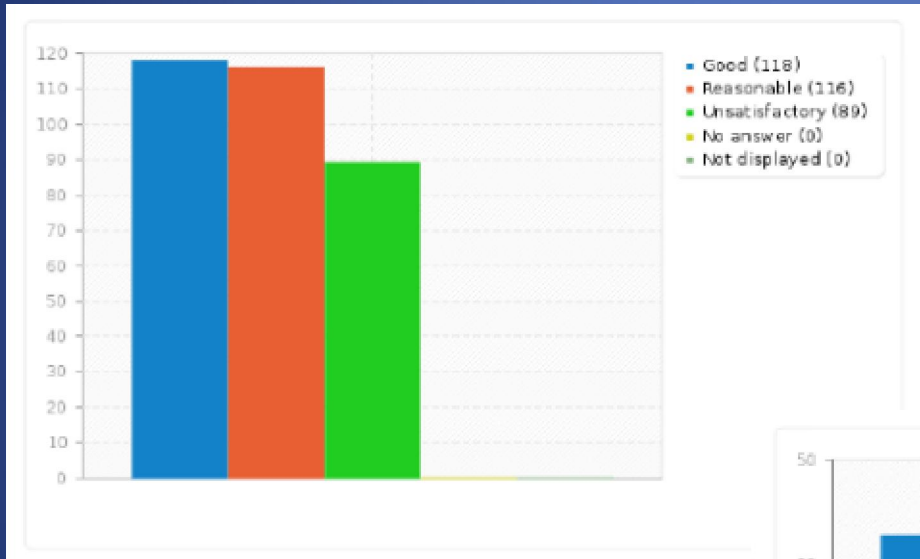


## Users

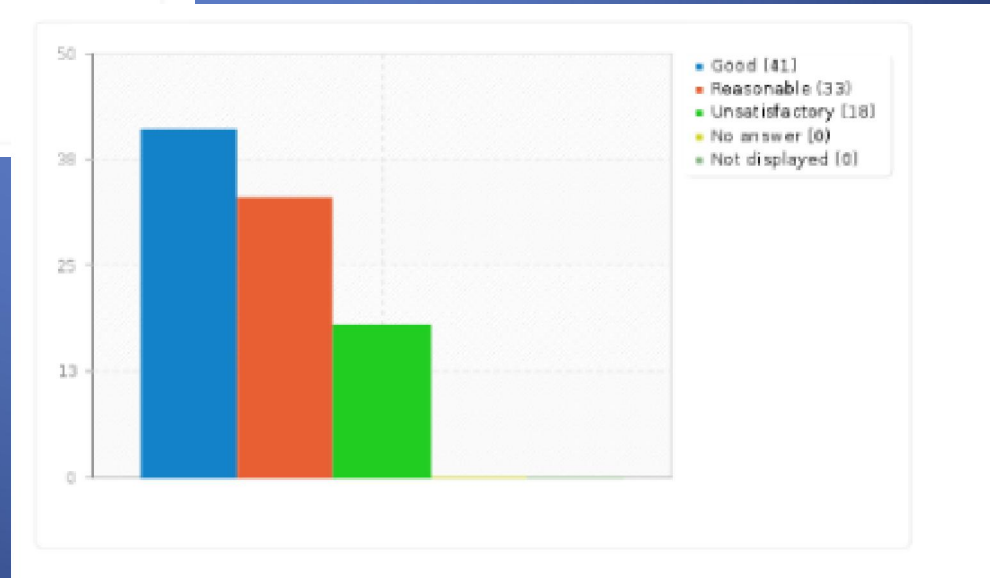


# Service premises (i.e. facilities, heating, lightening, workspace, noise, confidentiality)

Employees / Managers

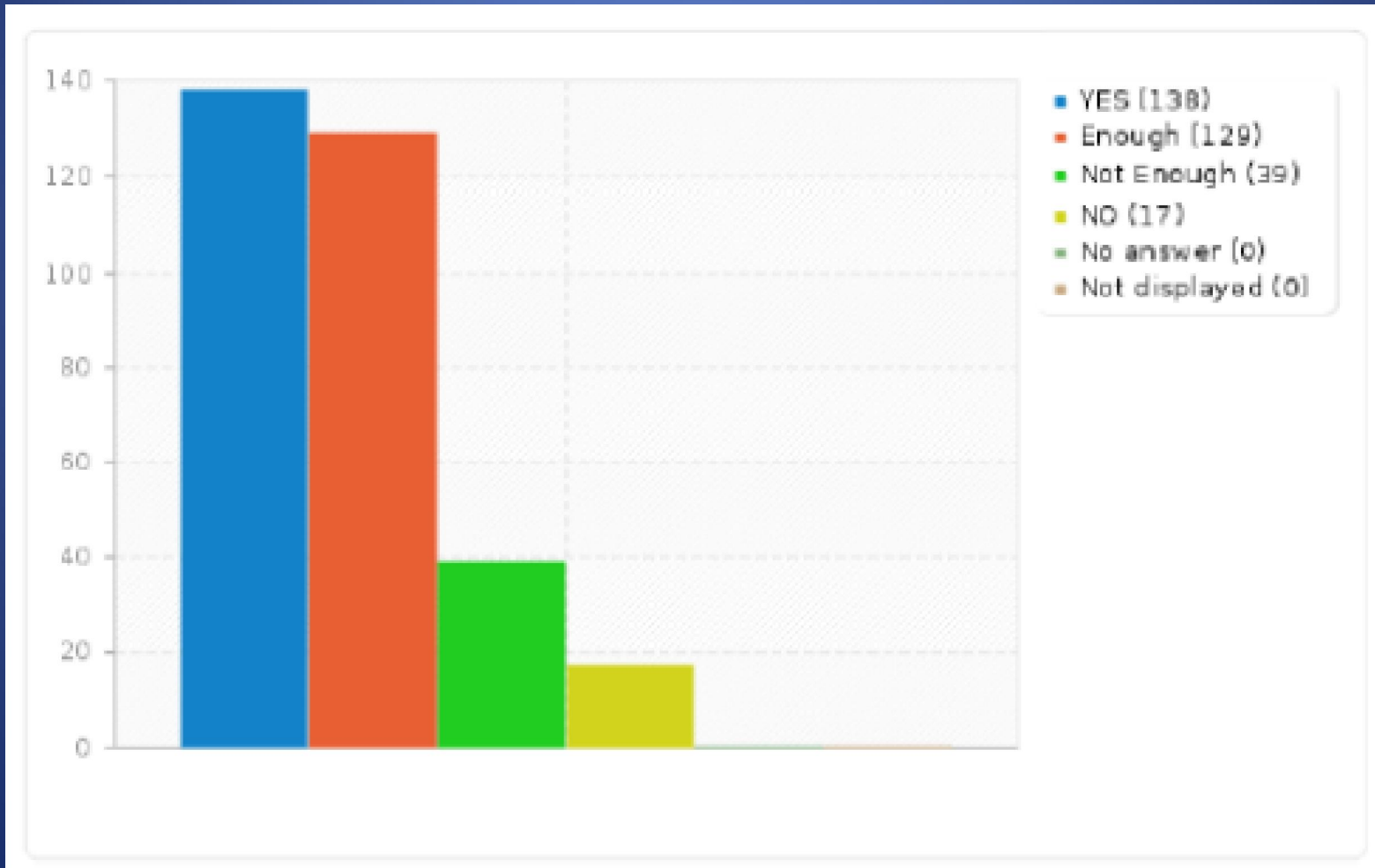


Users



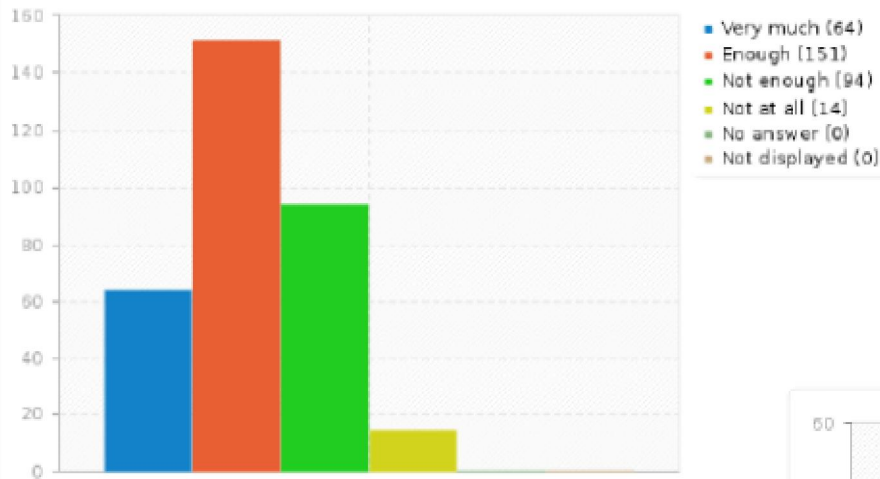
# Competence development

Objective of the service/position identified by management

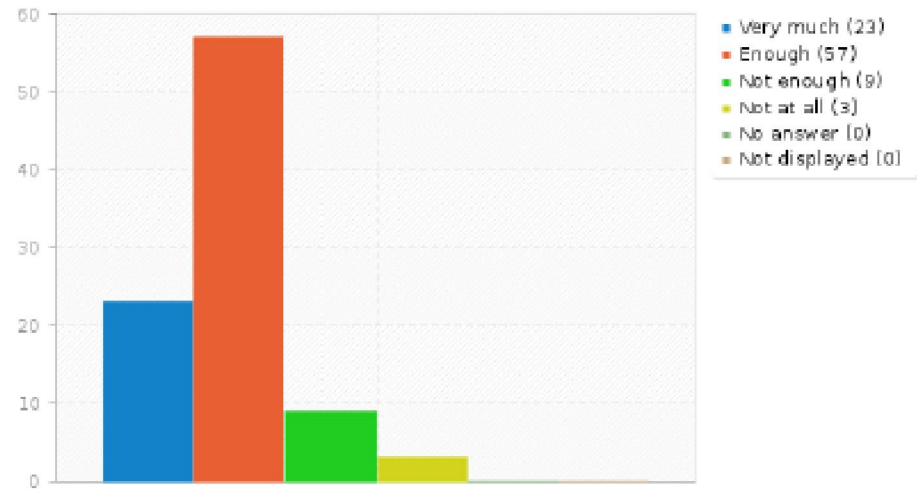


# Assessment of staff competence level

## Employees / Managers



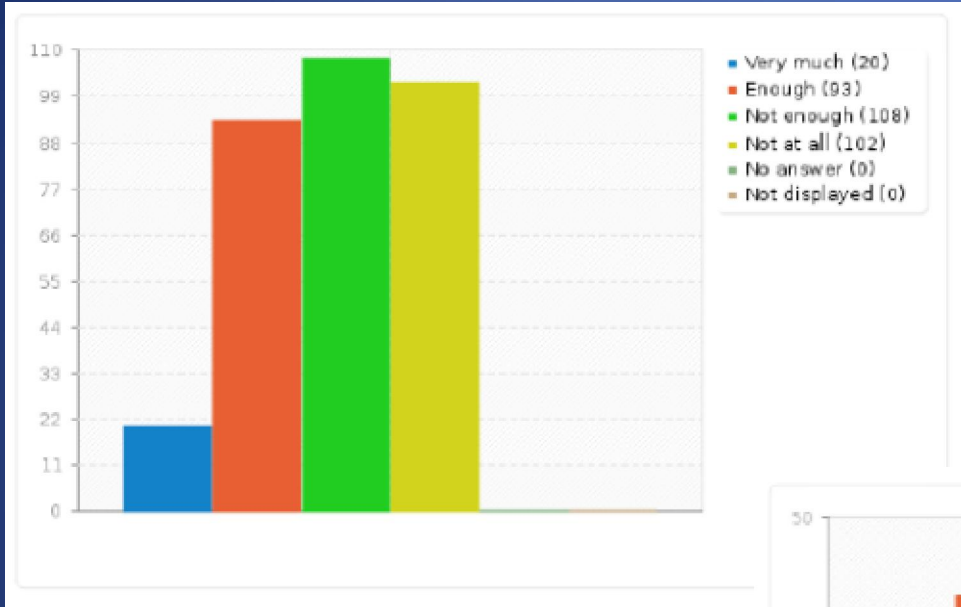
## Users



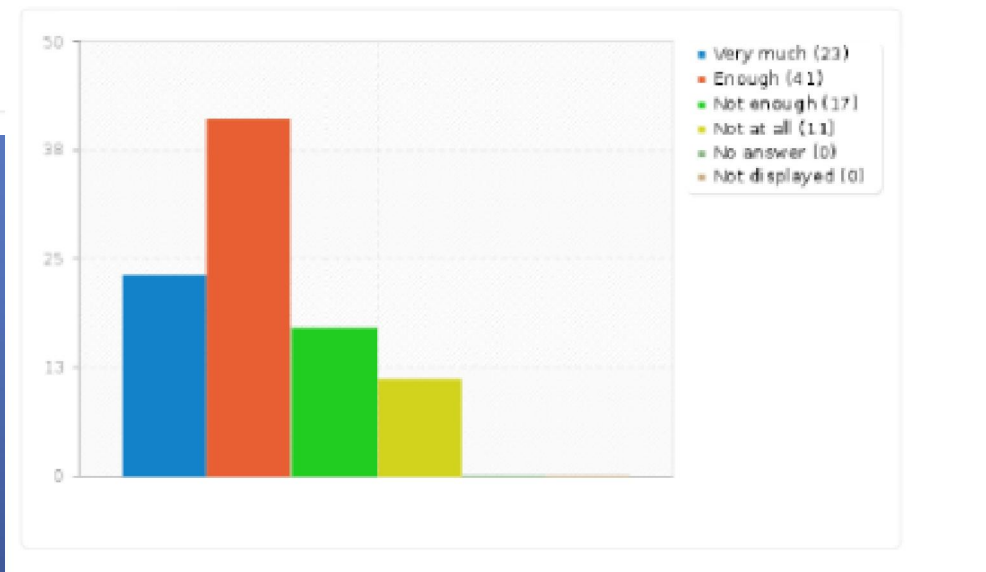


# ...on languages

Employees / Managers

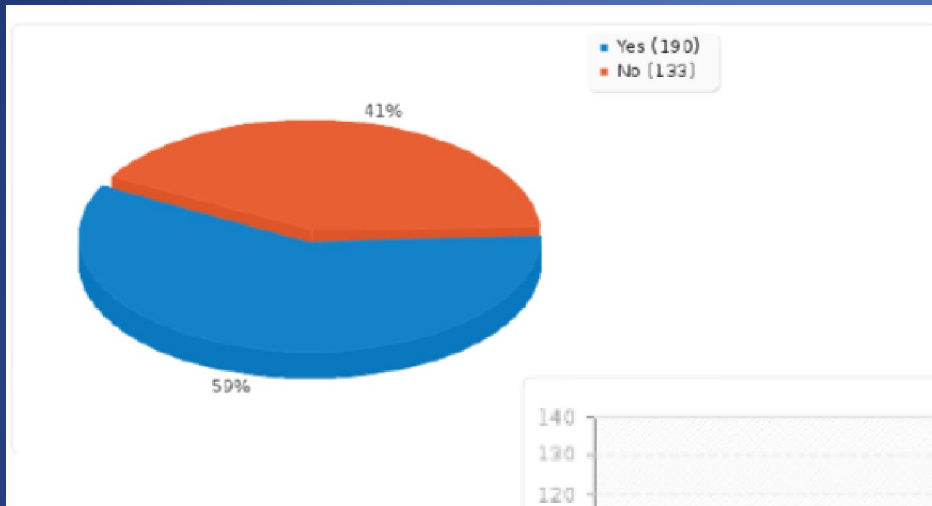


Users

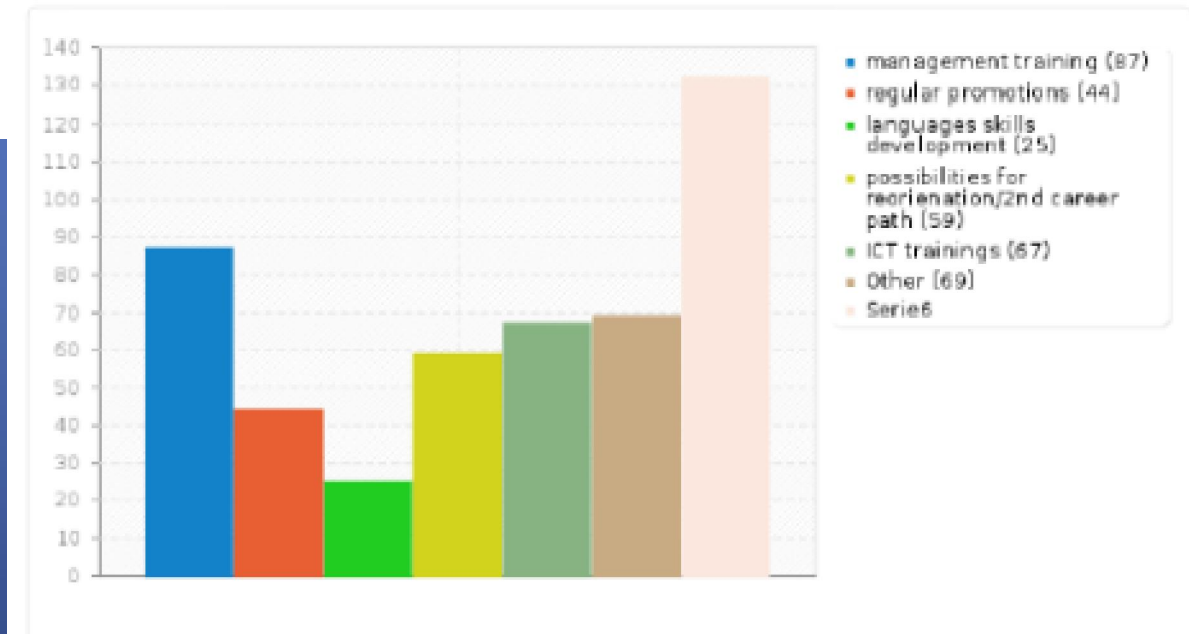


# Possibilities to development ones carrier path

Possibility to develop ones carrier...

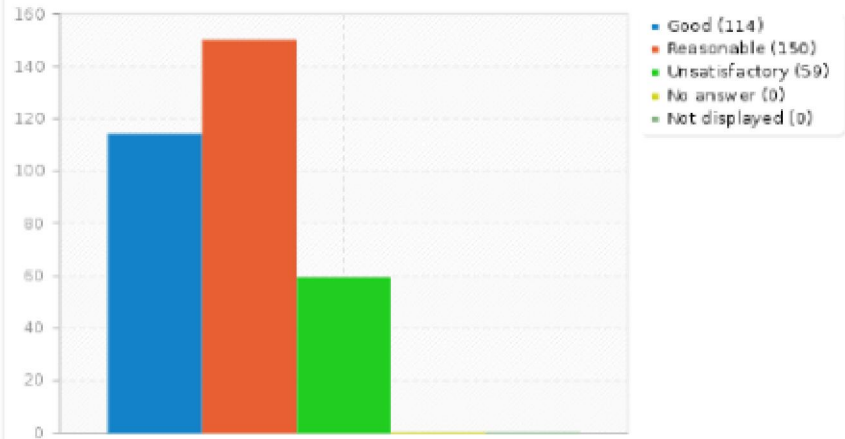


...through....

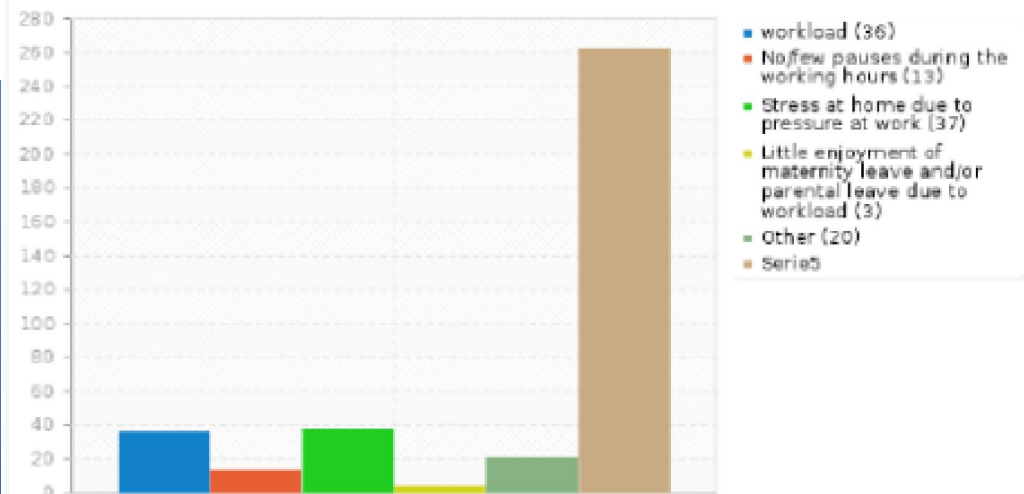


# Work-life balance

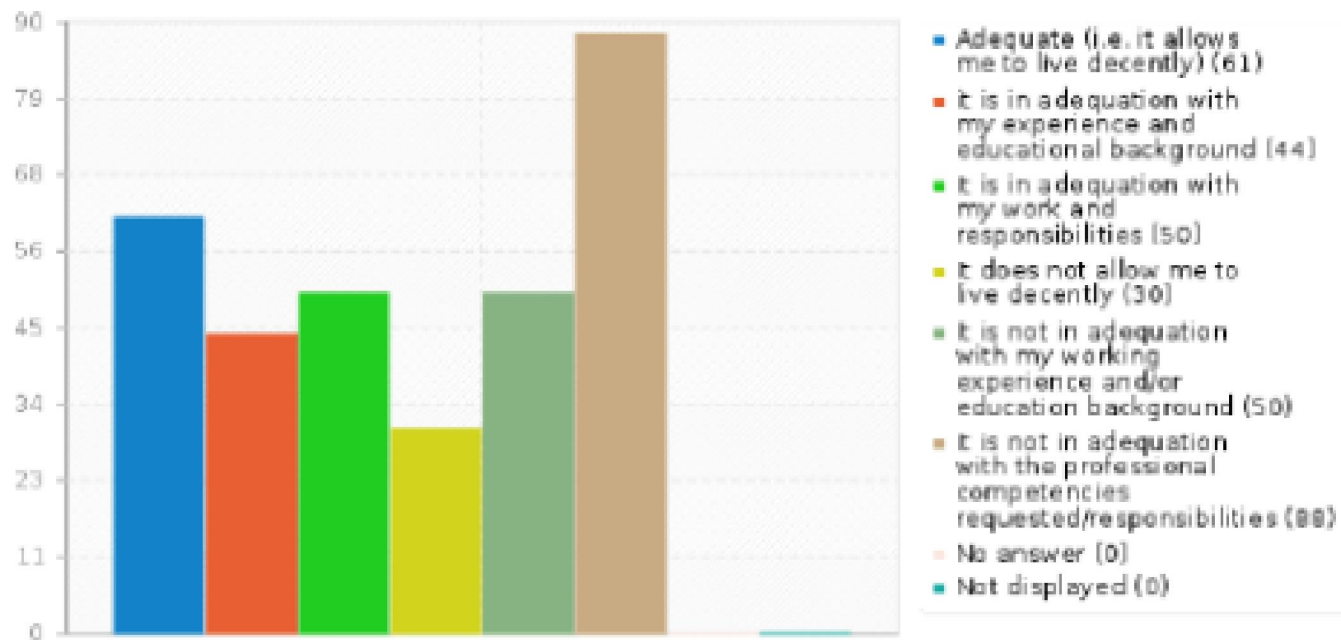
## Assessment of work/life balance



## Explanation

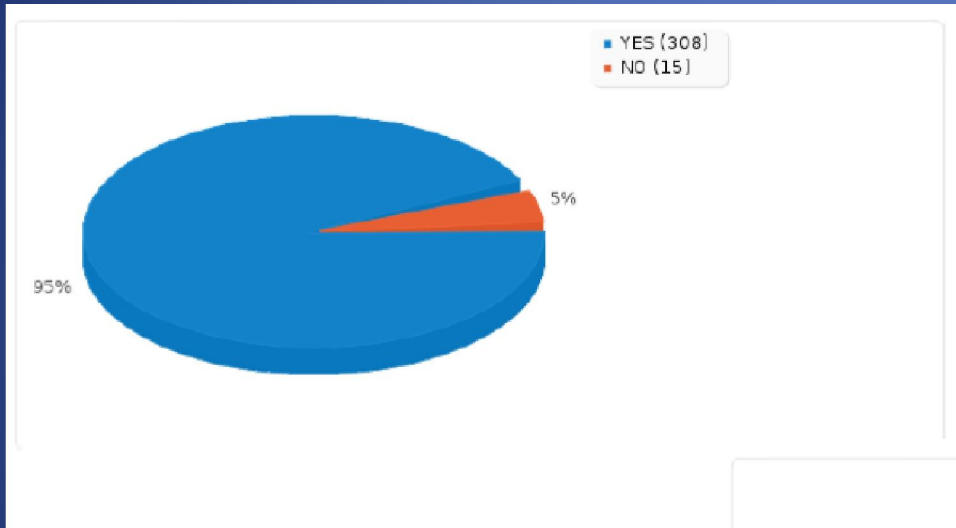


# Salary



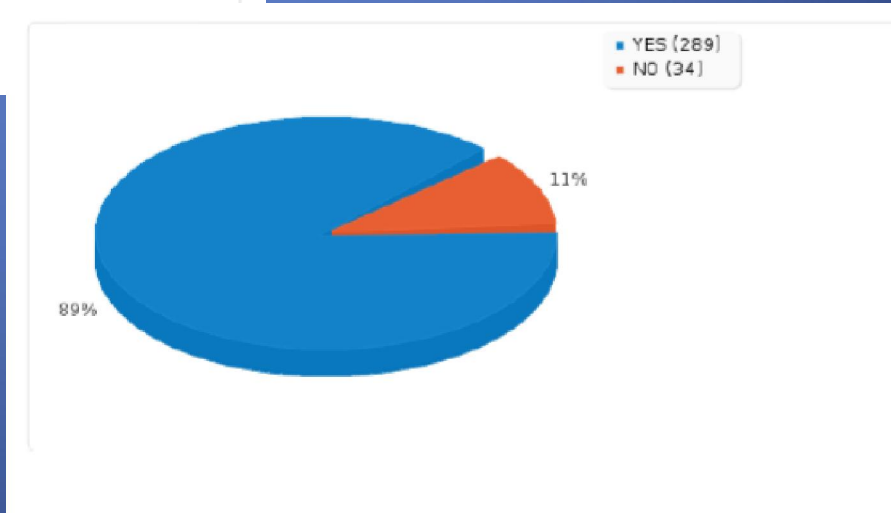
# Respect of workers' rights

## Right to join trade unions & carry out trade unions' activities

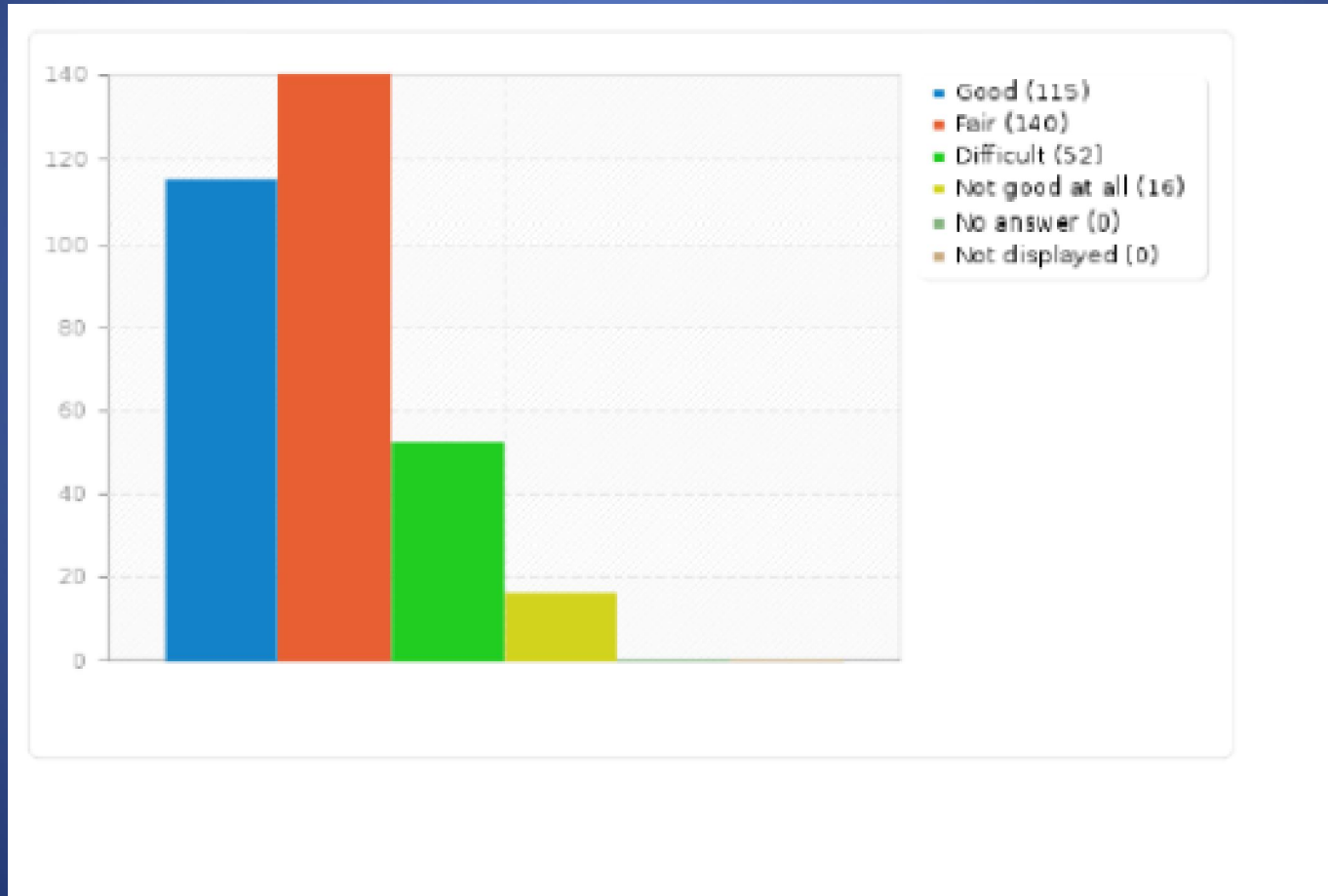


Possibility to carry out trade unions' activities

Respect of trade unions' rights



# Assessment of social dialogue in sampled services



# FINAL OBSERVATIONS

- Very limited literature on the quality of services delivered to the users, and on the quality of internal organization of sensitive services;
- Youth unemployment and Pensions almost not covered as regards the quality of public services provided to the users, being the majority of documents more related to policy;

# FINAL OBSERVATIONS

- Answers to the survey in line with the literature review both for problems and for best practices identified;
- Common difficulties highlighted by users of the 3 different services, most of which still relate to access and quality of information, lack of transparency in the status/processing of procedures, lack of proximity of services to the territories, and long waiting time before getting the procedures done (only few specificities highlighted, most of all for youth-related services);
- Common difficulties highlighted by employees working in the 3 different;
- The Survey shows a higher level of satisfaction of users (globally, from the 3 categories) regarding the services provided with respect to what we got through desk analysis.



# FINAL OBSERVATIONS

- The majority of answers (both for employees/managers and users) are from Youth Employment services, their positive assessment of the quality of services and of the level/quality of information delivered has influenced the overall result of the survey;
- In all responding countries, asylum seekers' services are the less represented, therefore the questions related to mediators/languages/presence of non-nationals at front desk have not been answered in the majority of cases.
-

# FINAL OBSERVATIONS

A series of good practices have also been highlighted:

- Existence of codes of good practices and management tools aimed at improving the quality of services delivered to vulnerable users (e.g. France and UK) and in some others EU countries that were not part of our sample (e.g. Republic of Ireland).
- This evidence shows an increasing interest, in times of crisis and public cuts, of also guaranteeing the quality of services delivered.