



NACS's Initiatives Regarding Customer Satisfaction Management - Studies -

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Romania



Who we are



The National Agency of Civil Servants (NACS)
established through Law no. 188/1999 regarding the
Statute of Civil Servants

Main activity: management of the civil service and civil servants and
professional training of civil servants

Management

- a president, with a state secretary rank
- a vice-president with the rank of undersecretary of state

Beneficiaries of the NACS's services are:

1. civil servants
2. public authorities and institutions from local and central public administration
3. citizens





CSM in NACS

- CSM is a constant concern in the NACS
 - NACS has developed studies dedicated to the measurement of the **internal satisfaction degree** – NACS’s staff, but also to the **external satisfaction degree** – citizens and civil servants.
 - The internal studies
 1. Study on **Internal Communication in NACS**
 2. Study on **Organizational Culture in NACS**
 - The external study
 3. Using the “**NACS faces you**” software
 4. Measuring Civil Servants’ Opinions Regarding the **Relationship with NACS**
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1. Internal Communication in NACS (1)



- Developed and coordinated by the Communication and International Relations Department in NACS
- Aim: finding methods to improve internal communication

- Period: May-June 2011





1. Internal Communication in NACS (2)

- Objectives:
 - Obtaining overall knowledge about the subjects' perception on the organizational communication;
 - Investigating the subjects' degree of satisfaction regarding the documents' circuit and the interdepartmental communication in order to optimize these processes;
 - Identifying frequently accessed communication means and their typology based on predefined performance criteria (interest, usefulness, quality) and on the way some internal publications are delivered;
 - Collecting relevant opinions which describe the local organizational climate in terms of vertical communication (communication with management) and horizontal (communication with colleagues);
 - Defining concrete ways and models designed to improve internal communication.
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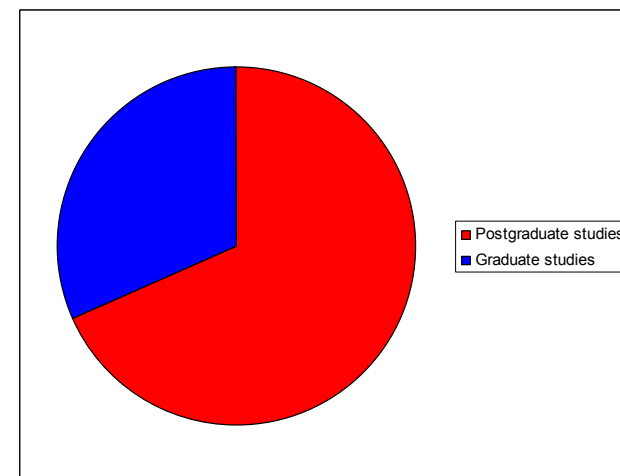
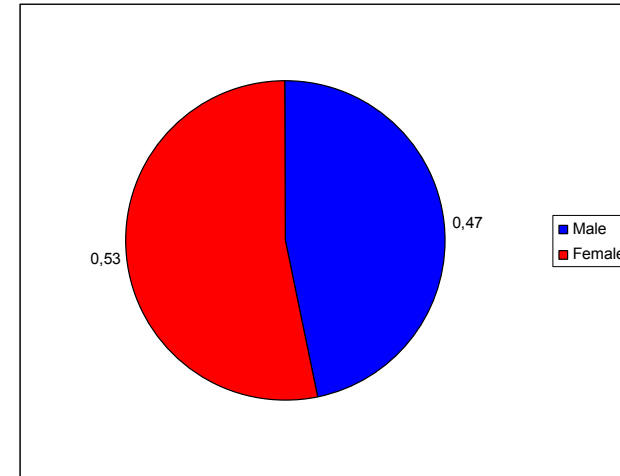
1. Internal Communication in NACS (3)

- Methodology:
 - the study was based on a standard pre-tested tool: a self administered **questionnaire** for NACS's personnel;
 - the questionnaire was **methodologically and statistically tested and validated**, including by reference to the literature focused on the domains referred to in the questionnaire;
 - the questionnaire had **52 questions**, among which 3 open questions, organized into seven sections:
 1. overview of the communication;
 2. circulation of documents;
 3. interdepartmental communication;
 4. media;
 5. communication with management;
 6. communication with colleagues;
 7. ways to improve internal communication.
 - the questionnaire was multiplied and offered to **100 civil servants** in all departments of NACS to be filled in.
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1. Internal Communication in NACS (4)

- The subjects' profile:
 - Relatively balanced gender distribution (46.7% male, 53.3% female);
 - Very high level of education (68.3% - postgraduate studies, 31.7% - higher education);
 - predominantly young population - three quarters of the subjects are up to 39 years old and especially holding junior positions (85%);
 - Balanced in terms of age distribution in the institution (51.7% - 5 years or more, 48.3% - up to 5 years);





1. Internal Communication in NACS (5)

- Results:
 - NACS's personnel is well informed about the internal duties (departmental) and the job requirements
 - The respondents say that they can easily obtain the necessary documents from other departments and there isn't any excessive bureaucracy
 - There is a real satisfaction regarding the internal communication infrastructure in NACS (telephone, e-mail, meeting rooms, fax, intranet)
 - the verbal communication is maintained as favorite way of communication, and the e-mail is considered to be a communication channel for the future activities
 - The communication products:
 - the NACS's website is the most valuable – both the degree of interest and its utility;
 - the press releases are considered the most qualitative products;
 - the informational panel is the least appreciated product, especially from the point of view of its quality, but its utility is recognized as significant
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1. Internal Communication in NACS (6)

- Results:
 - Top-down Communication
 - the respondents value the fact that their hierarchical superiors are opened to suggestions and proposals coming from them;
 - and that subordinates usually report to the hierarchical superior the way/stage of fulfilling the tasks;
 - the respondents have appreciated in a positive way the recognition coming from their hierarchical superior for their professional activity and behavior
 - Communicating with colleagues
 - general perception is that NACS's personnel does not always act like a real team;
 - availability to help a colleague with a problem encountered in fulfilling a task is low;
 - Nevertheless,
 - relations among colleagues are good;
 - communication between colleagues is very good;
 - the horizontal management is properly functioning ("when a colleague is absent, his tasks are reassigned to others").

1. Internal Communication in NACS (7)

- Results:
 - Ways of improving internal communication



NACS's employees are less willing to involve in sustaining the specific activities of the communication department – this being seen as an overload of current specific activities conducted by every functional department

- Instead, NACS's employees support the organization of some informal communication actions (brainstorming sessions, seminars, workshops, leisure trips) and the elaboration and implementing of a Internal Communication Strategy which involves them all.



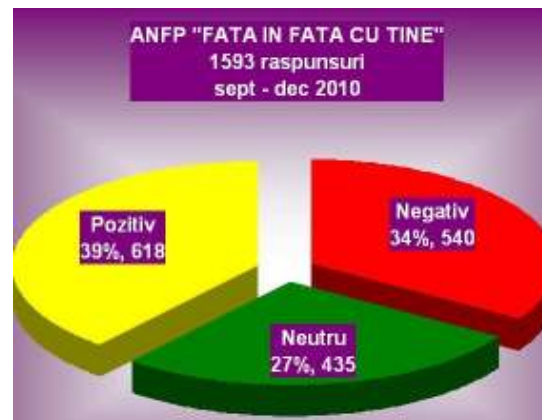
2. Study on Organizational Culture in NACS

- **Period:** May-June 2011
 - **Aim:** measuring the type of organization the respondents belong to (NACS), the types of values, styles and behaviors that are characteristic in NACS and the type of organization that would like to work in.
 - **Results:**
 - to higher extent, NACS employees value the organizational culture oriented on task fulfillment, followed by the professional role;
 - they put less emphasis on the individual, on the human and relational side;
 - the power on the expert – the employees' professional competence is capitalized;
 - we can observe the shifting in trends towards a role-oriented culture, which is preferred to become dominant.
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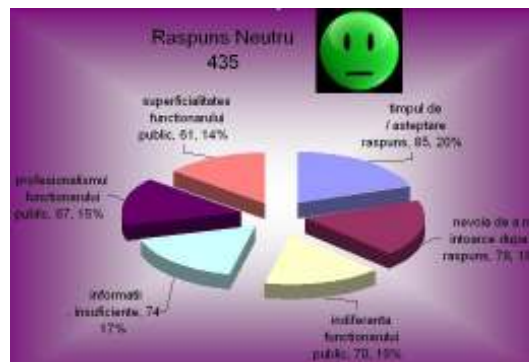
3. Using the “NACS faces you” software (1)

- Period: September-December 2010
- Aim: improving public services offered to citizens, involve citizens in the decision-making and increasing transparency in the civil service.
- Objective: providing NACS’s beneficiaries the possibility to express their satisfaction with the work of NACS.
- Results:
 - Balanced distribution of responses: Negative (34%), Positive (39%) and Neutral (27%), slightly towards positive.



3. Using the “NACS faces you” software (2)

- Results:
 - Reasons for Negative: response time
 - Reasons for Neutral: response time
 - Reasons for Positive: professionalism of civil servants



The Online Application is currently working to measure the satisfaction of civil servants participating in professional training programmes developed by NACS.



4. Civil Servants' Opinions Regarding the Relationship with NACS (1)

- Context
 - The information was collected from the participants to the Regional Seminars “Human Resources Management within the Civil Service”, organized by NACS.
 - Aim
 - This study is a tool for measuring the awareness of the role and importance of NACS in the context of the procedural course of public administration reform
 - Period
 - The study was conducted in 2010, but it continues also in 2011. We are currently collecting data from the participants of the 2011 regional seminars.
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4. Civil Servants' Opinions Regarding the Relationship with NACS (2)

- Objectives:
 - Identifying the opinions of respondents about the existing legal framework regarding the civil service and civil servants, in order to harmonize the institutional efforts to improve legislation with the local realities and particularities in the context of public administration reform in Romania;
 - Identifying the way subjects perceive neutrality, objectivity and impartiality of the civil service – as values of a modern and efficient public administration;
 - Identifying individual training needs in order to meet these requirements in terms of quality and efficiency;
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4. Civil Servants' Opinions Regarding the Relationship with NACS (3)

- Objectives:
 - Collecting relevant opinions which describe the local organizational climate and the satisfaction degree of respondents regarding the "offer" of their institution (promotion, recognition, benefits, rewards, hierarchical relationship with their superior);
 - Collecting relevant opinions describing the relationship between the institutions represented and NACS (typology and evaluation criteria, strengths, weaknesses, expectations, suggestions and observations to improve the activities of partner institutions).
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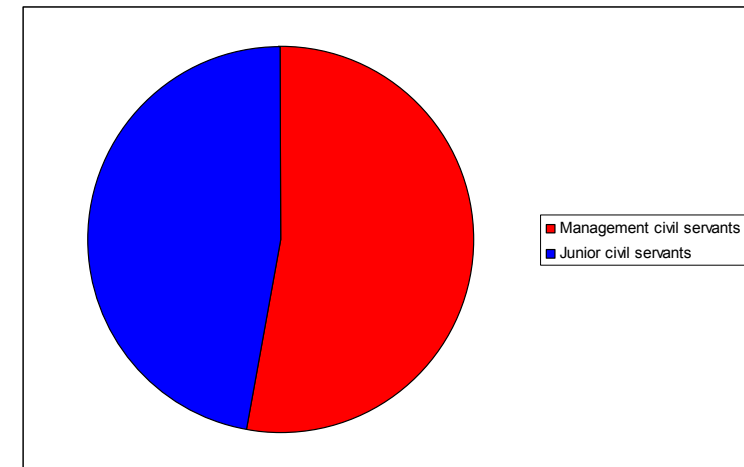


4. Civil Servants' Opinions Regarding the Relationship with NACS (4)

- Methodology:
 - the study was based on a pre-tested standardized self administered questionnaire
 - the questionnaire had 83 questions, no socio-occupational and demographic variables, of which 4 open questions, organized into four sections:
 1. aspects of the existing legislative framework;
 2. colaboration with NACS;
 3. institutional environment;
 4. sociodemographic data.
 - **262** questionnaires applied, **262** civil servants from local public institutions and authorities involved.
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4. Civil Servants' Opinions Regarding the Relationship with NACS (5)

- The subjects' profile:
 - 7 respondents from different developing regions, 16 counties (balanced proportion urban - rural);
 - predominantly female, almost 1/3 - under 40 years, 1/2 - 40-54 years;
 - mostly higher education or postgraduate (balanced distribution of these levels of education);
 - junior civil servants (47.1%) and management (52.9%);
 - experienced staff, about 2/3 with more than 5 years experience in the civil service;
 - civil servants who have a relative culture of "stability" (62.9% of them have more than 10 years working in the institution).





4. Civil Servants' Opinions Regarding the Relationship with NACS (6)

Results

1. Regarding the current legislation in the civil service:

- equal proportion of respondents are satisfied and not satisfied with the present legislation (polarization is balanced);
- the satisfaction degree – the current legislation is consistent and complete in a somewhat satisfactory extent;
- opposite opinion – the legislation is not presented in a synthetic version, that is not easy to understand and use.

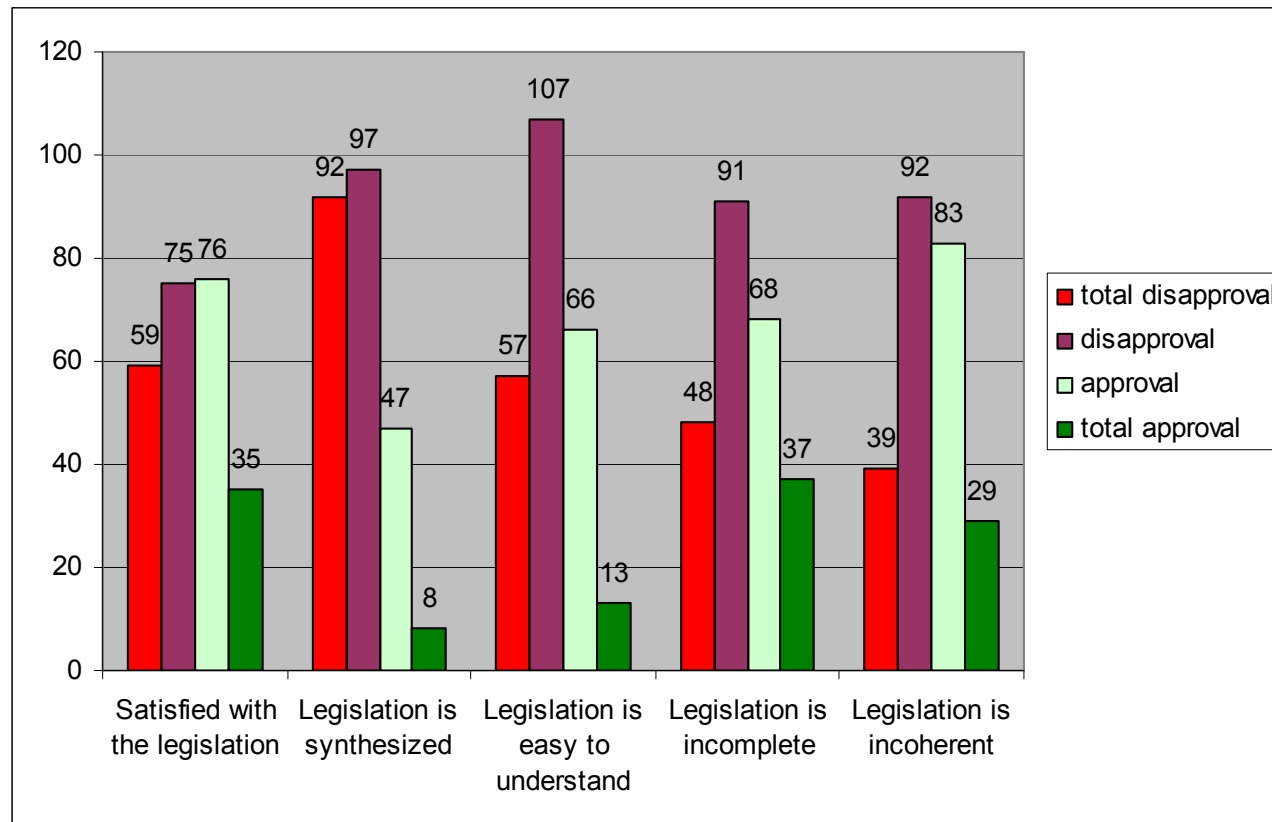
• Working in the public administration system?

The first three reasons which may influence respondents' decision to start or to continue working in public administration are:

- Job stability;
 - The possibility of improvement;
 - Career opportunities.
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4. Civil Servants' Opinions Regarding the Relationship with NACS (7)

Regarding the current legislation in the civil service:





4. Civil Servants' Opinions Regarding the Relationship with NACS (8)

Results

2. Professional training

- **For civil servants participating in this study, the most useful knowledge transfer/training sessions are:**
 - Specialized courses on professional fields – law, economics, environment;
 - Meetings with colleagues, experiences exchange, case studies in clusters of activities, dissemination of good practices;
 - Communication, public relations, negotiation techniques, human resources;
 - Absorbing, promoting and managing European funds;
 - Courses in the EU legislation.
- **Favorite themes of professional training**
 - legislation on civil servants remuneration system;
 - career development within the civil service;
 - rules of conduct for civil servants, their consequences and risks in not complying with them;
 - regime of incompatibilities and conflict of interests for civil servants.



4. Civil Servants' Opinions Regarding the Relationship with NACS (9)

Results

3. Promotion, rewards, benefits

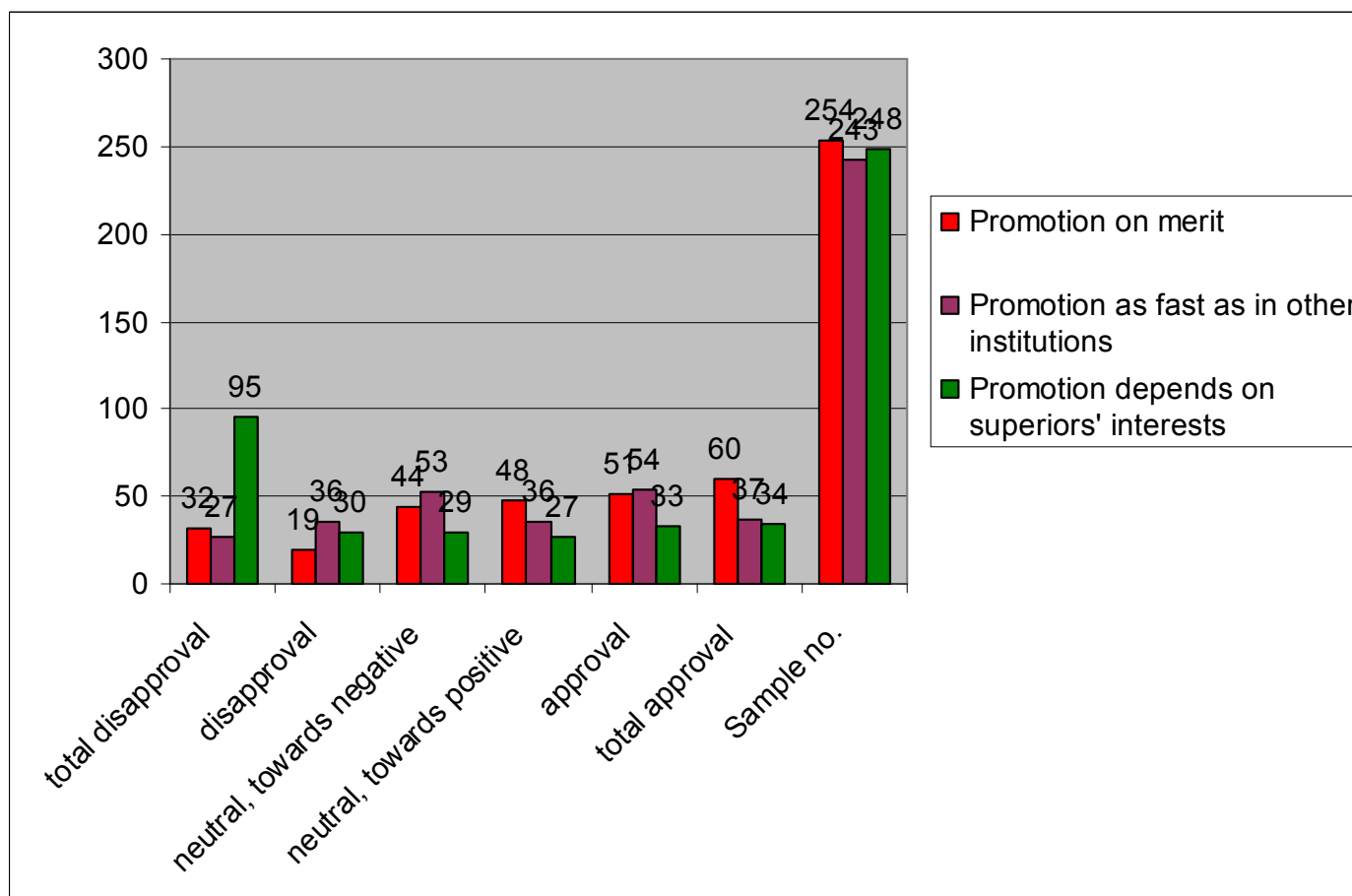
- Generally, subjects disagreed with the fact that the promotion within their institution depends on the will and interests of the management, while believing that in their institution they have a chance **to be promoted in recognition of the work they perform**;
- these findings reflect the opinions of **both management and junior personnel** (distribution of opinions is symmetric);
- But when it comes to **frequency and dynamic promotion**, respondents do not show neither agreement nor disagreement with the opinions according to which:
 - within the institution promotions are few and far between;
 - employees receive a promotion as fast as in other institutions





4. Civil Servants' Opinions Regarding the Relationship with NACS (10)

- Promotion, rewards, benefits





4. Civil Servants' Opinions Regarding the Relationship with NACS (11)

Results

4. Institutional environment

- **Relationship with superior**
 - Respondents disagree with the following statements:
 - » *My superior is unfair towards me/not objective in assessing my activity and/or*
 - » *My superior is little interested about the feelings/problems of her/his people.*
 - Most subjects agree that:
 - » *My superior is competent/suitable for the job position they have;*
 - » *I have a good communication with my superior.*
 - **Perceptions regarding the division of benefits within the organization**
 - There is a dissatisfaction, respondents' opinion was focused on **inequity** (package of benefits offered by the institution) and a **low valuation** of the offer of benefits offered by the current job position
 - Although these two variables are interdependent, we can say that those who are relatively satisfied with the benefits are mostly **management civil servants.**
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4. Civil Servants' Opinions Regarding the Relationship with NACS (12)

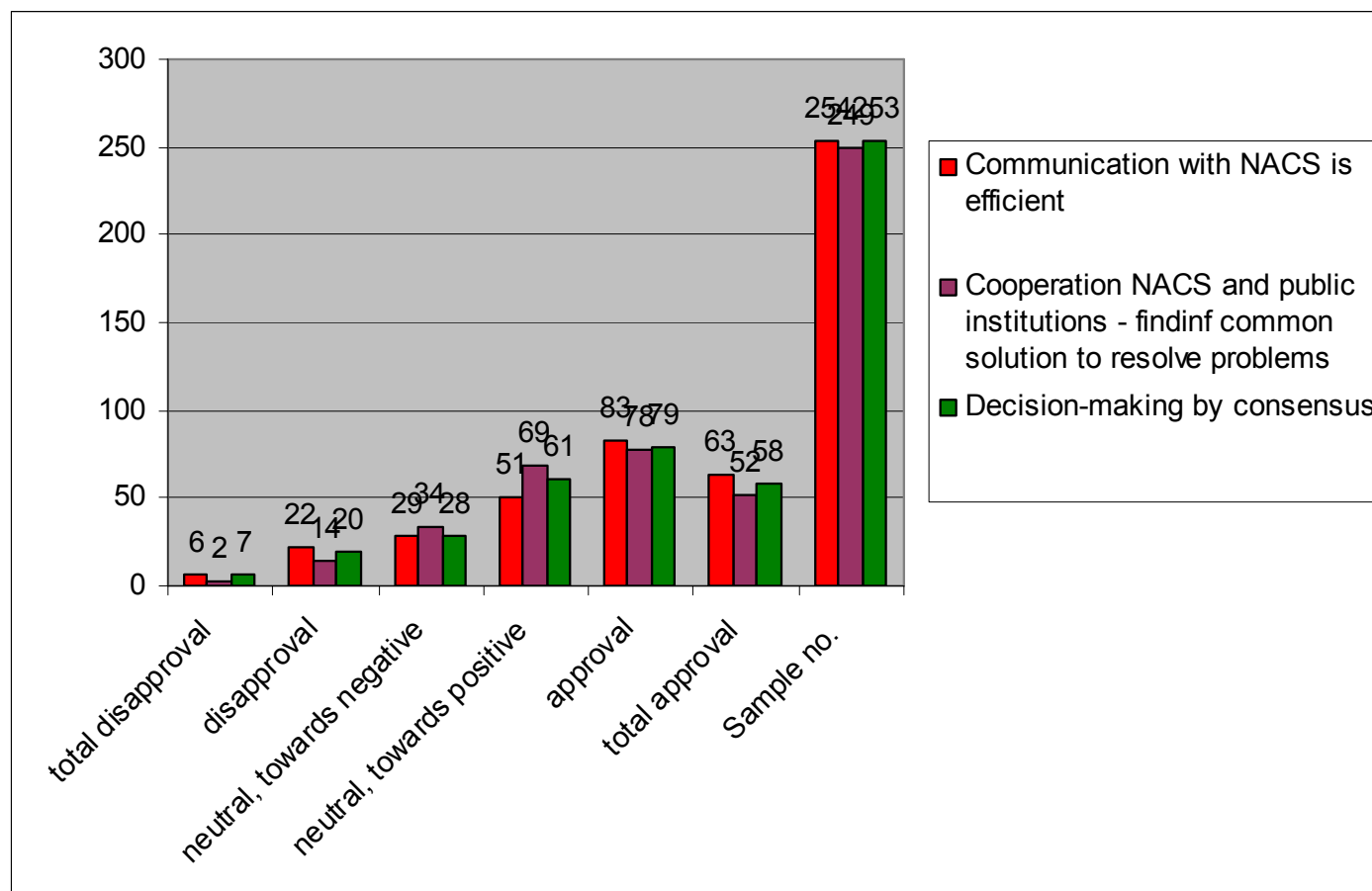
Results

5. The relationship with NACS

- Participants in the studies described in positive terms the relationship between NACS and the institutions they represent, all 12 statements that define this relationship being associated with an agreement "above average";
 - Perceptions on NACS
 - NACS is perceived as offering a real civil service management support;
 - However, the co-participation component in identifying and implementing solutions is mostly positive, but it can be improved;
 - NACS is an open and transparent institution
 - NACS communicates efficiently – which is equally considered a measure and an expectation of respondents.
 - Most commonly used types of communication with NACS are:
 - **Written comm** (fax, e-mail) - mentioned by 54.8% of participants who provided at least one answer;
 - **Virtual comm** (e-mail, IT tools) - mentioned by 36.3% of participants who provided at least one answer;
 - **Verbal comm** (telephone) - mentioned by 31.3% of participants who provided at least one answer;
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4. Civil Servants' Opinions Regarding the Relationship with NACS (13)

- The relationship with NACS





4. Civil Servants' Opinions Regarding the Relationship with NACS (14)

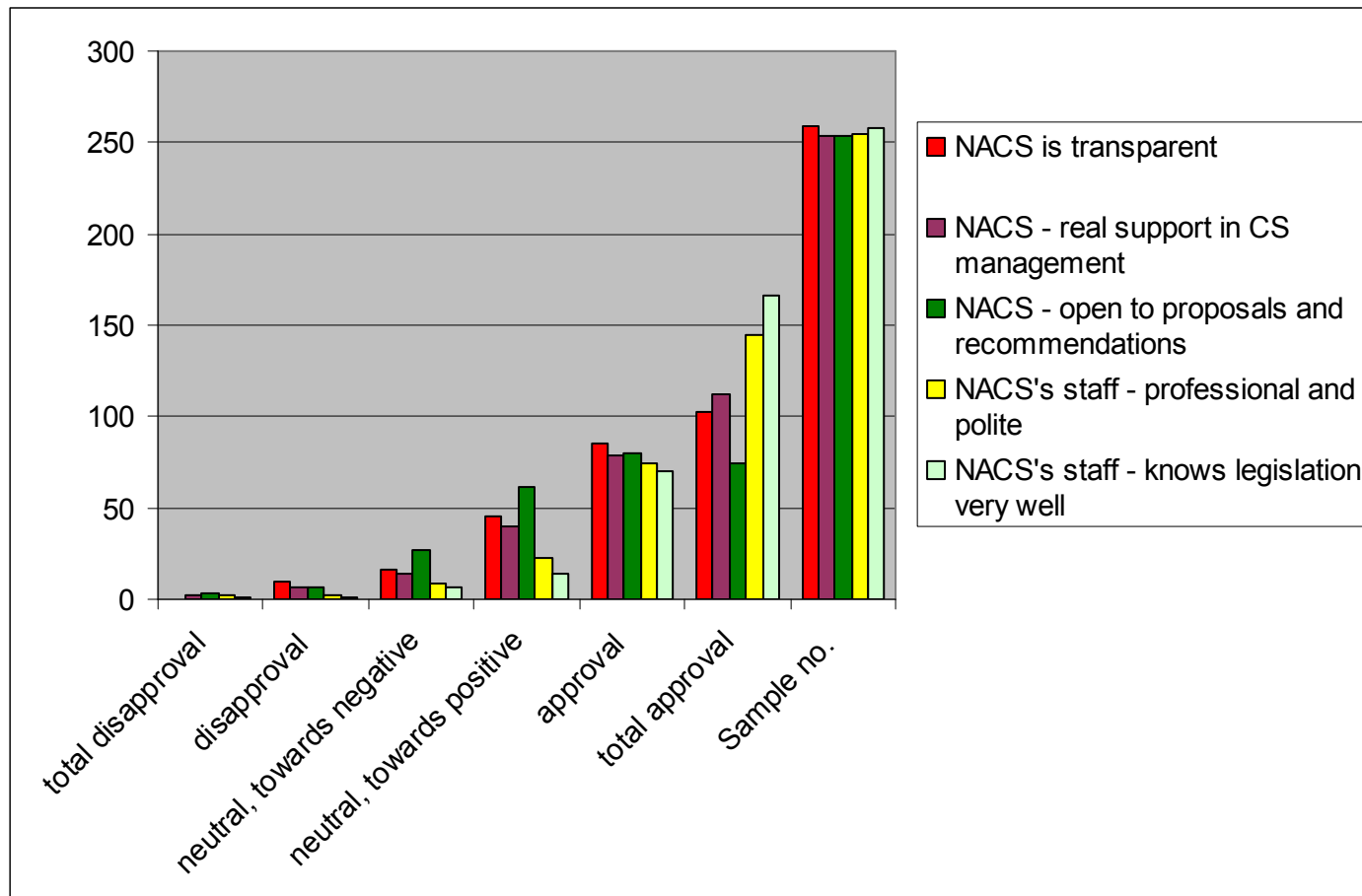
Results

5. The relationship with NACS - Strengths

- Most respondents agreed with NACS's promoted qualities: commitment, neutrality, loyalty, professionalism.
- Moreover, ANFP is perceived as an institution which respects the values assumed institutionally, namely:
 - Transparency of the administrative act;
 - Honesty and integrity in exercising civil service duties;
 - Respect for the citizen and citizens' needs-oriented administration;
 - Professionalism and innovation in exercising civil service duties;
 - Quality of public services;
 - Impartiality and objectivity of civil servants in exercising their duties;
 - Compliance with ethical and professional conduct rules;
 - Flexibility, adaptability and dynamism;
 - Effective inter-institutional and intra-institutional communication.

4. Civil Servants' Opinions Regarding the Relationship with NACS (15)

The relationship with NACS - Strengths





4. Civil Servants' Opinions Regarding the Relationship with NACS (16)

Results

5. The relationship with NACS – Weaknesses (1)

- Poor relationship with NACS representatives
 - difficulty in contacting them;
 - not enough NACS personnel/work overload;
 - lack of knowledge of which civil servant in NACS coordinates the relationship with a certain local public entity.
 - Poor communication with NACS:
 - poor communication between institutions;
 - long distance between NACS and certain institutions;
 - poor verbal communication.
 - Lack of appropriate logistic/technical support to streamline the relationship between institutions and NACS:
 - transmission of standard forms can not be done in time, due to technical issues;
 - hardly obtain telephone contact;
 - faxed documents hardly reach destination;
 - incompatibility of IT systems and tools;
 - delay of written correspondence.
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4. Civil Servants' Opinions Regarding the Relationship with NACS (17)

Results

5. The relationship with NACS – Weaknesses (2)

NACS's low administrative capacity prevents NACS to effectively manage and meet the demands of institutional partners - with reference to:

- **Legislation:**
 - » legislation should be developed for the proper functioning of local institutions,
 - » implementation of legislative changes in advance of their application,
 - » because of objectionable legislation - pending issues,
 - » unresolved problems regarding promotion due to ambiguities in the legislation;
- **Information and collaboration:**
 - » more timely information on legislative changes,
 - » very rare meetings between NACS's and local institutions' representatives,
 - » low presence in the field – local institutions;
- **Management:**
 - » organization,
 - » work methods,
 - » consulting institutions in developing normative acts.
- **Providing solutions:**
 - » practical solutions to the demands on law enforcement;
 - » bureaucracy.





4. Civil Servants' Opinions Regarding the Relationship with NACS (18)

Results

5. The relationship with NACS – Expectations and Proposals

- Expectations respondents have from NACS are relevant in the context of a "triangular" regrouping of major/defining interdependent expectations:
 - **competence** (professionalism, consultancy, mentoring);
 - **assumed values** (commitment, support, neutrality, transparency, legality);
 - **efficient collaboration** (communication, promptness in common actions).
- A separate section linked to expectations was **the need to organize frequent professional training events/specialized training/exchange of experiences, knowledge, practices** (about 10% of participants saying that this is needed).



Recommendations (1)

Internal Communication

- For improving intra and interdepartmental communication it is recommendable that the personnel of NACS participate to a series of trainings on communication;
 - It is recommendable that operative meetings last 15 minutes – brainstorming or briefing sessions;
 - The circuit optimization requires the implementation of a set of rules and standardized procedures to support/strengthen the technical-functional management activity from the perspective of redistribution and solving of tasks according to specific competences and responsibilities.
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Recommendations (2)

External Study

- Developing, implementing and improving the procedures for improving the reception of electronic forms regarding the civil servants database (including providing feedback regarding the confirmation of receipt of e-mails);
 - Implementing a system dedicated to regularly/contextually inform citizens whenever a draft law relevant to institutional actors from the central and local administration was elaborated in order to foster public consultations and citizens active involvement in drafting legislation
 - Ensuring the transmission of contact data of NACS's personnel directly involved in managing relationships with local public institutions and authorities in order to optimize the institutional communication management in terms of functioning;
 - Improving the training management by focusing on the regional seminars' development
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Recommendations (2)

External Study

- Developing a partnership with relevant faculties/universities in order to develop and accredit a master of public service management (duration of 1.5 years);
- Establishing internal procedures for different types of endorsements offered by NACS in order to reduce the response time to requests received;
- Organizing seminars on different topics, exclusively dedicated to local public administration and decentralized services;
- Developing a guide of cases in the field of civil service law and human resource management by involving local institutions, universities, volunteers/civil society etc.





Thanks for your attention

For any further information

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