

DGME - Innovation Service

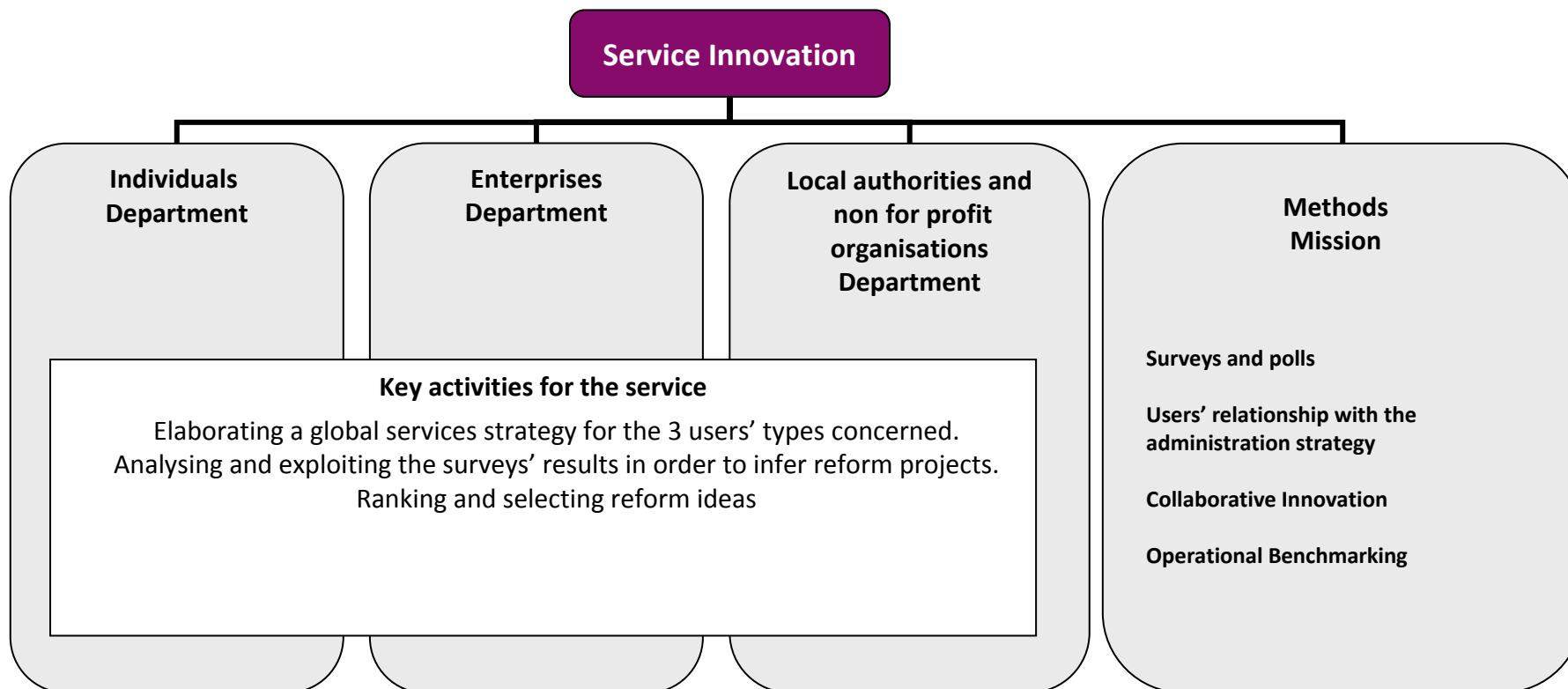
DGME's methodology

27/09

The Modernisation State Department: summary

- 1** The Innovation Service: global overview
- 2 Listening to the users and inferring modernisation projects
- 3 The means to listen the users: the users' panel, Ensemble-simplifions.fr website, the civil servants collaborative innovation
- 4 Determining satisfaction drivers
- 5 2010 Survey on satisfaction drivers
- 6 Improving the public service quality: Building a quality service barometer

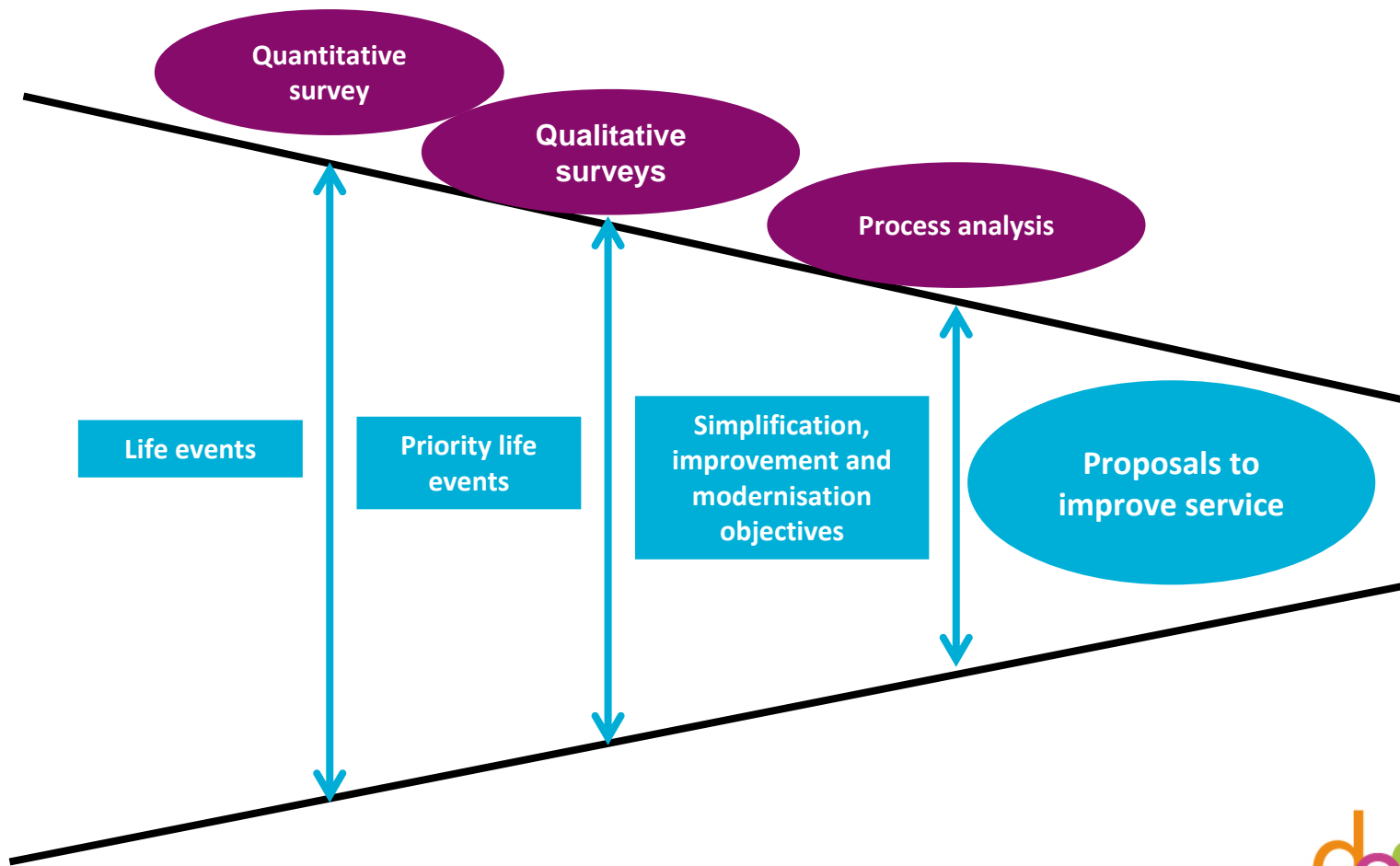
A segmented organisation focused on users' types and a transversal methods mission



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From prioritising life events to improvement and simplification



A quantitative survey conducted in 2008 as a starting point

- ❑ **Survey purpose:**

Identifying, for each user segment (private citizens, businesses and regional authorities), the priority "life events" for which simplification, improvement or modernisation actions need to be taken.

- ❑ **Size and representativeness of sample:**

3,000 French or foreign users resident in France

1,000 businesses established in France

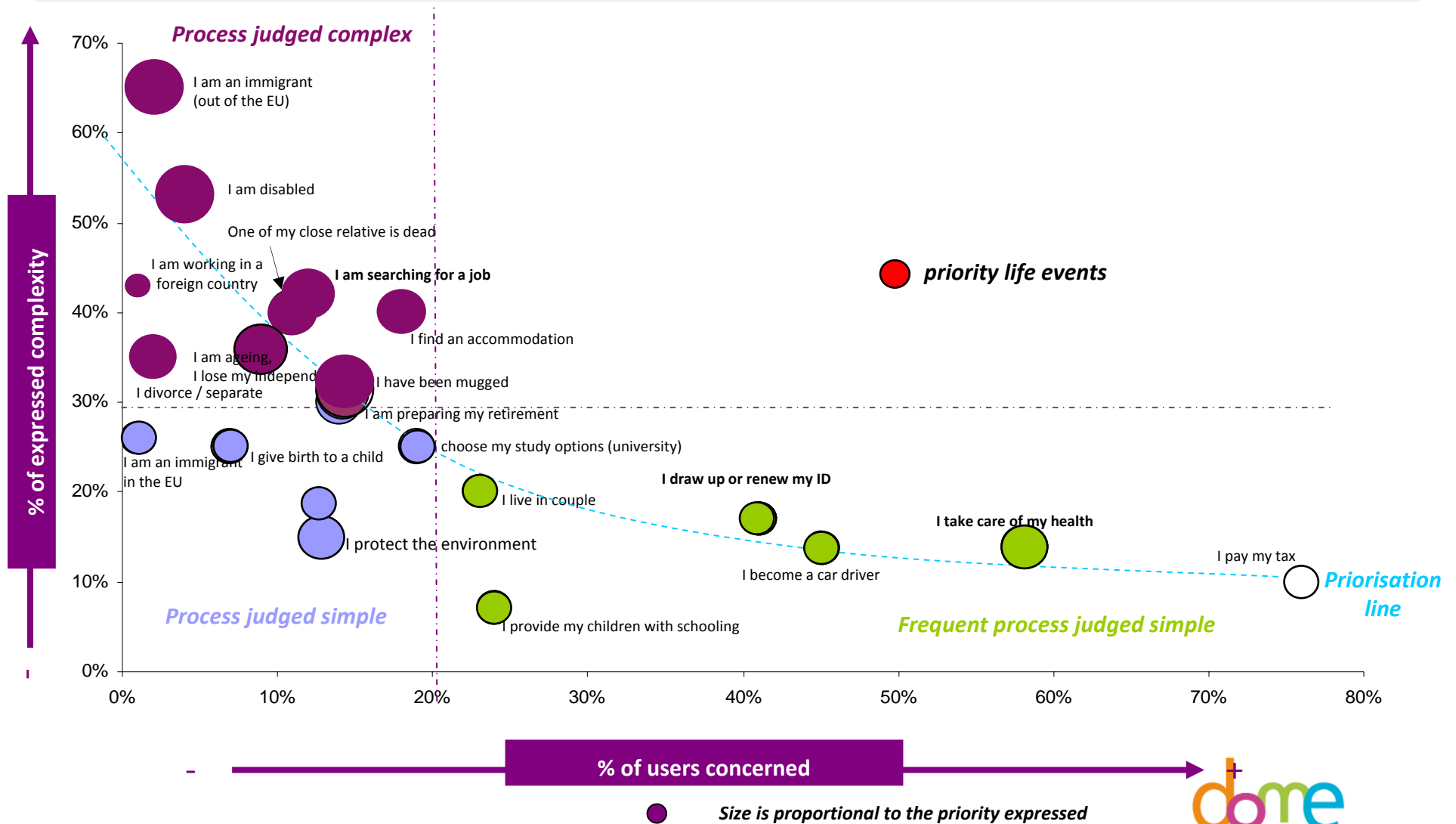
- ❑ **Data collection method:**

Telephone

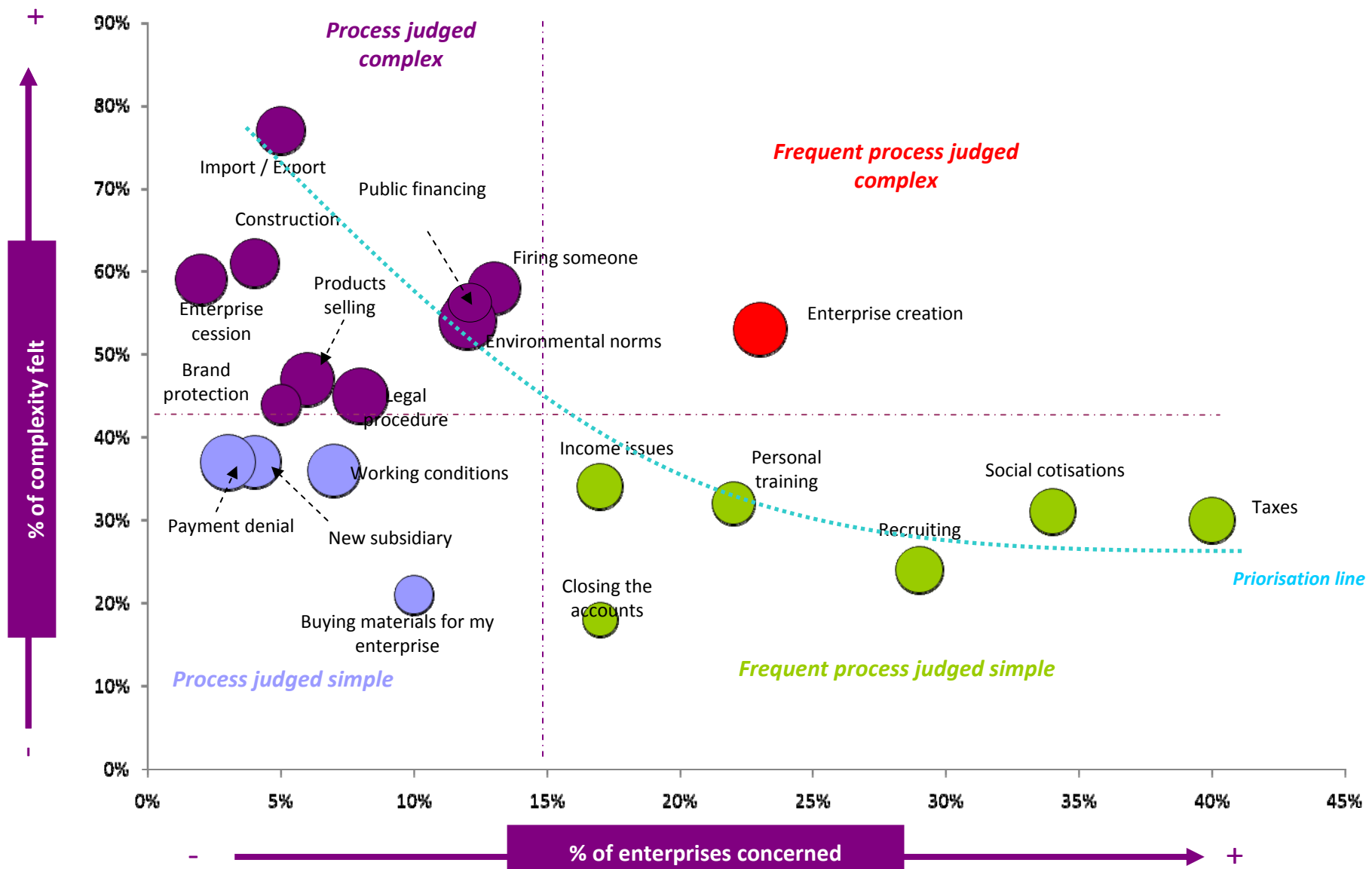
- ❑ **Survey target:**

Contact with the administration for less than 2 years

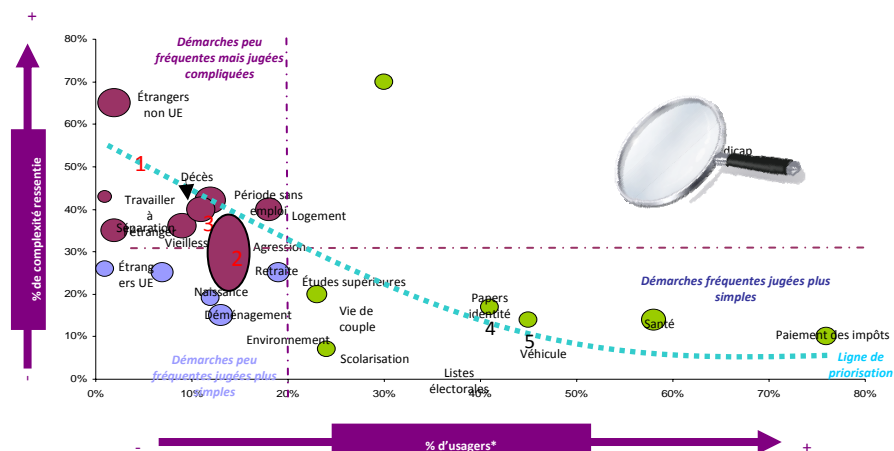
A quantitative survey has pointed out the most complex and frequently occurring citizens life events



Priority preoccupations for the enterprises



Focus on the priority life events



Each focus allows to identify:

- the key difficulties endangering the administrative process
- the users expectations
- best practice examples to follow

Customer journey mapping

- Customer journey mapping is the process of tracking and describing all the experiences that customers have as they encounter a service.
- In walking in customers' shoes and helping bring their stories to life, journey mapping can challenge preconceptions and help change perceptions.
- Through qualitative studies, we ask people to tell their experiences, taking into account not only what happens to them, but also their feelings to their experiences.
- We make them explain the satisfactions and dissatisfactions corresponding to each step.
- From all these stories, we draw a standard journey mapping.

Customer journey mapping

- Customer journey mapping helps look at the administration from the outside.
- Walking in customers' shoes allows to point some lack or inconsistency in procedures.
- In the case of « Starting a business », the customer journey mapping helps to identify:
 - a real need of advice, guidance and support
 - some dysfunctions and aberrations in the relation between administrations in charge of the dossier
- By getting close to customer' experiences, the customer journey mapping We also ask people to make some simplification proposals.

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The means to listen the users: *Building a panel of users*

❑ Principle:

- Having a users group questionable at any time in order to bring fiability to a study.

❑ Data:

- **2,800 enterprises**
- **5,000 individuals (target)**

The means to listen the users:

Ensemble-simplifions: from a suggestion box to a « co-design » process

- ❑ Three goals for www.ensemble-simplifions.fr:
 - Directly **engage the users** through votes on proposals, suggestion and comment boxes, quick surveys
 - **Provide information**
 - Updates on the ongoing simplification program
 - Publish the results of the studies and surveys carried out
 - **Coordinate and stimulate** our network of correspondants

- ❑ A communication tool consistent with our comprehensive methodology of life events and CJM
 - **Quantitative survey**
 - **Qualitative studies.**
 - Some actions are then the object of **feasibility studies** and are proposed for implementation
 - The web site gives a **visibility** to this process and gives the public the opportunity to **express their opinions.**

The means to listen the users:
The civil servants collaborative innovation

The Civil servants collaborative innovation allows to

- ❑ Reinforce the involvement, the autonomy and the motivation, develop creativity and skills and improve the dialogue with managers (for the civil servants)
- ❑ Share the strategic vision and reinforce the innovation culture in the organisation (for an organisation)
- ❑ improve the public service quality, humanize the public service and simplify the processes (for the users)

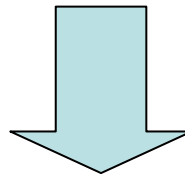
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Determining satisfaction drivers: *a component of service quality*

The aims of the work started in 2008 were to

1. Measure satisfaction levels and trends
2. Provide a scoreboard for drivers to be activated to improve satisfaction



Need to analyse satisfaction drivers in detail in order to identify those which need to be activated first to improve satisfaction

Determining satisfaction drivers: *a component of service quality*

Implementation stages of a satisfaction survey

1. Listing the ingredients of satisfaction (based on existing qualitative surveys)
2. Measuring the correlation between overall satisfaction with the way a life event is treated and satisfaction with each ingredient
3. Using [asymmetric analysis](#) of the contribution made by each satisfaction factor in order to obtain a detailed understanding

Determining satisfaction drivers

A pilot phase in order to develop user satisfaction drivers

A pilot study of two life events

- ❑ I am preparing my identity papers
- ❑ I am the victim of an offence

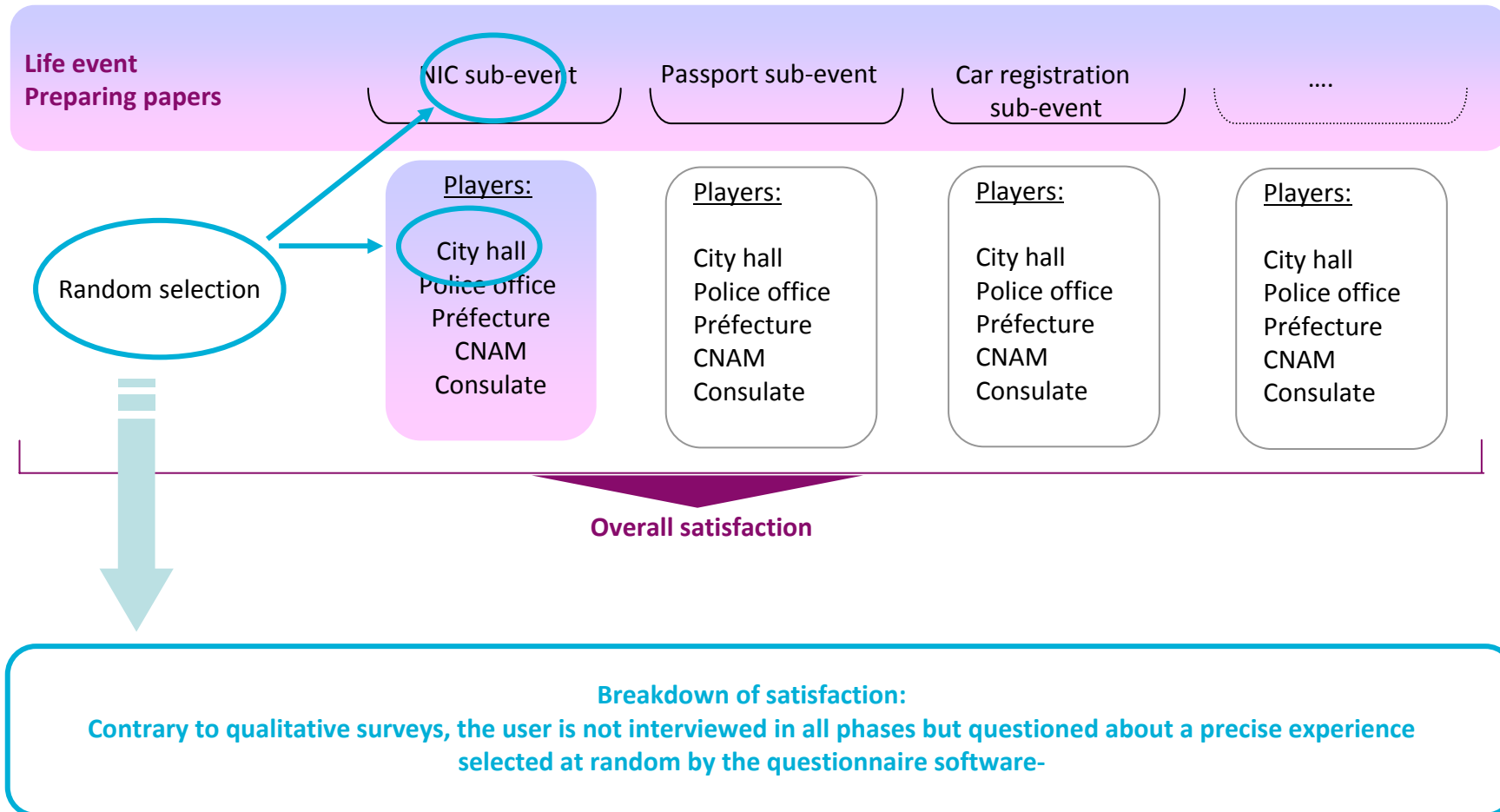
Methodology: Telephone survey of 300 users per life event during January.

- ❑ **Subsequent steps if the barometer is introduced on a large scale**

Widespread application to all life events of private citizens?

Determining satisfaction drivers

One barometer for each life event which factors in all steps and players



The life event is reconstituted at macro level for the entire survey sample

Determining satisfaction drivers

Ingredients tested by the barometer

Characteristics of life event
(which papers? Degree of urgency, when?, etc.)

Overall satisfaction with steps completed
+ Perceived complexity (in order to analyse differences)

Impact of interaction on image of the administration

Breakdown of satisfaction with a concrete experience

Information:

(for each contact method)

- Identification of administrations*
- Business hours
- Ease of contact
- Clarity of information
- Personalisation of information*
- Supporting documents: ease of obtaining them and number

Processing:

(for each contact method)

- Waiting time at counter
- Number of visits
- Speed of contact
- Simplicity of forms
- Acknowledgement of receipt
- Transparency of information about progress
- Time needed: information and perception

Contacts:

- Answers to questions
- Friendliness
- Interest in personal case*
- Ability to listen
- Confidence in what the user is saying*

Claims: :

- Presentation and satisfaction when a claim is presented
- Wish not granted*

Determining satisfaction drivers – recap

Looking beyond replies and ranking criteria according to their actual importance by measuring...

Their contribution to overall satisfaction

Which criteria help structure overall satisfaction and at which level?

1st degree of analysis

The nature of their contribution

Which criteria improve satisfaction and which criteria worsen dissatisfaction?

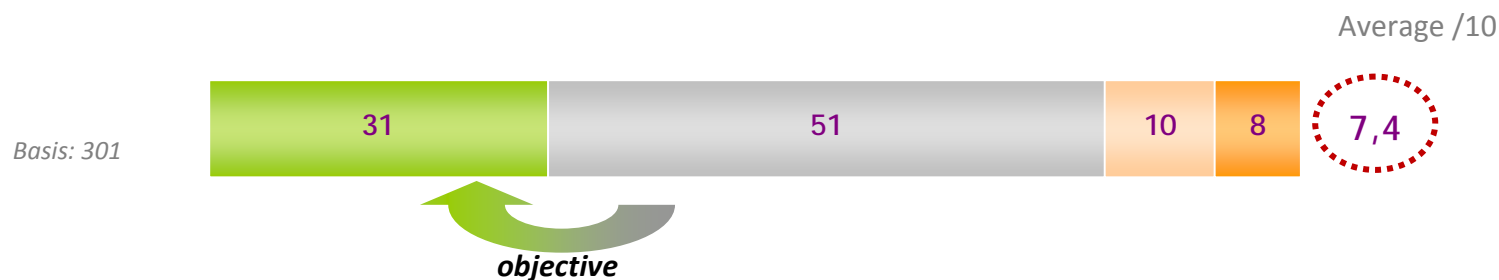
2nd degree of analysis

Determining satisfaction drivers

An improvable level and structure of overall satisfaction

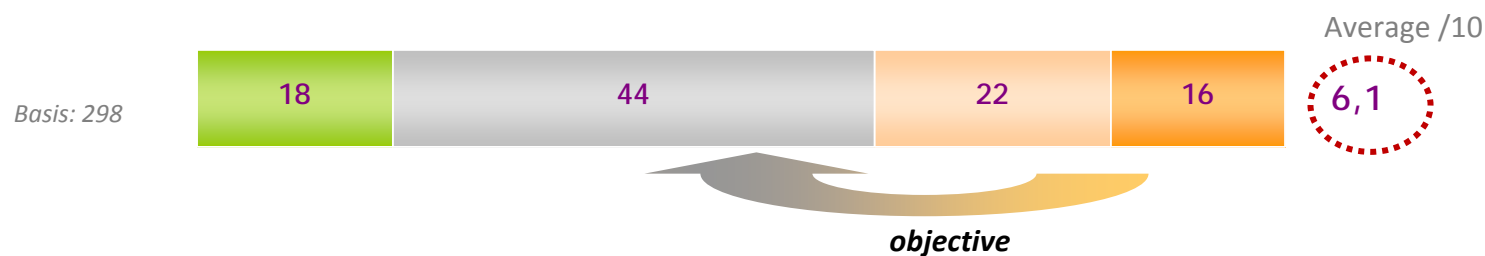
■ Satisfaction in preparing Papers:

Q10. On the whole, how satisfied are you with the steps you had to take in order to prepare / renew these identity papers?



■ Satisfaction in dealing with Offences:

Q10. On the whole, how satisfied are you with the steps you had to take in order to deal with the offence of which you were the victim?



(9 and 10)
% Very satisfied

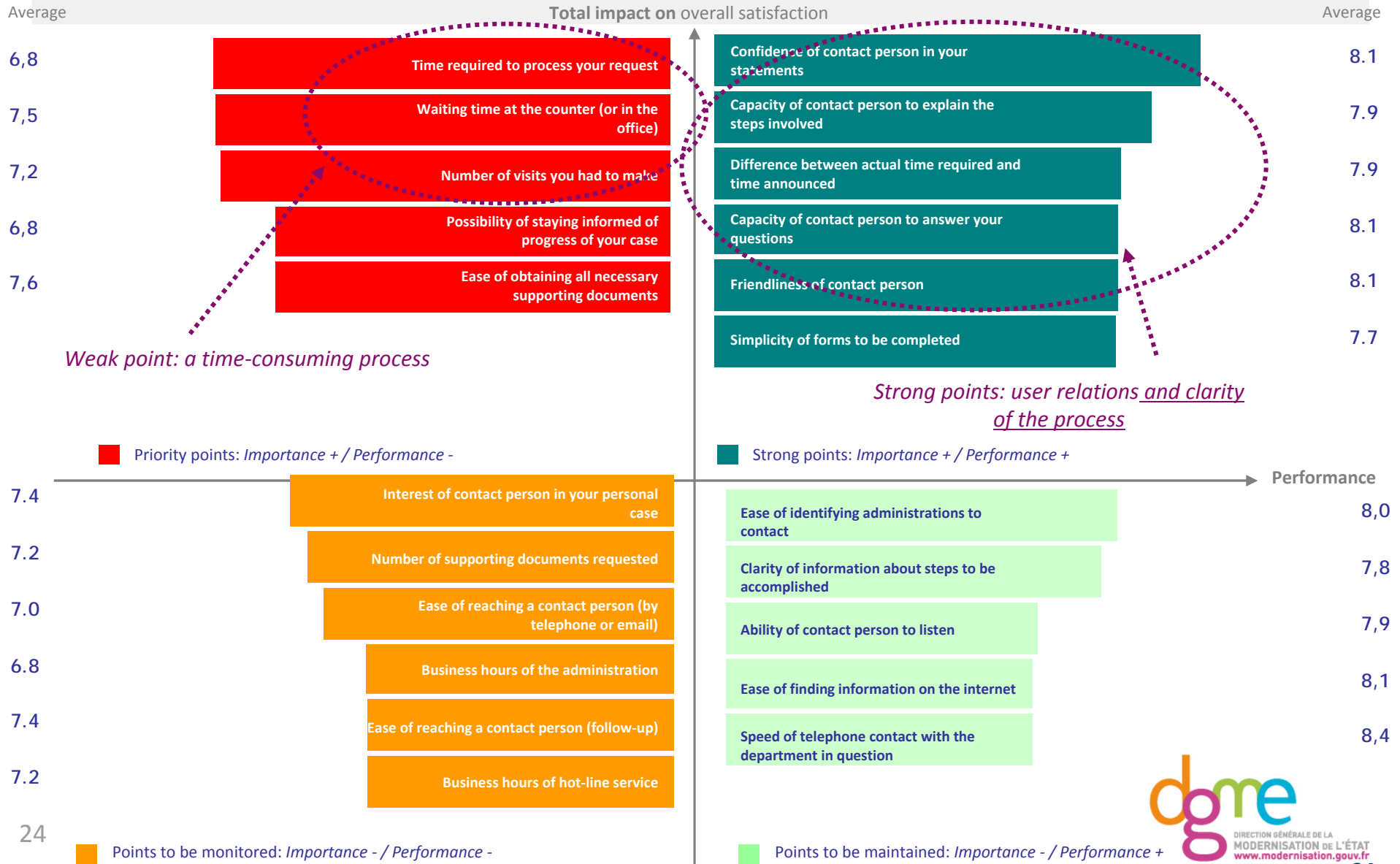
(6 to 8)
% Rather satisfied

(4 and 5)
% Rather
dissatisfied

%(1 to 3)
Dissatisfied

Determining satisfaction drivers – 1st degree of analysis

Papers



Determining satisfaction drivers: *Refining satisfaction measurement*

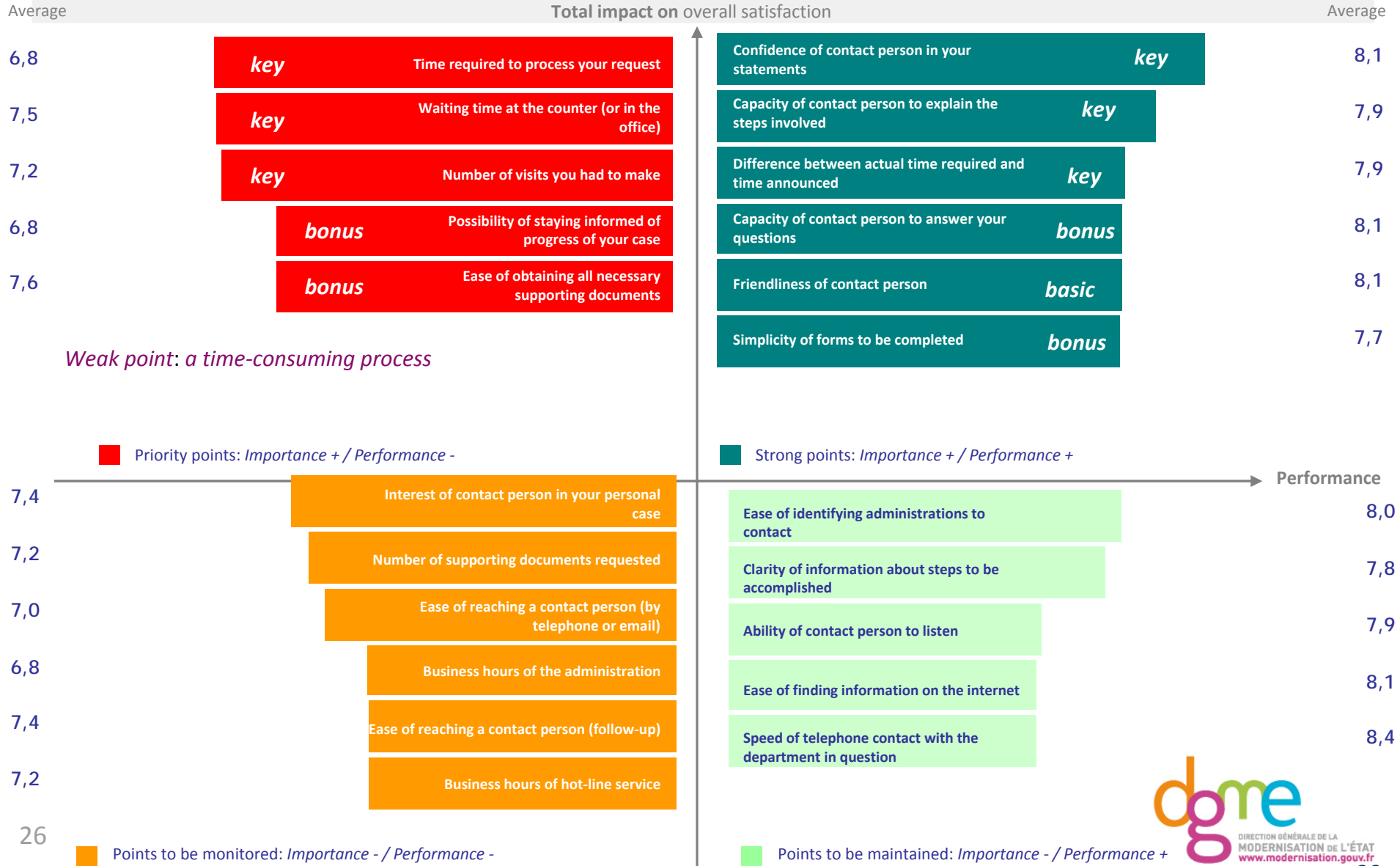
"Asymmetric" satisfaction measurement model

An asymmetric model is used to look at the particular impact of each factor in overall satisfaction. This is because in reality no two factors contribute in the same way. The asymmetric model distinguishes 4 types:

- **Basic factors:** When users consider these factors unsatisfactory, they feel dissatisfied. Nevertheless, efforts to raise quality above the "mean satisfaction" level have little impact on user perception. Example: the cleanliness of one's coffee cup
- **Bonus factors (or factors of excellence):** When these factors are raised above the "mean satisfaction" level, they have a positive impact on user perception. However, when these factors are invisible or badly handled, they do not raise the perception of service quality. Example: the biscuit offered with one's coffee
- **Key factors:** These factors can affect both satisfaction and dissatisfaction. Example: the taste of one's coffee
- **Secondary (or neutral) factors:** These are least sensitive to changes in performance

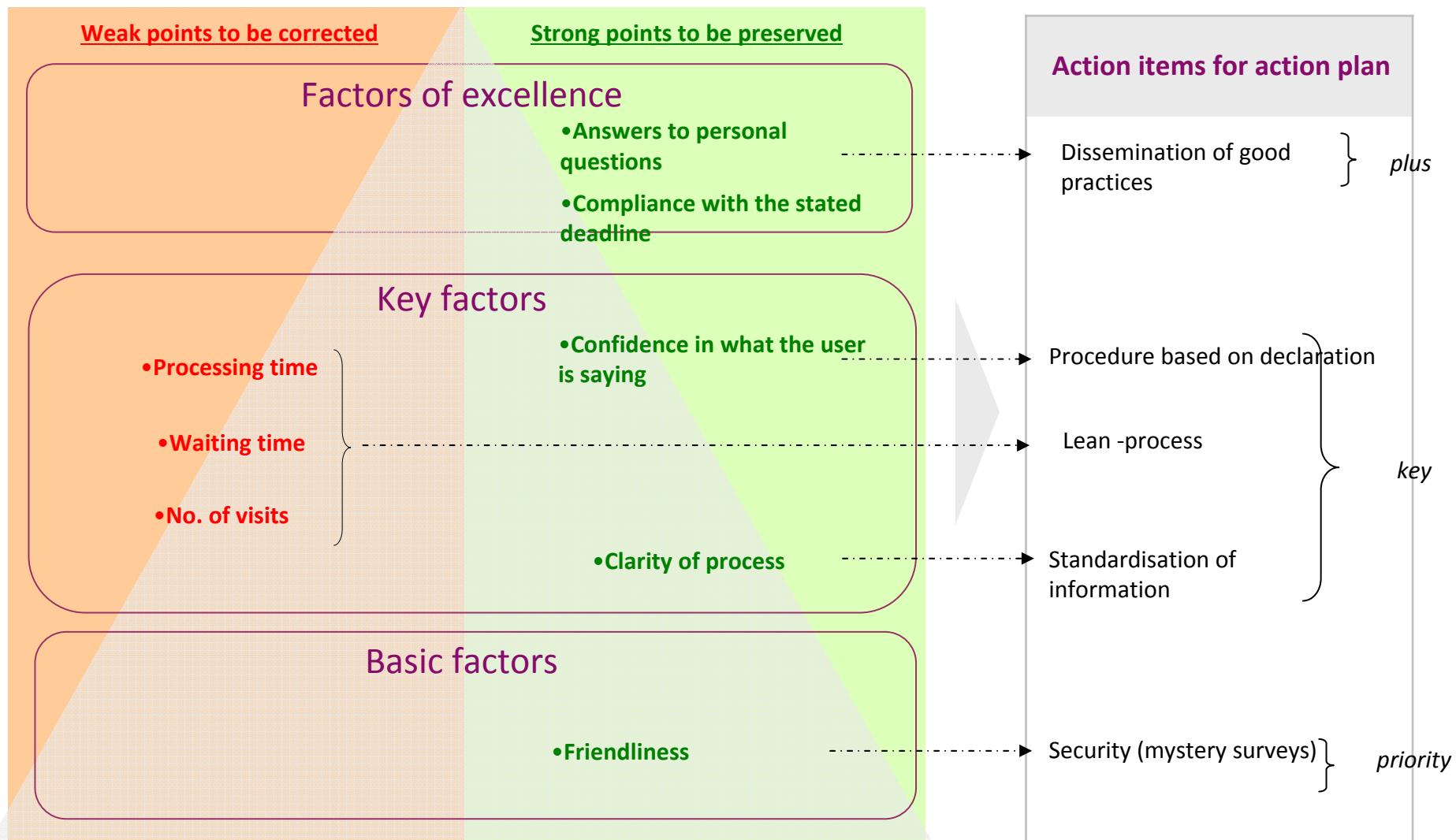
Determining satisfaction drivers – 2nd degree of analysis

Papers



From satisfaction drivers to an action plan

Papers (example)



Determining satisfaction drivers

Main lessons learned from the pilot phase

The pilot phase made it possible to:

- ❑ **Confirm the possibility of producing a satisfaction survey based on the life events**
- ❑ **Use statistical analyses to determine which drivers to activate in order to improve satisfaction**

Each life event has its own particular satisfaction drivers
...which are consistent with the qualitative studies

- ❑ **Validate more sophisticated satisfaction criteria than those used traditionally**

And to upgrade their designation in the future

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2010 Survey on satisfaction drivers

What has happened since the 2008 survey?

What have we achieved?

- **End of the 1st wave for the first 11 life events**
 1. I am taking care of my health - hospital
 2. I am taking care of my health - reimbursement
 3. I am choosing my study options
 4. I am doing university-level studies
 5. I am sending my child to school
 6. I am preparing my identity papers
 7. I am preparing my retirement
 8. I am looking for a job
 9. I am renting a house
 10. I am buying/I am building a house
 11. I am losing my independence

Methodology: Telephone survey among 4,476 public service users conducted in June and July 2010, based upon representative samples of French residents aged 15 and older.

Survey objectives

- **Developing a supervision tool for the DGME** in order to improve the satisfaction of French citizens by monitoring the service quality of each life event:
 - Measuring (when possible*) **the change in the level of complexity since 2008**
 - Measuring **the level of user satisfaction** (and the nature of the relationship between satisfaction and complexity)
 - **Identifying drivers** that need to be activated first in order to improve user service.

First results Available at the Beginning of October

- *Note: to optimise analysis quality, certain life events have been added, divided or worded in a slightly different way.*

Next steps

- **Launch of the 2nd wave in September/October with results expected at the end of the year**

2010 Survey on satisfaction drivers

First results: a gradual decrease in complexity

| | Level of complexity in 2008 | Level of complexity in 2010 | Gap | Result | Possible explanation |
|-------------------------------------------------|-----------------------------|-----------------------------|-----|--------|-------------------------------------------------------------------------------------------------------------------|
| Average (except "I take care of my health") | 30% | 25% | -4 | | |
| I am losing my independence | 36% | 36% | = | ● | |
| I am buying/I am building a house | 48% | 35% | -13 | ● | It would seem that the first reform (2005-2007) produced results thanks to the tacit granting of building permits |
| I am looking for a job | 42% | 31% | -11 | ● | Merger between ANPE-ASSEDICS? |
| I am doing university-level studies | 25% | 29% | 4 | ● | |
| I am renting a house | 30% | 28% | -2 | | |
| I am preparing my retirement | 30% | 22% | -8 | ● | Gip-Info Retraite pension information? |
| I am preparing my identity papers | 17% | 13% | -4 | ● | |
| I am taking care of my health – hospital** | 14% | 10% | ** | | |
| I am taking care of my health – reimbursement** | 14% | 10% | ** | | |
| I am sending my child to school | 7% | 7% | = | | |



- On average, the perceived complexity of administrative steps involved in these 10 life events is considered less by users (- 4 pts), especially in the categories *I am building a house*, *I am looking for a job* and *I am preparing my retirement*.
- Loss of independence and university-level studies are the only two life events whose already high complexity not only does not decrease but even increases.

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Improving the public service quality: Building a quality service barometer

Improving the public service quality: Building a quality service barometer

The public service quality barometer: Conceiving a high stakes barometer

① Stakes for the citizens

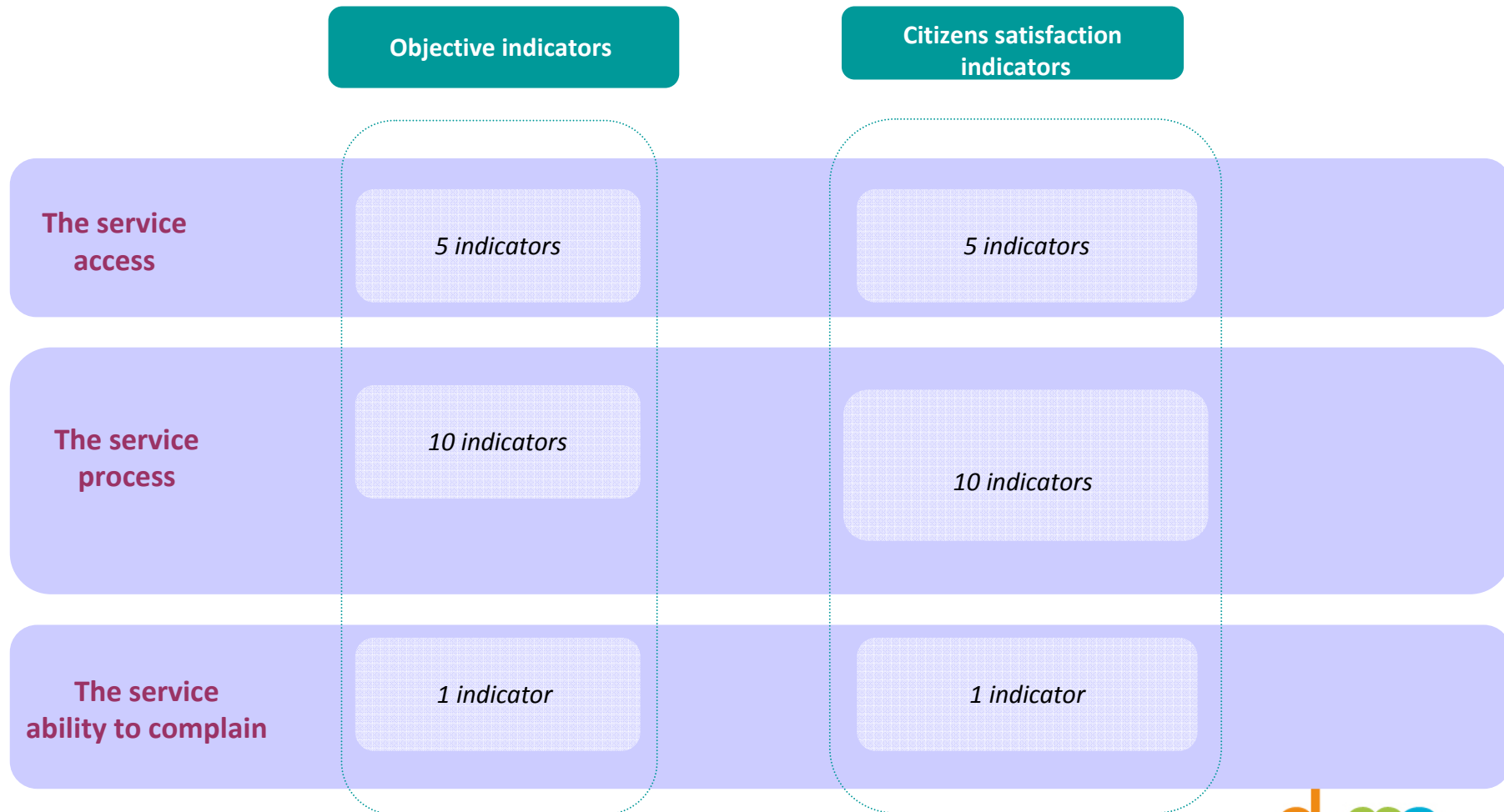
- Being taken into account
- Being able to form their own judgement through full disclosure on data

② Stakes for the state public services

- Restoring the confidence and improving the relationships with citizens.
- Creating an improvement fulfilling process based on the main citizens' concerns.

Improving the public service quality: Building a quality service barometer

The barometer conception follows the main users' steps for an administrative procedure.



Improving the public service quality: Building a quality service barometer

First step: Accessing the service

- How we define the 5 indicators:
 - **Focus on the main public services (617) welcoming citizens:**
Prefecture, courts, school inspectorate, local education offices, local offices of public finances.
 - **Measurement through teaser campaigns** in those public services launched by an independent polling organization
 - **The 5 indicators are multi channel based:** email, telephone, mail, information desk)

Improving the public service quality: Building a quality service barometer

Second step: Processing the service (2/2)

Staying attentively tuned to the citizens

Studying the feasibility

Quantitative surveys on the priority life events for users

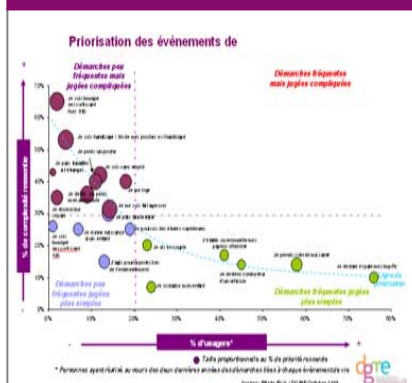
Survey on 3000 users

Focus groups (qualitative surveys)

Studying the feasibility with the central departments

Strategic positioning choices

20 priority life events



10 priority life events

- I have been rushed to the emergency dpt (hospital)
- I have been mugged
- I have to renew my ID (passport or national ID)
- I am searching for a job
- I am preparing my retirement
- I choose my study option (university)
- I provide, my children with schooling
- I find an accommodation
- I pay my tax
- I receive allowances
- I take care of my health

Criteria identified

Main criteria occurring when it comes to quality of service:

- Reliability
- Access
- Responsiveness
- Personalization etc

1 indicator for each life event

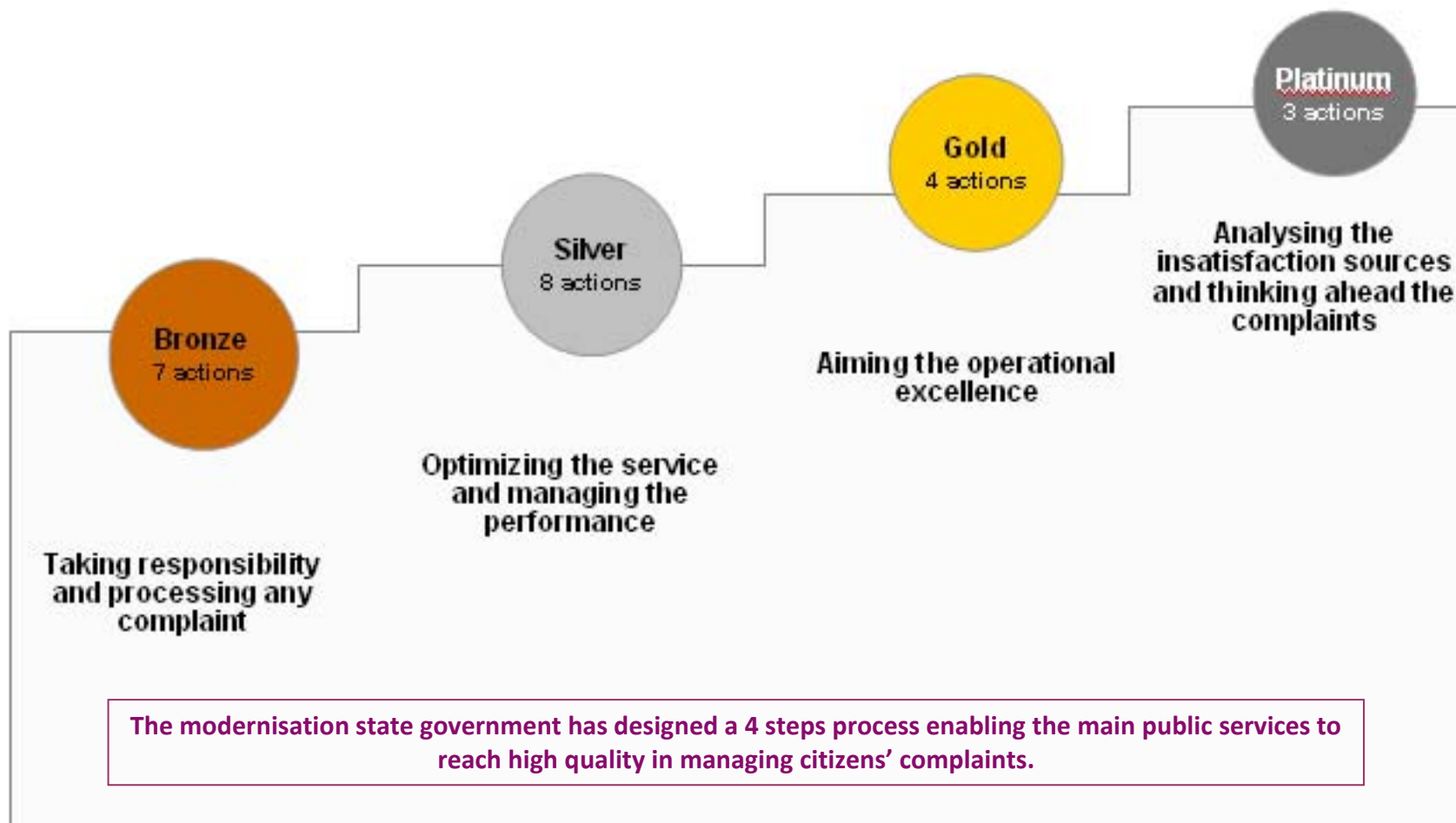
1 indicator chosen to be published for the first edition.

Quality service Barometer



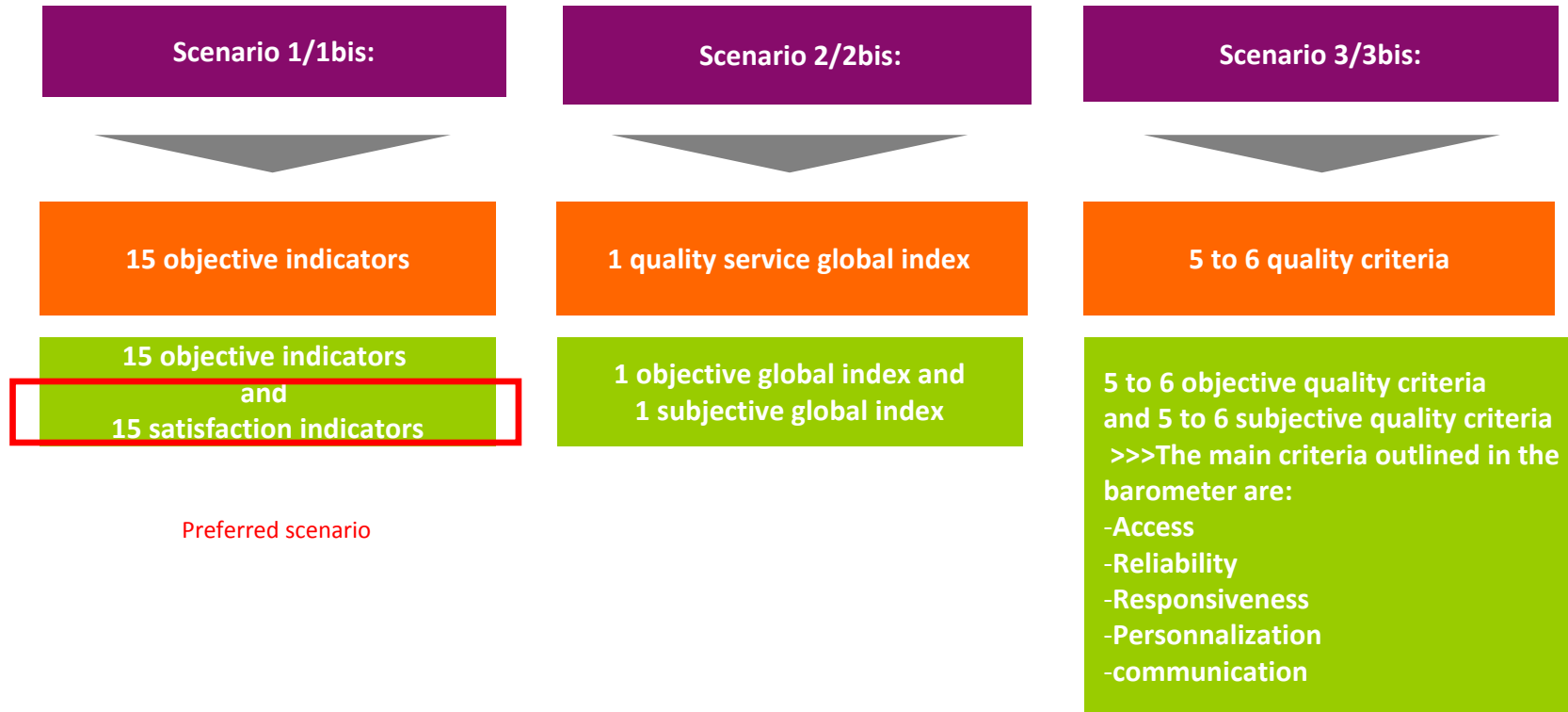
Improving the public service quality: Building a quality service barometer

Third step: The ability to complain about the service



Improving the public service quality: Building a quality service barometer

3 patterns in the way to present the barometer



3 focus groups have highlighted the need for citizens to have a barometer closed to their daily concerns and adapted to the local public services .

The first edition of the public service quality barometer.

| ACCESSING THE SERVICE | | |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------|
| % of users' posts answered in less than 15 working days | | 52% |
| % of users' mails answered in less than 5 working days | | 60% |
| % of users' calls answered in less than 5 ringtones | | 80% |
| % of users correctly oriented to the dedicated service and borne by the service | | 69% |
| % of users benefiting from a courtly administrative reception centre by identifiable civil servants | | 78% |
| PROCESSING THE SERVICE | | |
| I have been rushed to the emergency dpt | % of patients borne by the emergency service in less than 4 hours | 77% |
| I have been mugged | Average necessary time for the police to intervene | 13 min |
| I draw up or renew my ID | % of users getting their ID (passports) in less than 2 weeks | 82,20% |
| I lost my job | % of registrations made after the first contact with the unemployment centre made in less than 5 days. | 94,80% |
| | % of decision made on unemployment benefit in less than 15 days | 86% |
| I am preparing my retirement | % of users declaring having received a right and complete carrier receipt | 81% complete 74% right |
| I pay my taxes | % of users' modification requests proceeded in less than 30 days | 95% |
| I receive social allowances (child benefit, house benefit, etc.) | % of requests proceeded in 15 days or less | 78% |
| I provide my children with schooling | Rate of missing elementary school teachers immediately replaced (from the 1st day) | 90,70% |
| I choose my study options (university) | % of first wishes satisfied when a student register to the University | 44% |
| I take care of my health | Average necessary time of compensation for a medical expenses claim form sent by post. | 14 days |
| | Average necessary time of compensation for a medical expenses claim form electronically sent | 3,3 days |
| ABILITY TO COMPLAIN ABOUT THE SERVICE | | |
| % of administrative organisms having a dedicated complaining process | | 26,30% |
| % of complaining users satisfied of the complaining process | | 45% |

Improving the public service quality: Building a quality service barometer

Media attention for the first version

The barometer results were discussed in two 2-minute items of the eight o'clock news broadcast by TF1 on 5 July.

A daily newscast used the barometer results for its programme on hospitals (29 July 2010)

Improving the public service quality: Building a quality service barometer

Steps forward: improving the barometer's quality

- The first public services quality barometer has been published the 5th of July
- Improving the barometer in the future editions:
 - **More independency:** The barometer's governance is a key factor to make the indicators reliable.
 - **A broader perimeter:** widening the perimeter of each indicator to all state public services and including the local authorities in the future (city councils, etc).
 - **A refined barometer:** each life event will be measured by 2 or 3 indicators (instead of 1), which will strengthen the measure of the quality.
 - **A complete barometer:** including satisfaction indicators.

Improving the public service quality: Building a quality service barometer

Steps forward: Introducing satisfaction's indicators

| Indicateurs objectifs | | | Satisfaction des usagers* | |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Accueil | | | | |
| % de courriers bénéficiant d'une réponse en moins de 15j ouvrés | 52% | | | % d'usagers satisfaits du délai de réponse aux courriers |
| % de courriels bénéficiant d'une réponse en moins de 15j ouvrés | 60% | | | % d'usagers satisfaits du délai de réponse aux courriels |
| % d'appels téléphoniques ayant abouti en moins de 5 sonneries | 80% | | | % d'usagers satisfaits du délai de réponse au téléphone |
| % d'usagers orientés vers le bon service et pris en charge | 69% | | | % d'usagers satisfaits de l'orientation dont ils ont bénéficié |
| % d'usagers bénéficiant d'un accueil courtois par des agents identifiables | 78% | | | % d'usagers satisfaits de l'accueil qui leur a été fait |
| Traitement des démarches | | | | |
| Je me rends aux urgences | % de patients pris en charge en moins de 4 heures | 77% | | % d'usagers satisfaits du temps de passage aux urgences |
| Je me suis fait agresser | Délai moyen d'intervention des forces de l'ordre | 13min | | % d'usagers satisfaits du délai d'intervention des forces de l'ordre |
| Je renouvelle mes papiers d'identité | % des usagers ayant eu leur passeport à disposition en mairie en moins de deux semaines | 82,2% | | % d'usagers satisfaits du délai de mise à disposition de leur passeport (ou celui de leur enfant) à la mairie) |
| Je perds mon emploi | % des inscriptions réalisées en moins de 5 jours ouvrés après le premier contact avec Pôle emploi | 94,8% | | % d'usagers satisfaits du délai d'inscription depuis leur première tentative de contact avec Pôle emploi |
| | % de décisions sur les dossiers d'indemnisation pris en moins de 15 jours | 86% | | % d'usagers satisfaits du délai de versement de leur indemnisation de chômage |
| Je prépare ma retraite | % des personnes ayant reçu un relevé de carrière jugé "complet" | 81% | | % des personnes ayant reçu un relevé de carrière jugé "juste" |
| Je déclare et paie mes impôts | % de demandes de rectification sur les déclarations et sur les paiements traitées en moins de 30 jours (pour l'impôt sur le revenu et la taxe d'habitation) | 95% | | % d'usagers satisfaits du délai de prise en compte de leur demande de rectification (données personnelles, montant, etc.) |
| Je demande une aide (logement, familiale, solidarité) | % de demandes de prestations (logement, rentrée scolaire, allocation familiale, ...) traitées en 15 jours ou moins | 78% | | % d'usagers satisfaits du délai de réponse à leur demande d'aide (aide au logement (54%), allocations familiales (71%), et minima sociaux (59%)) |
| Je scolarise mon enfant | Taux de remplacement des enseignants au premier jour d'absence pour le 1er degré | 90,7% | | % d'usagers (parents du primaire, parents du collège et lycéens) satisfaits du remplacement des professeurs en cas d'absence |
| Je m'oriente à l'université | % de premiers vœux satisfaits lors de la demande d'inscription à l'université | 44% | | indicateur à confirmer |
| Je prends soin de ma santé | Délai moyen de remboursement d'une feuille de soin électronique | 3,3 jours | | % d'usagers satisfaits des délais de remboursement par l'Assurance maladie |
| | Délai moyen de remboursement d'une feuille de soin papier | 14 jours | | % d'usagers satisfaits des délais de remboursement par l'Assurance maladie |
| Traitement des réclamations | | | | |
| % des organismes ayant mis en place un dispositif dédié de traitement des réclamations | 26,3% | | | % d'usagers satisfaits du traitement de leur réclamation |

* Par usager, nous entendons personne ayant eu recours au service au cours des deux dernières années (sauf demandeurs d'emploi)

Improving the public service quality: Building a quality service barometer

Anticipating barometer upgrades

We can already start considering upgrades in the barometer:



1 – Enriching the barometer with indicators reflecting priority expectations of the French not covered during the first survey wave

2 – Studying a barometer model for each department

2- Reflection on new indicators to develop

This issue was also discussed at the very first meetings. We will of course involve you in the development process.

3- Reflection on ways to adapt measures (particularly objectives and targets) to the needs of each department

This outline is not intended for publication purposes.

The idea is instead to develop a model for each department while examining its feasibility and relevance.