

Serbisyo Sibil: Isang Daang Taong Paglilingkod

MC No. 25 s. 2001

MEMORANDUM CIRCULAR

TO : All heads of Departments, Bureaus, Offices and Agencies of the National and Local Government including Government Owned and Controlled Corporations and State Universities and Colleges.

SUBJECT : Institutionalization of Service Pledges in Government

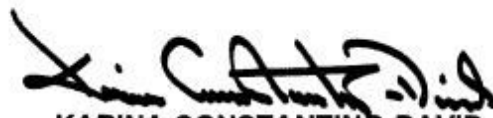
As stated in MC 20, s. 2001, government agencies are enjoined to adopt and disseminate their Service Pledges during the celebration of the Civil Service month. A service pledge constitutes a strategic client satisfaction program containing the specific commitments of the agency on delivering services. It is a statement of clearly defined targets of performance and behavioral norms that clients can expect of the organization. There is a clear focus on streamlining procedures, eliminating red tape in public transactions, enhancing accountability of public servants; and continuously improving service delivery. Service pledges constitute substantive implementation of agency mandate as well as the relevant provisions of RA 6713 or the Code of Ethics and Ethical Standards for Public Officials and Employees.

All government departments and agencies are encouraged to formulate their respective service pledges for posting in conspicuous places within the agency premises. A framework for developing service pledges is herewith enclosed for guidance of all concerned, together with examples of service pledges. For agencies that have already established their service commitments, it is further suggested that appropriate unveiling ceremonies be conducted to give meaning and substance to the Civil Service month commemoration this year.

Agencies may use the service pledges as bases for the grant of honor awards under their respective Employee Suggestions and Incentive Awards System. Individual employees or groups of employees who have significantly contributed to attaining the agency targets under the service pledges may also be nominated for the annual Pagasa Awards conferred by the Civil Service Commission.

Copies of Service Pledges and any revisions thereon shall be submitted to the concerned Civil Service Field Office for monitoring purposes. Annual reports on the service pledges shall be prepared and published by the agencies and copies thereof submitted to the CSFOs to enable evaluation of the implementation of the program.

This memorandum circular shall take effect immediately.


KARINA CONSTANTINO-DAVID
Chairperson

13 September 2001

Framework for Developing Service Pledges in Government

A. Objectives

1. To institutionalize a mechanism for satisfying clients' expectations in the public service;
2. To put in place written commitments to specific standards that government agencies shall pledge to fulfill in the delivery of their services;
3. To streamline systems and procedures for frontline services; eliminate bottlenecks and red tape; and institute greater transparency in public transactions and accountability of civil servants;
4. To enhance productivity and sustain a culture of continuous improvement of services in the government work place.

B. Definition of Service Pledge

A service pledge is an open and written declaration of guaranteed commitment to specific standards of performance and behavior in the delivery of services or output by government agencies that clients can expect. Such standards shall be responsive to the common expectations or requirements of the particular clients served by an agency, taking into account the agency capacity to fulfill the pledges corresponding to the standards identified. Pledges shall pertain to the services and products that relate to the core function(s) of the department or agency, expressed in terms of particular output and the guaranteed commitment in delivering the output.

Generally, the standards contained in service pledges refer to quality characteristics of reliability, practicality, safety and delivery time but may also include behavioral dimensions, such as courteous service and ethical conduct.

C. Criteria for selecting services or output that will be the subject of service pledges

1. The service pertains to the core function or priority program of the department or agency.
2. The service is "most sought after" or the most critical among various services/transactions performed by the department or agency and which usually generates high levels of client dissatisfaction.
3. The service is provided at financial cost to clients.
4. The service is in connection with mandatory provisions of law affecting public safety, health and welfare; has direct correlation to livelihood of the clients; or benefits the most disadvantaged citizens.

D. Guide to Formulating Service Pledges

1. Review the mandate of the organization.
2. Determine the particular service(s) which shall be the subject(s) of service pledges.
3. Identify clients and their requirements (may be external or internal clients).
4. Identify the major outputs of the particular service, which must relate to the organization's main mission.
5. Review current processes to determine the most relevant steps required to produce the output and the minimum requirements essential for processing the same.
6. Identify bottlenecks and list concerns needing policy improvement.
7. Determine the applicable standards for each major output (e.g.: quality characteristics, turnaround time, required behavior of civil servants involved in the transactions whether manning the front line counters or are indirectly involved but with required input to the service).
8. Set the targets for the standards which the organization commits to fulfill during the year. Targets shall embody reasonable satisfaction levels of the clients' requirements; must be doable but not understated, and; likely to generate acceptance by clients. Names of accountable or responsible persons must be written corresponding to each output identified.
9. All staff shall commit to fulfill the targets contained in the pledge.
10. Write the service pledge in simple, easy to understand language clearly stating the commitment on delivering the service (quality, time, behavior).

E. Posting of Service Pledges

Service Pledges shall be posted in a conspicuous place within the transaction premises or service counters of the agency or the electronic website of the agency. A suggestion/complaints box shall also be installed where clients can drop their comments or complaints about the service.

F. Review and Monitoring of Service Pledges

Mechanisms for continuous monitoring and review of service pledges shall be established by the agency to evaluate whether it is able to fulfill the pledges. Such mechanisms may include monthly performance reports by each concerned unit, feedback reports by external parties, suggestion boxes, internal audit, or quality control circles.

The review process shall serve as an occasion to improve or modify work operations and management policies, eliminate constraints and bottlenecks, determine continuing strategic relevance of activities/steps

contained in the service pledge, and revise and further improve previously established targets.

Annual reports on the implementation of service pledges shall be prepared and published by agencies.

G. Submission of Service Pledges

Copies of the service pledges and any subsequent modifications thereof shall be submitted to the concerned Civil Service Field Office.

H. Template for Developing a Service Pledge

The attached template is designed to provide a step-by-step process to study/review existing systems and procedures. The results of the review can serve as bases to streamline or remove unnecessary steps, reduce requirements and set new standards. Examples of service pledges in poster format are annexed.

Illustration Only

Service Pledge of a Vehicle Registration Office

1. We commit to the following in delivering our services:

	Processing Time	Accountable Persons	Processing fees
• New registration			
- Private vehicles	30 min.	Juan dela Cruz Chief, Private Vehicle Registration Section	
- Public utility and other commercial vehicles	1 hour	Mario delos Santos Chief, PUV Section	
- Imported vehicles	2 days	Rene Bautista Chief, Imported Vehicles	
• Change of ownership			
- uncontested cases	1 hour	Juan dela Cruz Mario delos Santos Rene Bautista	
- cases for investigation	2 weeks	Juana Santamaria Chief, Investigation Section	
• Renewal of registration			
- Private vehicles	30 min.	Juan dela Cruz	
- Public utility and commercial vehicles	30 min.	Mario delos Santos	
• Certification of vehicle registration	30 min.	Maria Delgado Chief, Records Section	

Public Complaints

• Action on spot complaints	1 hour	Lina Miranda MM Bilis Aksyon Partner
• Acknowledgment of written complaints	3 days	-do-
• Action on written complaints	1 week	-do-

2. Our offices are open half days Saturdays to render full service.

3. We adhere to a policy of utmost courtesy.

4. We do not charge any fees other than those stated above.

Service Pledge of a Recruitment Office

1. All vacancies for filling-up shall be published and posted in accordance with RA 7041.
2. Appropriate written examinations shall be administered to qualified applicants and examination results determined within two weeks from the date of examination. Applicants who passed the examination shall be interviewed by the selection board.
3. The selection board shall observe fairness and impartiality in assessing the qualified candidates and shall be guided at all times by the principles of merit, fitness and equality. Candidates shall be evaluated strictly in accordance with the prescribed criteria for the position.
4. Final evaluation results shall be submitted to the appointing authority within two weeks from the date of the board's en banc deliberation of candidates' assessment.
5. Processing of appointment shall be completed within one week from the date the appointing authority selects the candidate to be appointed.
6. Written announcement of the appointment shall be made the day after issuance of the appointment and the notice posted in the designated places for 15 days.