Agency for the Public Services Reform
OECD SEMINAR ON ONE STOP SHOPS IN HUNGARY
Plenary Session 2: Human Resources and Customer Service
What skills are required for staff in the one stop shops?

What type of training helps to build these skills and the necessary expertise?

What are key elements in quality management? How can you ensure customer satisfaction?

How can citizens and business be involved in the evaluation of services? How can lessons learned be fed into the operation of the one stop shops?
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops – The Story (1/2)

Physical OSS Citizen Shops

1999: Lisbon
2013: 36 Citizen Shops
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops – The Story (2/2)

Physical OSS Enterprise Areas/Shops

Enterprise Areas
- Aveiro
- Braga
- Coimbra
- Faro
- Porto
- Setúbal
- Viseu

Enterprise Shops
- Lisboa
- Leiria
- Funchal (Madeira)

Açores
- Madeira Enterprise Shop
- Setúbal Enterprise Area
- Lisboa Enterprise Shop
- Leiria Enterprise Shop

2012: approx. 1.000.000 attendances
Main skills and knowledge required

<table>
<thead>
<tr>
<th>Function</th>
<th>Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network manager</td>
<td>• Public administration and legislation</td>
</tr>
<tr>
<td></td>
<td>• Vision and strategy</td>
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<td></td>
<td>• Administrative modernization</td>
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<tr>
<td></td>
<td>• Macro-project management</td>
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<tr>
<td></td>
<td>• Guidance for innovation and change</td>
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<tr>
<td>Shop manager</td>
<td>• Project management</td>
</tr>
<tr>
<td></td>
<td>• Team’s management and motivation</td>
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<tr>
<td></td>
<td>Management of interests and expectations</td>
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<tr>
<td></td>
<td>Institutional relationship</td>
</tr>
<tr>
<td>Public service attendant</td>
<td>• Expectations and conflicts management</td>
</tr>
<tr>
<td></td>
<td>• Domain of the services offered</td>
</tr>
<tr>
<td></td>
<td>• Communication skills</td>
</tr>
<tr>
<td></td>
<td>• ICT skills</td>
</tr>
<tr>
<td>Support staff</td>
<td>• Secretarial skills</td>
</tr>
<tr>
<td></td>
<td>• ICT skills</td>
</tr>
<tr>
<td></td>
<td>• Interpersonal relationship skills</td>
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</tbody>
</table>
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

“Nova Aprendizagem” (“New Learning” Project) – A specific tailor-made training

How we work

- Identify needs
- Design Training
- Deliver Training
- Assessment

The Training Cycle

How we promote

- Training Plan
- Training site: www.rcc.gov.pt/novaaprendizagem
- Learning Management System: www.formare.pt/lojascidadaoempresa
- Classroom Training
- e-Learning
- b-Learning
- Self-training
- Online Communities of Practice

What we deliver

- Monthly newsletters and practical guides
- Interactive Learning Contents

Training Areas: Customer Service; Conflict Management; Complaints Management; Time Management; Leadership; Team Motivation; Public Services; ICT.
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

Training Results

Total Number of Trainees

- 12 Training Courses 105 Training Sessions
- 7 Training Courses 44 Training Sessions
- 4 Training Courses 24 Training Sessions
- 1 Training Course 1 Pilot Training Session 12 Training Sessions

<table>
<thead>
<tr>
<th>Year</th>
<th>b-Learning</th>
<th>b-Learning Classroom Training</th>
<th>b-Learning Classroom Training</th>
<th>b-Learning Classroom Training</th>
<th>b-Learning Classroom Training</th>
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<td>2008</td>
<td>31</td>
<td>177</td>
<td>208</td>
<td>40</td>
<td>315</td>
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<td>2009</td>
<td>69</td>
<td>327</td>
<td>416</td>
<td>376</td>
<td>678</td>
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</tbody>
</table>
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

Training Results

Over 50 entities have benefited

Global satisfaction (2011)

Initial training 91%

Continuous training 86%

Technical training 91%

AMA’s Courses have been extended to all Public Administration public services delivery
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

Quality Management and Customer Satisfaction

- Collecting best practices from all the Shops
- Evaluating the performance of the trainees, during and after the training courses
- Applying the technique of the mystery shopper
- Innovative, Integrated and Multi-Channel Services
- Questionnaires of client satisfaction
- Internal Audit
- Claims, Appraisals and Suggestions System
- Public Consultation
- Independent Studies
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

Quality Management and Customer Satisfaction
(Public Consultation)
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

Quality Management and Customer Satisfaction (Public Consultation)

Regulamento do Prémio Ideia.Simplex '10

Nesta 2ª edição do Prémio Ideia.Simplex as candidaturas duplicaram: 600 ideias de funcionários da toda a Administração Pública, Central, Local e dos Gouvernos Regionais.

Pela 1ª vez, este ano, os cidadãos também participaram, premiando a Ideia Simplex à sua medida: foram milhares de votos.

Obrigado a todos, candidatos e cidadãos, pela participação nesta iniciativa!

Vencedores do Prémio Ideia.Simplex’10

PRÉMIO À MEDIDA DO CIDADÃO

Susana Maria Soares Laranjeira Nobre
Câmara Municipal de Óbidos

José António Coelho Nobre dos Santos
Ministério da Saúde (MS)

Fernando Carvalho Silva
Ministério da Saúde (MS)

José Paulo Xavier
Ministério da Saúde (MS)

Fernando Manuel Dinis Pereira
Ministério da Justiça (MJ)

Receta Médica Electrónica
Facilitar proposta e prescrição de refeixas medicas por via electrónica e a sua consulta online por parte das farmácias, eliminando custos e morosidades associados à utilização de papel e dispensando os utentes de necessidade de o transportar.
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

Quality Management and Customer Satisfaction
(2012 European Customer Satisfaction Survey Index – Citizen and Business Shops)
Good practice, pitfalls and lessons learned from the experience of OECD countries in the management of human resources and customer relations in one-stop shops

Summary of the Pitfalls and Lessons Learned

- Resistance to change
- High investment at the beginning
- Low computer literacy learners

- Ensure enough budgets for change management and quality improvement purposes! Priority needed!

- ✔ Diversified training models and pedagogical strategies
- ✔ Continuous training, sense of belonging
- ✔ Continuous quality improvement
- ✔ Hard work and resilience
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