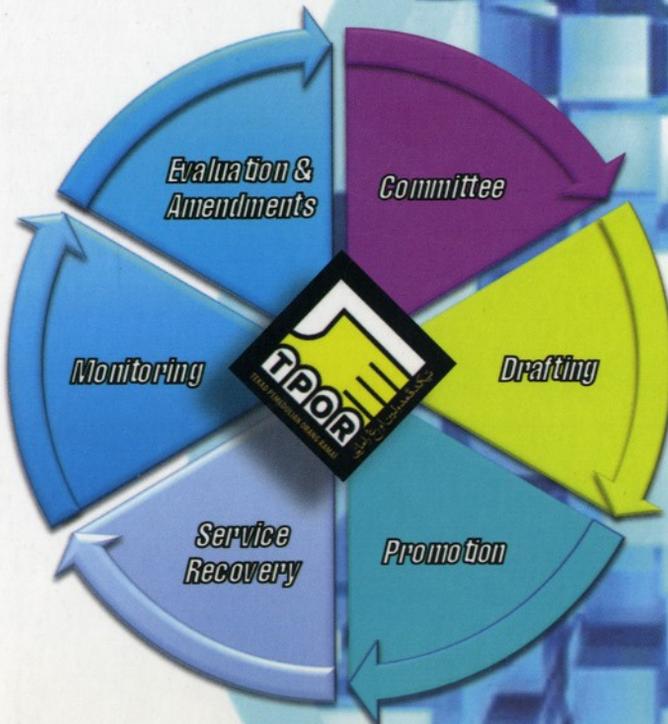




# GUIDELINES

## TEKAD PEMEDULIAN ORANG RAMAI [CLIENT'S CHARTER]



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## **TEKAD PEMEDULIAN ORANG RAMAI [CLIENT'S CHARTER]**

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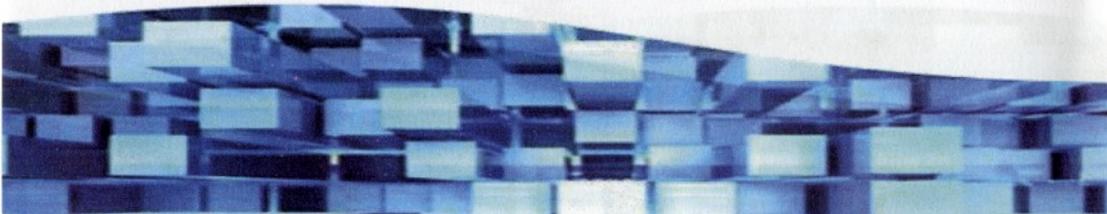
Management Services Department

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Negara Brunei Darussalam

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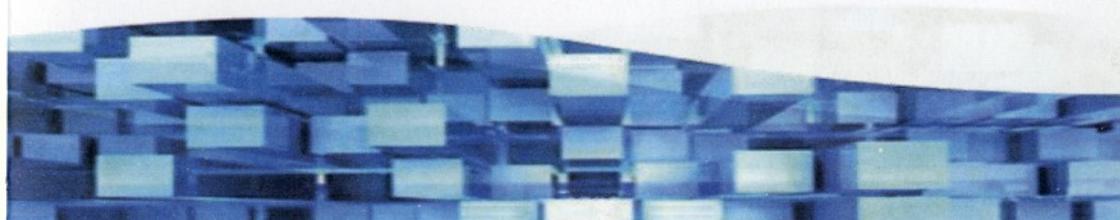


## 1 | INTRODUCTION

The Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam has always put on great efforts in fulfilling public's needs in line with its policies and development objectives.

Several efforts have been and are still being carried out to enhance competency and effectiveness of the public administration which include Civil Service Review Programme.

Introduced in 1995 during the 2<sup>nd</sup> Civil Service Day, *Tekad Pemedulian Orang Ramai* (TPOR) or the Client's Charter is one of the main strategies intended to facilitate ministries and departments to improve the quality of their service delivery. In July 1998, Management Services Department (MSD) of the Prime Minister's Office had been entrusted to monitor the implementation of TPOR in all government ministries and departments.



## 2 THE CONCEPT OF TPOR

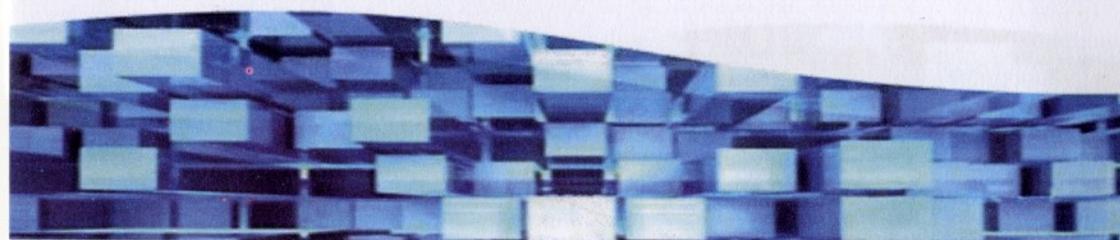
### 2.1 Definition

- a. TPOR is a statement or written commitment by a department on the service / product standard to be delivered to the public. It is a pledge of service delivery complying with the standard / capability of the department.
- b. The public in this context is the client or customer of a service / product provided by a department.
- c. The departments comprise of the ministries, departments and agencies in the civil service.

### 2.2 Focus

There are three main areas:

- a. **THE PUBLIC**  
Every department is responsible to fulfill the public's needs who receive the provided services / products through efficient, accurate, productive and with quality.

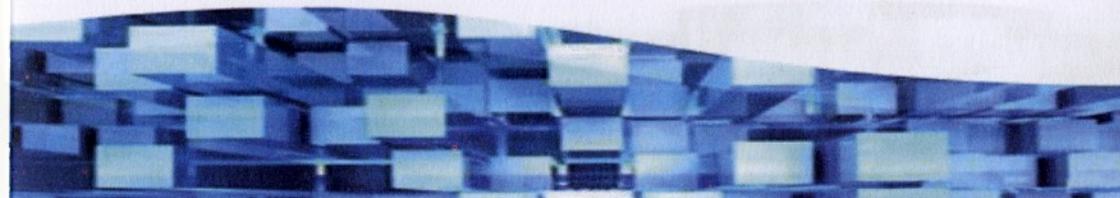


- b. **STANDARD**  
The TPOR of a department should be reviewed accordingly from time to time to maintain / enhance the standard of services / products.
- c. **ATTITUDE / ETHIC**  
The TPOR acts as a monitoring mechanism in guiding / nurturing the government officers / staff to become more responsible, fully committed and attentive.

### 2.3 Characteristics

Every TPOR should adhere to these six characteristics:

- a. **CLEAR**  
Stating vital information clearly, briefly, accurately and easy to understand.
- b. **EASY TO DISSEMINATE**  
TPOR should be easy to disseminate, that is reachable to the public or the clients. The dissemination can be carried out through television or radio broadcasts, pamphlets, the internet, newspapers and posters at proper times / places.
- c. **RELIABLE**  
TPOR must be acceptable to both the department and its clients. Thus, it has to fit / suit the existing resources such as human, technology and finance. This will assure the public that the TPOR stipulated can be fulfilled without intervening



the services / products quality or causing burden to the department as well as the public.

d. PRACTICAL

A department has to ensure its TPOR is practical as in '**it can be carried out**'. Thus, a department should conduct planning, research and meticulous tests during the development process of its TPOR.

e. SPECIFIC

TPOR should specify time, quantity, place etc of a particular service / product provided.

f. AMENDABLE

The TPOR is a living document that must evolve in line with the development of technology, office automation progress, the enhancement of expertise and human resource competency, system / procedure amendments and improvement and so on.

## 2.4 Benefit Of TPOR

a. THE CLIENT

Among the benefits are:

- i. Allows the public to know clearly and accurately the service quality rendered by a certain department;
- ii. Provide opportunity to the public to deliver their feedbacks on the level of service delivery;

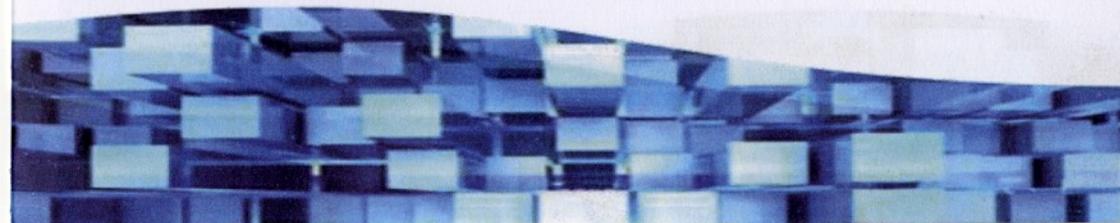


- iii. A TPOR can reduce the public's doubtfulness towards a department's efficiency and quality of services / products;
- iv. Provide valuable information on the standard of service / product of a department.

b. THE AGENCY

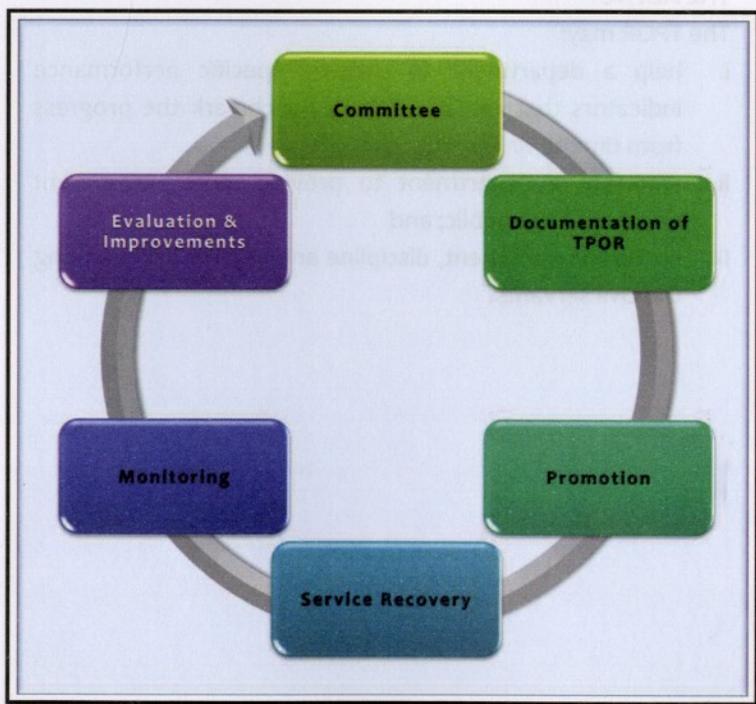
The TPOR may:

- i. help a department to prepare specific performance indicators that can be used to benchmark the progress from time to time;
- ii. stimulate a department to provide more transparent services to the public; and
- iii. nurture commitment, discipline and responsibility among the civil servants.



### 3 | TPOR IMPLEMENTATION PROCESS

There are 6 processes involved in the implementation of TPOR:



### 3.1 Formation of TPOR Committee

Establishing a TPOR committee is essential so that the committee members can control, monitor and ensure the success / effectiveness of TPOR implementation of a department from the stage of drafting until the evaluation and improvement process.

The committee consists of senior officers such as the Director, Deputy Director, Head of Department or Division and Division II Officers of a particular department. The Director will chair the committee.

The TPOR implementation committee is responsible for:

- a. Identifying the service / product which does not achieve the standard stipulated and handling the related problems;
- b. Reviewing / reconstructing the service standard / product that is more realistic and achievable;
- c. Identifying types of services / product that are needed to be developed or reduced or terminated without affecting the organisation's objective; and
- d. Identifying the mechanisms / methods to be utilised to improve the standard of the available services / products.



### 3.2 Drafting the TPOR

Drafting involves 4 activities:



a. Identifying the needs of a particular department's client.

In the TPOR context, the clients are divided into 2 categories:

i. Internal client

This comprises of divisions / sections / units and colleagues in the department. For example, an administration division is responsible in dealing with staff welfare. In this case, the staffs are considered as the internal clients of the department.

ii. External client

This comprises of the public, other government agencies, private institutions, organisations etc

Each and every service / product delivered to the public must have qualities and characteristics such as quick, accurate, uniformed, safe and cost-effective that can meet the public needs.

Among the methods that can be used to identify the clients' needs are by conducting research, dialogue sessions, interview the client and visits / observation to the concerned places.

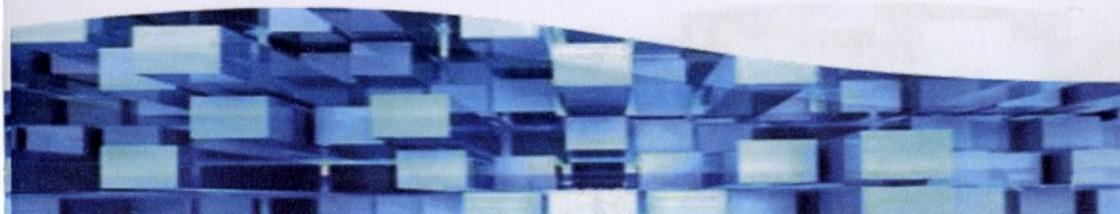
**b. Identifying the core services / products of the department.**

This activity can be done by:

- i. Reevaluating the programmes implemented are in line with the missions / objectives of the department; and
- ii. Redistributing the resources such as human, finances and equipments to create an optimum resource utilisation.

**c. Determining the services / products standard**

The standard of services / products of a department is vital as the standard stipulated is used as a basis to measure the performance of that particular department over a specific time frame.



The standard of services / products acts as a guide for the clients of a particular department in terms of timeliness to obtain any services / products. The public can use it as a basis to provide input / feedbacks to the department in terms of effectiveness and values of the service delivered.

Among the methods used to determine the standard of services / products are:

- i. Time study for work processes;
- ii. Conducting discussions between action teams / head of sections with supervisors / employees involved;
- iii. Comparing / conforming to the standard of services / products of other departments that provide similar services; and
- iv. Using the standard recognised for the services / products (benchmark)

TPOR should be prepared for the department's own services / products only. Should services / products of other agencies are involved, it is best to discuss with the agencies concerned to determine the appropriate set of standards for that particular services / products.

#### **d. Preparing the TPOR**

This is the final activity of the TPOR implementation process.

The TPOR preparation activities can be done after the clients of a department and the products / services standard have been identified. The TPOR should be simple, compact, easy



to understand and presentably reflects the veracity and commitments of a department in delivering productive, quality and effective services.

A specific manual booklet on the preparation of TPOR can be referred.

Example: TPOR for internal clients

### CLIENT'S CHARTER (TPOR)

DEPARTMENT .....

MINISTRY .....

“Our department promises to deliver services that are customer friendly, efficient, accurate and of quality”

No	Services	TPOR
1	Processing annual leave / mandatory leave application	4 days
2	Processing allowance application	3 days
3	Processing payment voucher	1 day

Example: TPOR for external clients

**CLIENT'S CHARTER (TPOR)**

**DEPARTMENT .....**

**MINISTRY .....**

“Our department promises to deliver services that are customer friendly, efficient, accurate and of quality”

No	Services	TPOR
1	Processing application for health certificate	1 day
2	Processing application for Occupancy Permit r: <ul style="list-style-type: none"> <li>• Granted Land (EDR)</li> <li>• Temporary Ownership of Land (TOL)</li> </ul>	5 days 5 days
3	Processing of Miscellaneous License (Renewal)	3 days

### 3-3 PROMOTING THE TPOR

#### a. Actions

Every department has to promote its TPOR to the public especially its clients. Varieties in the types of promotion and initiatives show the seriousness of a particular department in its effort to reach its clients attention.

#### b. Formats

The formats have to be simple, clear, easy to read and understand.

#### c. Methods

The promotion can be made within the department's capabilities through mass media such as television / radio broadcast, leaflets, circulars or posters displayed at strategic places within the department's compound and visible to the public.



Example of strategic promotion of TPOR



### 3.4 PREPARATION OF THE SERVICE RECOVERY SYSTEM

#### a. Rationale

There are possibilities for a department to be unable to attain to the standard stipulated for any services / products it delivers. These may be due to unexpected circumstances such as computer failures, staff taking emergency leave due to sickness, accident etc. Failure of the department to meet the set standard can abrade its image and credibility.

Service Recovery System aims to gain back the trust of clients towards a department's capabilities in delivering its services / products.

b. Procedures

There are two methods a department may use in performing service recovery:

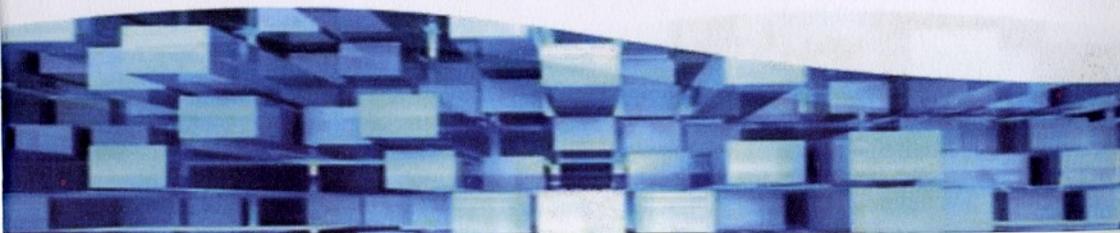
- i. **Reactive Recovery** : This method requires a department to take immediate actions appropriate to the complaints received. These include carrying out investigations / scrutinising the work processes in order to track the source of the problem prior to making the necessary restorations.
- ii. **Proactive Recovery** : This method requires a department to contact / inform the public on the services / products that fail to conform to the standards stated in its TPOR.

These are among the ways which can be used (depending on the situations):

- i. Broadcasting / informing through appropriate media channel on the causes of the failures;
- ii. Informing the public on the follow-up actions to be made to amend the problems; and
- iii. Apologise in writing or verbally to the public concerned.

### 3.5 MONITORING

Monitoring activity of TPOR is a continuous task to measure a department's level of performance in conforming to the standards stipulated in its TPOR. Two mechanisms that can be used are:



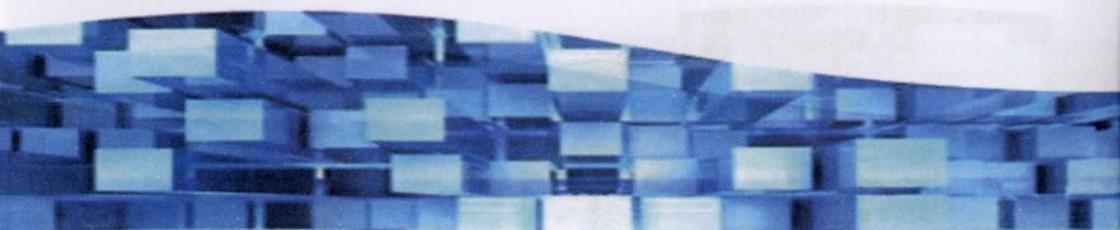
a. Existing internal departmental mechanisms

The mechanisms include The Quality Control Circle (*Kumpulan Kerja Cemerlang*) or action groups to identify performance of services / products by means of periodically scrutinising performance reports prepared by divisions / sections / units of that particular department.

b. Public reaction system

How far a department can fulfill the evolving needs / demands of the public depends on the capabilities of the department to gain adequate public's input / feedbacks. Therefore, a department must be able to identify effective methods / mechanisms to collect the required input / feedbacks . Below are among the methods / mechanisms:

- i. Distributing questionnaires to the public;
- ii. Placing suggestion / complaint boxes at appropriate places along with feedback / complaint forms;
- iii. Monitoring the news and media;
- iv. Providing hotline services;
- v. Conducting customer feedback atau survey review; and
- vi. Conducting encounter with clients.



Example of Suggestion Box



A department may utilise as many varieties of methods / mechanisms as possible to gain customers' feedback to consolidate the findings before taking appropriate restoration actions.

### 3.6 EVALUATION AND AMENDMENTS

To ensure the effectiveness of its TPOR implementation, a department should from time to time provide methods / mechanisms to evaluate and improve the performance of its services / output. These methods / mechanisms can facilitate the management to ensure success in accomplishing the objectives of its TPOR.

One method / mechanism that can be used to perform evaluation and enhancement is to perform audit to the current TPOR. Auditing can identify glitches in complying with the TPOR prior to making appropriate recovery actions. Besides, auditing can assist to ensure the staff are committed and solemn in implementing the department's TPOR.



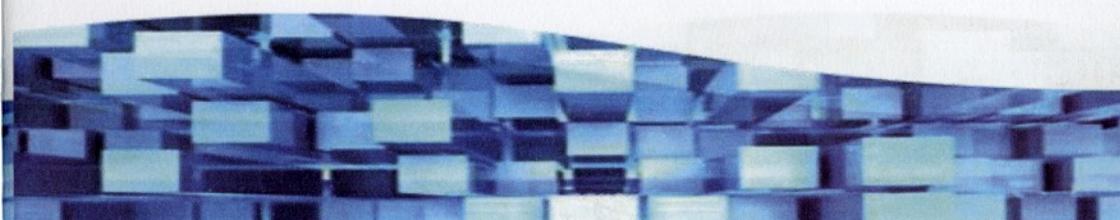
## 4 | CONCLUSION

On May 1997, His Majesty Paduka Seri Baginda Sultan and Yang Di-Pertuan of Brunei Darussalam had consented for all government ministries and departments to provide their own TPOR. Thus, it is the responsibility of each government ministry and department to ensure its TPOR be fulfilled and efficient in meeting the needs of its clients.

This coincides with His Majesty's titah in conjunction with the 17<sup>th</sup> Civil Service Commemoration Day on 21 October 2010 at the International Convention Centre:

**“... TPOR, needs to be more active as it is the agenda of my government. This must also be clarified, whether the implementation of TPOR has been progressing smoothly and satisfying or still in a weak state? If it is the latter, what is the source? Does it possibly related to leadership ?”**

Therefore, TPOR is not only limited to the time taken in providing services / products to the public, but also requires civil servants to adhere to the ethics of interaction with the public.



Any enquiries on this booklet can be referred to



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