

Service Improvement Planning							
#	Steps	Low	(1)	Transition	(2)	High	(3)
1	<b>Internal Assessment</b> Identify the internal and external clients products, services, partners and stakeholders	Little or no definition of client groups, partners or stakeholders		Some attempt to identify clients; some attempts to identify partners and stakeholders		Everyone in the organization has a clear understanding of who the clients for each product and service are, who the partners and stakeholders are and how they are involved.	
2	<b>Assess Current State</b> Establish a client feedback strategy; identify current levels of employee and client satisfaction, expectations and priorities	No consistent mechanism to obtain feedback from clients and employees		Sporadic client and or staff surveys		A strong strategy to continually measure client and employee satisfaction expectations and priorities for improvement.	
3	<b>Desired Future state</b> Create future service and mission statements	Citizen oriented approach not articulated in the mission or vision statements		"Lets improve service" mission and vision statement have been communicated to staff from mgt.		A mission and vision statement that supports citizen centered service delivery has been developed with and supported by staff.	
4	<b>Priorities for Improvement:</b> Identify areas for potential improvement	No organizational priorities have been defined		Some priorities to improve service have been identified and communicated within the organization		Priorities have been identified and communicated around the five drivers of satisfaction: visibility, access, human resources, partnerships and use of IT for service improvement.	
5	<b>Set standards and targets;</b> Set improvement targets; set client driven service standards	None; not clear; performance not always measured		Service standards are client driven; occasional performance appraisals.		Client driven standards established and published; performance measured at all levels and reported regularly to all staff.	
6	<b>Design Improvement Plan</b> develop an action plan to obtain improvements for each goal; identify responsibilities; defining a schedule; allocating resources and responsibilities	No improvement plan; no specific action to improve service with clear priorities for improvement		Service standards not integrated within plan. Single shot effort. No clear responsibility and accountability established.		Service improvement plan is set that includes actions to improve service, identify responsibilities, monitor results and clarify accountability with a schedule for completion and renewal.	
7	<b>Implementation:</b> Implement the improvement plan	No implementation		Partial implementation. Roles and responsibilities not always clear.		Actions defined in the plan are fully implemented; responsibility and accountability to implement the plan are clear to all employees.	
8	<b>Monitor:</b> monitor and measure progress, ensure accountability for results	None		Review from time to time the current state of each improvement action.		Regular review of current improvement actions and priorities; regular updates of standards, replanning.	
9	<b>Recognition:</b> Establish, monitor and maintain an employee recognition program	None		Occasional award ceremonies; management driven; part of performance appraisals.		Formal and systematic; recognizes performance improvement, client satisfaction and targets achievement.	
		<b>Subtotal A</b>	<b>0</b>	<b>Subtotal B</b>	<b>0</b>	<b>Subtotal C</b>	<b>0</b>

Add up your scores

Low Performance	9-15
In transition performance	16-23
High performance	24-27

Summary Score **0**