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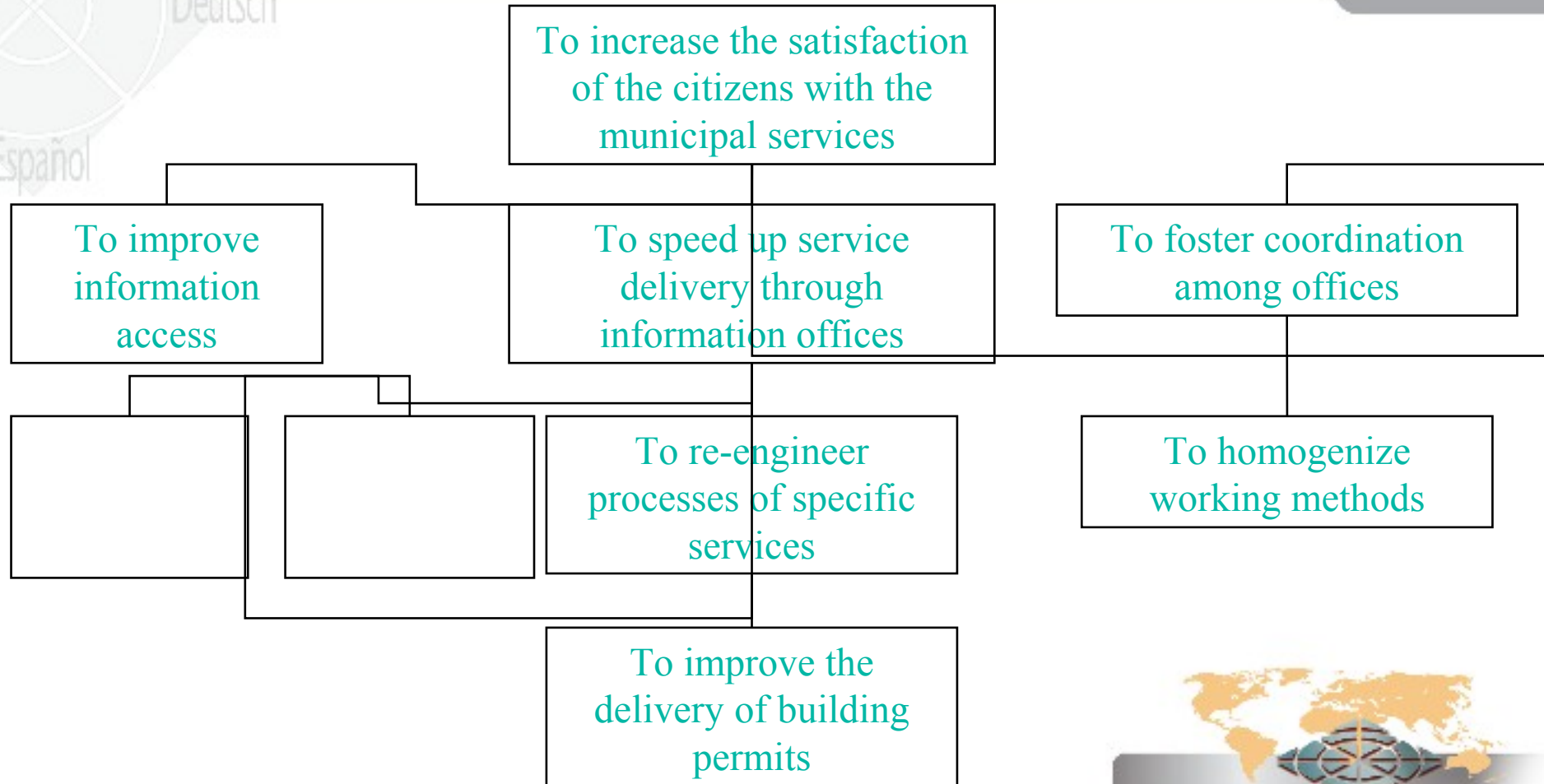
A Charter for the Citizens' Office (City Council of Gijón, Spain)

Elke Löffler and Salvador Parrado
Governance International and
Spanish Distance Learning
University

Volume of services (a selection)

	2001	2002	2003	2004
Demands of information	96837	90492	144696	176077
Complaints - suggestions	868	974	1149	705
Building permits	4093	4141	6550	5147
Applications for sport and culture activities	--	--	--	24029

Preliminary Hierarchy of objectives of the citizens' office



SWOT Analysis of the Office

Strength	Weakness
Global vision of the services by the city council	High turnover of staff
Opportunity	Threaten
Politicians wanted to have the office as an instrument for several purposes	The rest of the services do not give information of quality to citizens

Phases of the project

1. July 2005 - Creation of a working team (with managers, staff and customers)
2. Analysis of the legal framework
3. Analysis of core services (3) and processes (17) of the office
 1. Delivery information
 2. Beginning and resolution of specific services from other units
 3. Management of suggestions and complaints
4. Analysis of citizens' demands and suggestions (1136 questionnaires among service users) on topics (ranked according to relevance for users):
 1. Clarity of language in explanations and knowledge of different services
 2. Opening times and proximity
 3. Satisfaction with delivery
 4. Time and quality of response
 5. Office equipment, furniture...

(in red, priority actions)
5. Analysis of quality gaps

Setting standards (a selection)

1. 90 % of services will be delivered in all offices of citizens' information (included in the charter)
3. 80 % of users satisfied with information provided and explanations given (included in the charter)
5. 90% of standard forms will be available in all offices and in internet (included in the charter)
7. 90% of users requiring information will not wait longer than 10 minutes (included in the charter)

Setting indicators - knowledge of actual performance (a selection)

1. % of services delivered in all offices of citizens' information among all possible services
3. Clarity of information and explanations
 - % of satisfied users
 - % of complaints regarding clarity of language of the employer
6. Access of application forms
 - % of users that download forms from the Web
 - % of complaints related to the access of application forms
 - % of satisfied users

Communication strategy

INTERNAL

- Creation of working teams in order to integrate new services from different units with the citizens' office
- E-mail, intranet to city council employees outside the citizens' office
- Meetings with the staff (35) of the citizens' office
- Meetings with managers of different units related to the citizens' office

EXTERNAL

- Meeting and letter to professionals related to building permits
- Advertisement in local media (newspaper, council newsletter) for all citizens

Next Steps : from 010 (integral municipal services) to 060 (services from different administrations)

010

- Telephone number for information and service needs of citizens related to the city council.
- Local authority is responsible for the services
- All services are municipal

060

- Telephone number for information and service needs of citizens related to any level of authority (local, region or State (any ministry))
- All authorities are responsible for the service, but local authority is the only face to the citizens (one-stop shop)
- Services are municipal, regional and national