

Hannover Public Library Committed to Quality

Developing a Customer Charter within Hannover's Municipal Administration

1) General information

2) What are Service Guarantees?

3) Service Guarantees in Hannover Public Library



Developing a Customer Charter within Hannover's Municipal Administration

City of Hannover Administration Reform Programme (Extract):

Hannover City Council resolves to prepare customer charters for each service area in turn, to publish them and thereby convey a clear image of the services it offers and the standards that the public can expect.

It is planned to publish 'Customer Charters' with statements on:

- the maximum period customers can expect to have to wait for matters to be dealt with,
- when and what form of compensation will be forthcoming if standards are not met, and
- how complaints will be followed up.

With this approach to improving and guaranteeing quality service, Hannover City Council emphasises its responsibility for public services, enhances the statutory rights of citizens and orientates itself clearly and unequivocally according to their needs.



Who is working on the issue in Hannover?

Fire brigade

Department for municipal old people's homes and care centres

Children's day centres

Hannover Hospitals Group

Citizens bureau and branch library



Who, within Hannover's Municipal Administration, has published Service Guarantees?

Hannover Public Library

What are Service Guarantees?

- **Commitments to standards of service, defined by precise quality standards and guaranteed by the municipal administration**
- **Standards set in consultation with citizens**
- **A duty to compensate if quality commitments are not kept**
- **Not fixed contracts; rather, instruments for ongoing quality improvement**



Why make Quality Commitments? – Effects within the Organisation

- Stronger service ethos through better products and services**
- Improved results, process efficiency and structural quality**
- Stronger staff orientation and participation**
- Creation of an open and comprehensible service**
- Prioritising services**



Why make Quality Commitments?

– External Effects

- **Stronger orientation to the citizen as customer**
- **Open administration – clear information about municipal services**
- **PR marketing of quality service (effective marketing instrument)**
- **Dependability for customers and non-customers:
guarantee one's own services and maintain them at a high standard**
- **Improved image and marketing identity for the municipality**
- **Securing the city's economic locational advantages and competitiveness**



Hannover Public Library - Facts and Figures

1 central library

19 branch libraries

5 small libraries

1 mobile library

1 administration library

1 municipal archive

275 employees / 219.5 posts



How it all began ...

Entering the Municipal Administration's Reform Process, 1995 - 1998

'BeO' Project (employees renewing their organisation):

- staff participation**
- standardisation of services**
- devising a new organisational structure**
- framework cooperation agreements between
Hannover Public Library management and staff council**

‘Cities of Tomorrow’ Network - Facts and Figures

Network sponsors:

- Local Management Cooperation (KGSt)**
- Bertelsmann Foundation**
- Hans Böckler Foundation**

2nd network cycle

71 participating municipalities

14 network clusters (workgroups/thematic groups)

Duration: 2000 - 2002

**Participation by Hannover Municipal Administration
in 3 network projects**



Hannover's Involvement

Service guarantees to citizens

District management schemes

Municipal and local job creation

Our Network Clusters:

Arnsberg: Citizens' bureau, waste management and street cleansing

Braunschweig: Citizens' bureau

Hannover: Public library

Solingen: Citizens' bureau, children's day centres

Wiesbaden: Planning and construction permission offices

Our Intentions with the Network Project

Service orientation

Customer orientation

Staff participation

Our Path to Quality Commitments

- **Define targets**
- **Fix indicators and measurement units**
- **Consult on measurement procedures**

... leading in the first stage to

- contracts within the organisation

... and in the next stage to

- quality commitments to citizens - the customers

Our Quality Commitments Leaflet

Intended to:

- explain the services we promise to deliver
- inform about compensation; what happens if service lags behind standards?
- list contact persons
- call on the citizens, the customers, to make suggestions on how service can be improved.



Publicising our Quality Commitments

- **Presentation during Lower Saxony Libraries Week (22 – 27 October 2001)**
- **Presentation at a conference in Wiesbaden, 26 & 27 November 2001, with participants from administration and politics, and consultant representatives from across Germany**
- **Distribution to libraries, hostelrys, and tourist information centres in Hannover, and in other municipal facilities and institutions**
- **Publication on the internet and intranet**
- **Press releases**



Evaluation

- User survey

- Staff survey

Follow-up Research: User Survey, Breakdown and Evaluation of Findings

Carried out in April 2002 at the central library and three branch libraries

Questions

- on the overall facilities and service quality of the public library,**
- on Service Guarantees in particular,**
- along with socio-demographic data**

**A breakdown of the answers has been available since July;
detailed evaluation by the project steering group has not yet been concluded**



Initial Breakdown of Answers, Findings

80% of those questioned were unaware of **Service Guarantees** as such,
12% had heard or read about them,
4% had availed themselves of them,
4% gave no answer.

The services that the guarantees apply to were, however, made use of and judged positively.

72% of those questioned were of the opinion that **Service Guarantees** in libraries are a good idea,
6% consider them superfluous, and
22% gave no answer.



The Next Steps

Evaluation: staff survey to follow

- Aim and focus: assessment of the effects of Services Guarantees as part of quality management

Forthcoming report:

- Accounting to the city administration and elected representatives; first report planned for October/November 2002

Project Presentation and Conclusion:

'Moderner Staat' Fair and Congress, 26 & 27 November 2002 in Berlin

The closing presentation of the network project will take place at the 'modern state' congress, to representatives of business, politics and administration from across Germany



Hannover Public Library's Aim

**Adapt and extend quality commitments
as an ongoing process.**

Service Guarantees: OUR SPECIFIC COMMITMENTS

WE'RE THERE TO HELP.

LOOKING FOR INFORMATION? JUST ASK ...

WE AIM TO PROVIDE.

WE'LL MAKE YOU INTERNET-LITERATE.

WE'RE THERE TO HELP.

... in person whenever the libraries are open,

... by email, fax and telephone – 24 hours a day, seven days a week.

Our service lines are:

Telephone: (0511) 168 4 21 69

Fax: (0511) 168 4 64 10

Email: 42.15@Hannover-Stadt.de

We'll get back to you on the next working day.

LOOKING FOR INFORMATION? JUST ASK ...

... WHENEVER WE'RE OPEN AT THE INFORMATION DESK.

We can answer most enquiries straight away. If we need time to search for what you need we'll tell you when you can expect an answer.

... BY TELEPHONE

If you ring during opening hours we guarantee to answer immediately, or call back if we're busy right then.

If we need time to search for what you need we'll tell you when you can expect an answer.

... BY FAX OR EMAIL

We'll be in touch on the next working day.

... BY POST

Within ten days of your post arriving you'll have an answer or an update on how the search is progressing.



WE AIM TO PROVIDE.

If we don't have what you're looking for in stock we'll let you know if we intend to buy it.

We also order items from other towns and states through the inter-library loan service for a small charge. We'll let you know how the search is progressing within two weeks at the latest.

If you wish to order items by internet from the inter-library loans system we can arrange this by setting up a direct order account for you.
Enquire at the information desk in the central library on Hildesheimer Strasse near Aegidientorplatz.

WE'LL MAKE YOU INTERNET-LITERATE.

Free internet terminals for public use can be found in our libraries.

At least every fortnight we offer an introduction to the internet.

Service Guarantees: Compensation

OUR SPECIFIC COMMITMENTS:

IF, ONCE IN WHILE, WE DON'T MANAGE TO KEEP OUR PROMISES, we'll explain what's gone wrong and how we intend to put things right.

WE REPORT TO HANNOVER CITY COUNCIL TWICE A YEAR
On whether we've been able to keep our commitments.

WHENEVER YOU HAVE ADVICE, SUGGESTIONS AND IDEAS ON HOW OUR SERVICES CAN BE IMPROVED, PLEASE LET US KNOW.
We'll be pleased to talk about it -
Because your satisfaction is our success.