Understanding Citizens & Their Expectations

Capacity Building Programme
SLAS 2021 Batch



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Outline

Session 1	Session 2	Session 3	Closing
The Citizen Paradigm & Characteristics	Strategic Roadmap & Service Frameworks	Behavioral Tools & Satisfaction Metrics	Case Study Action Planning & Synthesis





“My Best & Worst Government Service Experience”

- What made the difference?
- Was it the system or the officer?

Core Nature of Public Services

Understanding why public service delivery differs from manufacturing:

Characteristic	Public Sector Challenge
Intangibility	Citizens cannot assess quality in advance; creates uncertainty.
Inseparability	Produced & consumed simultaneously; quality depends on staff.
Variability	Service quality fluctuates by provider, location, and time.
Perishability	Services cannot be inventoried or stored for peak periods.

Evolution of the Citizen–State Relationship

1. Traditional (TPA)

The Citizen as a "Subject"

Focused heavily on procedural rules, top-down hierarchal commands, and strict compliance with the Establishment Code. Risk avoidance reigns supreme.

2. Modern (NPM)

The Citizen as a "Customer"

Introduces performance scorecards, private sector market competition, cost efficiency, and standard delivery timelines (Service Charters).

3. Governance (NPG)

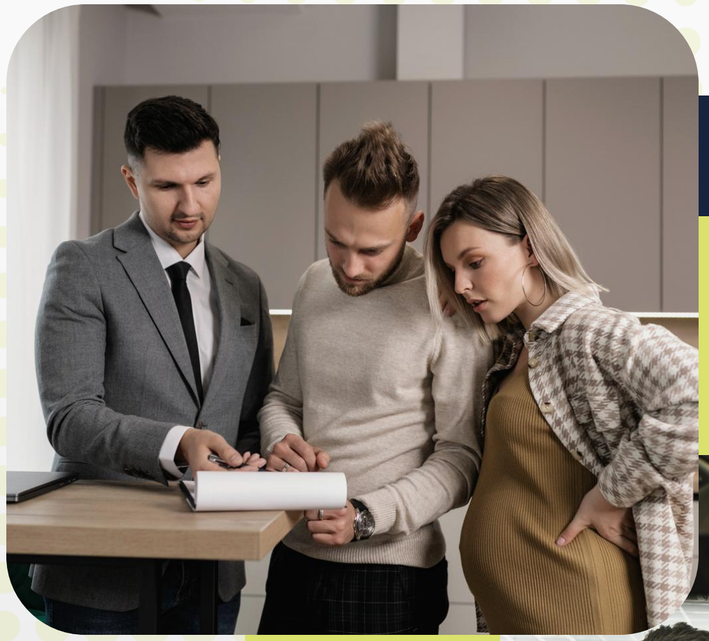
The Citizen as a "Partner"

Collaborative networks. Co-creation and co-production of public value. Public institutions serving as open hubs of shared responsibility.

Who is a Customer?

Origin of customer concept (private sector perspective)

- Customer = Buyer of goods/services
- Focus on satisfaction, loyalty, repeat engagement





“Customer is King” philosophy

In Public Sector:

- Taxpayer
- Service recipient
- Beneficiary
- Rights holder



Concept of a Citizen

A citizen is a legally recognized member of a country or state, either by birth or naturalization, who owes allegiance to its government. They are entitled to specific rights—such as voting and legal protection—and have responsibilities, including obeying laws and paying taxes.





Citizen vs Customer

Customer	Citizen
Market relationship	Constitutional relationship
Choice-based	Compulsory relationship
Profit driven	Rights-based
Satisfaction focus	Justice + Equity focus

Public Sector Service Principles

Citizen in Sri Lanka Context

- Constitutional protections
- Administrative accountability
- Public expectations of integrity



SERVQUAL in Public Service

Parasuraman, Zeithaml & Berry (1988)





Service Quality = Perception (P) – Expectation (E)

- **If P > E → Excellent Service**
- **If P = E → Satisfactory Service**
- **If P < E → Poor Service**

Five Key Dimensions:
Tangibles Reliability, Responsiveness, Assurance, Empathy

Five Service Gaps
Knowledge Gap
Policy Gap
Delivery Gap
Communication Gap
Customer Gap

SERVQUAL Questionnaire Structure
22 expectation statements
22 perception statements
7-point Likert scale

The Five Dimensions of Service Quality

Dimension	Meaning	Public Sector Example
Tangibles	Physical facilities & appearance	Clean office, clear signboards
Reliability	Doing what is promised	Issuing documents on time
Responsiveness	Prompt help & service	Quick complaint handling
Assurance	Knowledge & trust	Confident explanation of procedures
Empathy	Individual attention	Helping elderly citizens





Why SERVQUAL Matters in Public Institutions

It Helps To:

- Identify service gaps
- Improve citizen satisfaction
- Increase public trust
- Enhance institutional reputation
- Strengthen citizen-centered governance

Net Promoter Score (NPS)

A simple metric to gauge institutional loyalty and public trust.

$$NPS = \%\ Promoters - \%\ Detractors$$

Promoters (9-10)

Vocal advocates for your department. High trust level.

Detractors (0-6)

Frustrated citizens who spread negative feedback. Low trust.

Public Admin Circular 05/2008, 05/2008(1) Mandates

The Citizens' Service Charter

Circular 05/2008 tends to transition state agencies into transparent service contracts with the public.

> **"The Charter is a written commitment recognizing that citizens have a right to receive fast, quality public services."**

- **Simple & Clear Standards:**
  Explicitly define fees, exact documents required, and maximum processing timeframes.
- **Visible Physical Displays:**
  Charters must be posted prominently in local languages at office entrances, not hidden in booklets.
- **Grievance Channels:**
  Include specific contacts, phone numbers, and timeline targets for solving issues.

Annex 01

Citizen Charter - (Name of Institution)

Division - .....

Serial No	Service providing	Relevant laws and regulations	Documents to be submitted			Time taken to provide the service (Months/ Weeks/ Days/ Hours)	Name of the officer responsible	Post of the officer responsible	Telephone No:/ Fax No:/ Email of the officer responsible	Officer to be complained with regard to the improper service delivery		
			Form to be submitted	Place from where the form can be obtained	The relevant fee, if any and the method of payment					Name	Post	Telephone/ Fax/ Email
1.												
2.												
3.												
4.												

Generations & Changing Expectations

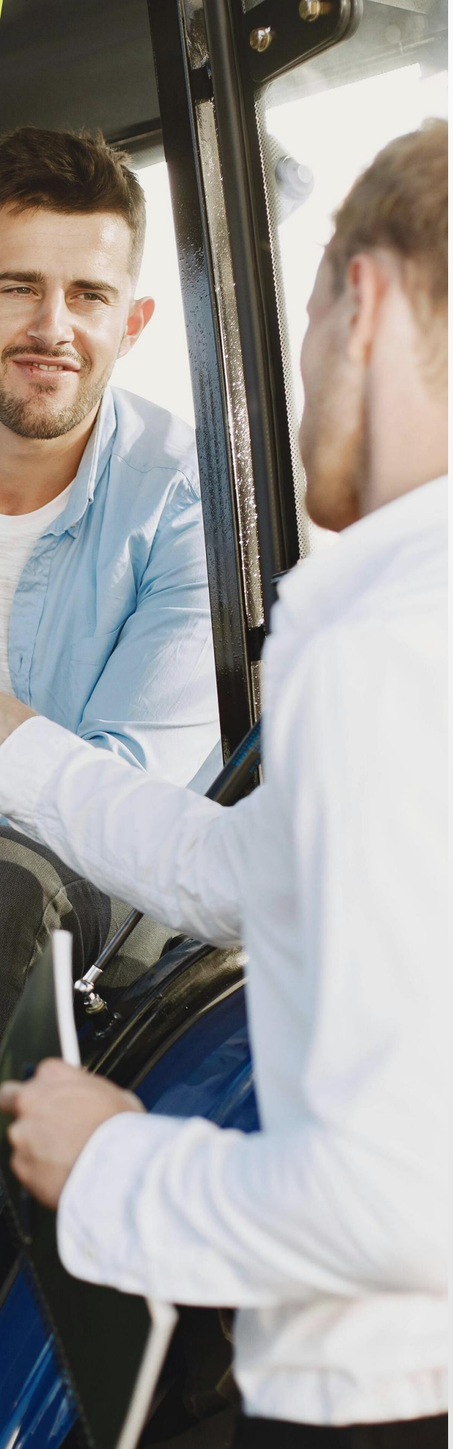




Generations & Changing Expectations

Generation	Birth Year
Baby Boomers	Approx. 1946–1964
Generation X	Approx. 1965–1980
Millennials	Approx. 1981–1996
Generation Z	Approx. 1997–2012





Key Differences Across Generations

Dimension	Baby Boomers	Generation X	Millennials	Generation Z
Speed	Patient; willing to wait	Prefer efficiency	Expect quick service	Expect instant service
Service Channel	Face-to-face, paper-based	Mix of physical & digital	Online-first	Mobile-first, app-based
Communication Style	Formal, respectful tone	Direct, practical	Transparent, responsive	Immediate, interactive, informal
Information Access	Accept limited information	Want clear procedures	Expect full transparency	Expect real-time updates & tracking
Authority Perception	Respect authority; rarely question	Question when necessary	Comfortable challenging authority	Actively question and publicly critique
Feedback Behavior	Private complaints	Direct feedback	Online reviews & emails	Social media posts, public commentary
Tolerance for Delay	High	Moderate	Low	Very low
Technology Expectations	Basic digital optional	Digital convenience preferred	Digital essential	Digital mandatory
Trust in Institutions	Institutional trust	Conditional trust	Performance-based trust	Transparency-based trust
Definition of Good Service	Polite & respectful	Efficient & reliable	Fast & transparent	Instant, trackable, user-friendly


Square
VISA

Gen Z Citizen Expectations

Who is Gen Z?

- Digital-first
- Impatient with bureaucracy
- Value transparency
- Expect online tracking
- Strong on social justice
- Vocal on social media

What Gen Z Expects from Government

- Online services
- Real-time tracking
- Fast responses
- Transparency
- Social accountability



Cultural Dimensions & Citizen Expectations





Hofstede’s Cultural Dimensions

Power Distance
- Acceptance of hierarchy and unequal power
- Citizens may hesitate to question officers

Collectivism
- Value relationships and community

Uncertainty Avoidance
- Discomfort with unclear processes
- Expect clear procedures, documented timelines, written rules

Masculinity vs Femininity

Value compassion and care

Expect respectful and humane treatment

Long-Term Orientation

Older generations tolerate delay

Indulgence vs Restraint

Traditional citizens may not openly complain

Our Role



Building Trust: The True Goal of Citizen Care

Citizen Satisfaction Alone Is Not Enough

Citizens Today Are:

- More aware
- More vocal
- More digital
- Less patient
- More rights-conscious

Public Officers Must Be:

- Legally sound
- Culturally aware
- Digitally adaptive
- Emotionally intelligent
- Strategically responsive



From Bureaucratic Control to Citizen-Centric Governance

Traditional Bureaucratic Model	Citizen-Centric Model
Rules first	Outcomes first
Process-heavy	Experience-focused
Hierarchical	Responsive & accessible
File-driven	Service-driven
Reactive	Proactive
Internal focus	Citizen focus



The Citizen Service Journey Map

1

Pre-Arrival

Information gathering. Seeking correct documents via outdated websites, unclear circular notices, or unreliable third-party hearsay.

2

Frontline

The physical entrance. Navigating confusing signage, long security checks, queues, and initial interactions with administrative clerks.

3

Processing

The internal "black box". Files passing horizontally through various desk approvals, subject to invisible delays or missing documents.

4

Resolution

Receiving the outcome (permit, license). How clear is the final verdict? Is there an accessible route for appeal or query?

Roadmap to Citizen-Centricity

Step 1: Understand Needs

Conduct surveys, focus groups, and forums to map unexpressed needs.

Step 2: Redesign Processes

Apply BPR and Value Stream Mapping to kill non-value adding steps.

Step 3: Define Standards

Establish measurable standards for wait time,responsibility, accuracy, and accessibility.

Step 4: Train & Empower

Build frontline capacity in problem-solving and empathetic communication.

Step 5: Measure & Feedback

Monitor performance using SERVQUAL, citizen scorecards, and NPS.



Reshaping Public Service for Citizen Satisfaction

Digital Transformation
- E-services
- SMS updates
- Online payments
- Digital tracking systems

Feedback & Accountability
- Complaint handling systems
- Citizen surveys
- Social media governance
- Performance indicators

Ethical Governance
- Anti-corruption mechanisms
- Transparent procurement
- Open financial reporting

Unifying Touchpoints: One-Stop-Shops

Collapsing Institutional Silos

A citizen should not be forced to visit multiple buildings or floors to complete one administrative objective. True structural innovation unifies processing.

- **Integrated Reception Front:** Single intake desks where all forms are vetted immediately.
- **Backoffice Parallel Workflow:** Files route internally instead of forcing the citizen to manually carry them between divisions.
- **Citizen Co-Design:** Ask community groups to test mock-ups of forms and offices to avoid layout errors.



Interactive Activity

Analyze your department's most "congested" service counter.

Apply the **5-Step Roadmap** to propose three immediate, zero-cost changes to reduce the “service delivery gap."



The Citizen is the Reason

"Public Service is not a job, it is a stewardship of national trust.

Let us return to our departments as agents of empathy."

THANK YOU

