

## EXECUTIVE SUMMARY

Galagedara divisional secretariat is a public agency which plays a significant role in the upliftment of the lives of a population of nearly 41000 people. Each day this secretariat serves more than 100 people and collects a revenue between Rs.40,000.00 to Rs.45,000.00 on daily basis. For the year 2018, this secretariat carried out 226 infrastructure development projects which had a worth of Rs.147,545,8000.00. These facts and figures simply speak out the importance of the inter connection between the divisional secretariat and the public. This project aimed at a methodology of scrutinizing factors which lowers the customer satisfaction. It was revealed that unnecessary customer visits and revisits had caused dissatisfaction not only among external customers but also among internal customers. Considerable number of these visits were to check the progress of service requests whereas majority of customers went into internal department just to get blank formats and to hand over filled applications. Thus, a front office was introduced as a methodology to minimize the unnecessary visits and re-visits.

Amply available staff which is composed of both internal staff as well as field officers is the main strength of the secretariat. Encouraging support extended by both adjacent divisional secretariats, district secretary and most importantly from the well-wishers of the area is a key factor which can be used for the upliftment of the service quality of the divisional secretariat. Capital limitations and coordination issues lower the service quality of a divisional secretariat. Customer satisfaction which is a good indicator of the performance of a service delivery organization is mainly affected by unnecessary customer visits and revisits. Customer visits and revisits become more and more annoying with the complex layout of the office and with lack of directions and may create compactness within the sections.

Through literature review, front office facility was identified as a feature that serves as an outlet through which a considerable amount of services can be rendered. While amalgamating one day services and mostly requested services into front office, the procedures prescribed in process re-engineering were taken into consideration. Special attention was given for the concepts highlighted in the physical arrangement of the proposed facility and the arrangements were fixed to maintain the sociotechnical systems. Training need analysis was proposed to carry out to find out the training requirements of the development officers who play a key role in the functionality in the proposed facility.

Depending upon the knowledge levels of the development officers and staff training modules were designed and transfer of training also plays a key role in the sustainability of the front office because the concept learnt will be heavily used in the operations.

Most of the revisits were happening since there was no method to check the progress of requested services. Apart from that, other customers come for one day services and to get blank formats and to hand over filled applications. These one day services and most wanted services were identified and were amalgamated into a front area of the premises which was termed as a front office. The physical arrangements to convert the present pension department into the proposed front office were explained in detail. Then the processes to be incorporated into the office were reconsidered. Process steps of the counter signing were rearranged in a manner that could be completed by one officer in the front office reducing the cycle time. Call center facility powered by a progress monitoring system was also introduced as a mean to reduce the number of customers coming to the office to check the progress of the service requests. Then the training schedule was arranged for identified staff to be employed at the different service points of the front office. Resource allocations were then carefully designed and expected outputs and outcomes were also considered in detail.

Divisional secretariats perform as the closest government organizations to the general public. Thus customer care should be a prominent feature of the functionality of the divisional secretariat. Front office can be considered as an initiative which can be taken to minimize customer visits and revisits to the office and to maximize customer satisfaction. In the proposed front office, one day services and mostly requested services were selected and were positioned together along with a call center facility to check the progress of the services requested over the phone without visiting the office. Development of the progress monitoring system is another key component in measures that can be taken to reduce visits and revisits. Training of the development officers who are the driving force of the proposed facility is also a must. This proposed facility will increase the level of customer care and ultimately satisfaction created by this would change the negative mindset of the people towards public service.