

→ The creation of citizen-oriented service desks in the city hall of Tg. Secuiesc

Country Romania

Project title Strengthening internal management and creating citizen-oriented, modern public service desks in the City Hall of Tg. Secuiesc

Twinning Municipality of Maassluis (the Netherlands)
Municipality of Târgu Secuiesc (Romania)
Municipality of Hatvan (Hungary)

Project period 1 January 2008 to 30 June 2009

Project budget € 69.530,30

Project objective

Creating citizen-oriented service desks for citizens registration and local taxes.

Project summary

Two desks were created in the city hall of Târgu Secuiesc for citizens registration and local taxes. The original public service desks were renovated, reorganised, and equipped with new hardware and software. Furthermore, the service desks staff (front office) was trained in communication and service delivery, while the rest of the city hall staff (back office) was trained in communication and computer skills. As a final result the website of the municipality was updated and (partly) made available in English.

Core information

Târgu Secuiesc has a population of 22,000 inhabitants and is situated in Covasna County, the second largest town in the County, after Sfântu Gheorghe. Together with 10 surrounding villages it represents 25% of Covasna's population. The town has an important historical centre based on the traditions of ancient guilds which functioned until the early 20th century.

Problem analysis

The administration of Târgu Secuiesc was lacking effective and efficient procedures to deal with citizens requests. Each civil servant was obliged to receive citizens and resolve their immediate problems. Proper information of municipal services, legislation, and council decisions towards citizens was lacking, as well as access to forms and questionnaires on the municipal website.

Project implementation

At the start a base line analysis, showing the current situation, was conducted. Based on the outcomes of that analysis suggestions were done to come from the current situation to the desired situation. As a first start the location of the city hall was selected for establishing the two service desks. As a second step the

different departments were reorganised in a front and a back office and the job descriptions for the civil servants working for these offices were developed. To qualify the staff for their job, they were provided with computer training, efficient customer service training, and with trainings on team work and communication. The municipal website was upgraded and uploaded with all necessary information for citizens.

Process management

The establishment of the two service desks was considered to happen without much interruption of the daily work of the civil servants. However, the active support and involvement of the municipal staff is an essential part of a citizen-oriented service delivery. The project achieved a change of attitude among the civil servants through different trainings. This helped them in understanding the principle of the service desks better and to become friendlier and more client-oriented towards citizens.

Recommendations: do's and don'ts

- Involve the civil servants from the front desks actively in the whole process.
- Limit the access of citizens to the back offices of the city hall as to not interrupt the work of other civil servants.
- Provide the front desks with appropriate furniture and good equipment, so the citizens will feel appreciated as clients.
- Respect the deadlines for delivering documents and services to have satisfied clients.
- Promote the municipal website.
- Explain very carefully to citizens what a city hall can and can not do.