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**Title:** Citizen-Centric Model

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# **The Internal Reform of Public Service Delivery Mechanism Through Citizen-Centric Model**

## **Introduction**

An effective delivery of public policy and public service can be more influential than the initial scope of the policy objectives, hence increasing public value for intended cohorts of public service users. A good public policy and its delivery require extended development process thus should be formulated based on the policy cycle. Citizens act as the focal point of the operation of any government. Therefore, it is crucial to tackle policies that seek to address the function of the public and create intended public value (Moore 1995). Human function, as opposed to other non-living, requires a fully developed policy to help them move through. As a matter of consideration, public services and policies are subject to be utilized by large cohorts of the population, thus should be influenced by the citizens. The citizen depends entirely on the services rendered to them by the public service mechanism arranged by the government and public body.

The parity between the public consumers and private consumers is wide; the beneficiaries of the public services are higher (Lowe 2012). The public services that are offered to the citizens require a definite public framework based on the policy cycle thus solidifying a sound delivery of policy and public service. Therefore, The relevance of policy and its delivery have to be developed by citizen-focused mechanism. Therefore, this brief would be presented to the relevant ministers responsible for the department in improving the public service mechanism.

## **Development of policy**

The nature in which public services are given may conflict with the intention of the services, and further compromise the government motives to serve the citizen. The citizen-centered model was developed due to the quest to address the issues of incompetency and service quality to the citizen (Lewis & Gilman 2012). The citizen ideally ought to be the priority of any government; a sound government would, therefore, would be ineffective without an outstanding policy that

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would eliminate inadequacy and incompetence. Regardless of the nature of the job or the position of the expertise, an international benchmark is necessary to ensure the wellbeing and best practice for both the service providers and consumers are consistent. Developing of the policies for the public servants was a noble idea to enhance industrial relations human resources and work health and safety. (Redman & Wilkinson 2013).

There is a consensus on the topic of lack in accountability by the public workers, especially to the citizens (Vaduva & Oradea 2016). Some of the services are too stringent thus requiring large amount of attention and efforts. Health care, education, and security are some of the essential sectors that require a lot of attention. Service providers mandated with the responsibility to provide these services to the public are ineffective and rigid. Being a human function, the existences of humanistic mistakes are unavoidable. Any compromise of the services delivery standard directly affects the citizen. The public service policy undoubtedly serves a great deal to gauge the standards of the prescribed service quality to be offered to the citizen (Sigh & Sigh 2011).

Based on a renowned case at Arizona State University in the USA. Arizona Revised Statutes §38-591 and §38-592 were passed and mandated that all the university employees must undertake public service orientation (ASU 2017). This practice, however, was not limited to the tertiary institutions. Therefore, the training of public servants should be compulsory in regard to public service delivery training. The training topics of the Arizona State University were aimed to cover laws, policies and other procedures relating to acceptable conducts of carrying out operations at the University. The key objective of training would revolve around the elimination of bribery, conflicts of interests, contracting with the states, disclosure of private information, engaging in discriminatory activities, nepotism, financial disclosure, unethical compensation, free political participation, access to the records, code of conduct after retirement or departing of position to the next with the same institutions and misuse of the public offices for self-interest.

Citizens have had to deal with issues regarding to complicated framework through which the services are provided. The public value, which is a key outcome of the public body, can be increased if the structure of the public service delivery is simplified and can be easily accessed (Parker & Gallagher 2007; Moore 1995). Therefore, the legislature that pushes the delivery

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mechanism of public policy to be simplified, especially focusing on improvement of the human function of public service is essential in creating a simplified and easier access to the required services. The policy that advocate public servant to undertake further training in soft skills thus improving their capabilities in public service deliveries are essential.

### **Implementation of the policy**

It is a common knowledge that prior to a commencement of a job placement, employees must have undergone trainings in their respective line of duty. The proposed policy, however, must be provided as a secondary training in equipping the employees, especially public servants, with more market experience to deal with the dynamics of their professions in public service delivery.

The introduction of public service policy is a key objective to address the loopholes of the public service delivery mechanism (Berman, 2008, pg 1144). The implementation of the policy will be faced with many challenges but the benefits far outweigh the drawbacks. Firstly, for the public body to implement the policy, they would be required to suggest a motion in the parliament for be aware of the issue. For tertiary institution, the institutional faculty has to decide on the matters. For a policy to be legitimate, it must pass through the legal chain (Ozturk, 2014). The proper vetting would be a necessary since it would benefit the public interest.

The separation of interests that given by the magnitude of efforts and technical capability, the public body should formulate public policy. Citizen partition is very important when it comes to the matter of public interest and citizen-centric model. Therefore, after attaining the legal constraints with regards to the policy, it would be salient to actively involve the public (Barnes et al. 2003). Constitutional interpretation is essential in helping in the formulation of the policy. The public body would require law experts, through consultation, to give the ethical and constitutional implications of the law to both the public servants and citizens. If the law is proven to be consistent with the constitutional demand, then the involvement of the public or citizen does breach the law to be involved in the formulation of public policy and potential service delivery mechanism (Barnes et al. 2003). The success of a collaborated policy would be higher if co-produce and co-created by both the citizens and government.

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Normally, policy and its service delivery may initially be as complicated and stringent a process thus not well received by the public. Notably, these policies are the products of direct interest drawn from the public office (Bourgon 2007). Therefore, in the implementation of a sensitive legislation and policies such as these, would be negatively affected the public value and citizens whom are the service users. Both deductive and inductive analysis is therefore very important for the policy and service delivery (Pollit, 2013). Therefore, the public managers and relevant authority must be able to formulate policies that are influenced by the citizens, in order to effectively implement an effective and sound policy.

### **Proposed reform options**

Since the proposed reform policy is required to be imposed on a federal scale, the federal government's agreement is very important to legitimize this reform policy. However, the federal government's consensus would only come after the vetting procedure. Public opinion polls must be initially placed and collected in order to push for a federal consideration. The other state's administrations and authority must be liable for the process, thus cementing the support for such reform policy and legislation. The introduction of such policy presented to both private and public institutions will create many consensus and implementation issues, thus highlighting many issues that are contributed to the effectiveness of the policy delivery mechanism. The policy must therefore follow the policy cycle and clearly establish a roadmap from the formulation stage to the outcome stage, hence streamlining the institutional processes to be comprehensible and accessible. The simplification of the reform process will be used to contrast the complex practices of bureaucrats.

Firstly, the limitation such as levels of education, work allocations, budget to support the reform program can be conflicted with individual opinions and inflexibility in the line of administrative works. The proposal of the policy should be firstly implemented in the human resource department, hence clearly providing the necessary skills and guidelines to specific public managers responsible for further training. The policy should highlight a roadmap towards the improvement of the services provided to the service consumers and citizens. The level of

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education can be expected to be an issue. In accordance to the organizational theory about the organizational structure, there are different levels of staff with different educational rank. Certain aspects of training will not be accessible and comprehensible to all levels of staff. Therefore, the training in public service delivery requires concise examples and benchmarking processes. The classification of role allocation should be placed according to specific responsibilities of the public servant. The role allocation will be another key issue because clear-cut responsibilities cannot be comprehensively assigned given different capabilities and skill sets. Furthermore, conflict of interest arising from individual public servant can be problematic in terms of training and delivery of public service.

The possibilities of issues arising from mentioned factors can be detrimental in implementing the reform policy. Therefore, the core function of citizen-centered model is to encourage and identify relevant stakeholders to liaise and cooperate. For the reform policy to form a strong foundation prior to its implementation, it would be imperative to oversee a number of commencing factors across many institutions and stakeholders. A clear training framework from higher education and tertiary learning levels, as seen by the example of ASU, would serve as a good point of reference. ASU has collaborated and liaised with private sectors and the government to improve the training regimens for their employees. The tertiary institution would financially support the program. However, the scope of the reform policy would be broader thus the levels of commitment and number of stakeholders will be higher, therefore, the collaboration of stakeholders would ensure the effectiveness of the training. The public body and authority would need to closely collaborate and cooperate with the curriculum designers; in order to incorporate the perspectives of identified stakeholders into the syllabus (Thomas 2014).

### **Management of the policy**

The scope of this reform policy will face many issues given its controversial and sensitive nature. Therefore, public managers should appoint a group of representatives to liaise with the public in order to work and monitor the processes and outcomes. The management of the policy is very important to enhance accessible implementation (Armstrong, 2012). The policy

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management would include a regular review of the process, in order to steer the policy to achieve anticipated outcomes. These monitoring processes would abate arising issues, which were not present in the policy formation and formulation stage. The nature of a good policy is the flexibility in accommodating various relevant views and adaptable to uncertain circumstances (Bourgon 2007).

The citizens have been neglected in many ways, such as negligence by the public servants or lack of information presented during the delivery of public service. It is anticipated that if the reform policy is effectively implemented, then it will be able to restructure the delivery mechanism that are relevant and appropriate for the citizens. The group of public representatives should align the needs and wants of citizens to be the focal point of the outcome in the monitoring process (Bourgon 2007).. Since this policy can be potentially operated at the federal scope, the public managers should devise a monitoring committee in order full grasp the outcomes of the reform policy.

Another essential management approach for the policy would be the outcome appraisals and measurement. The public body should have a transparent mechanism in addressing the issues associated with the policy implementation (Lowndes, Pratchett & Stoker 2001). Collecting data from the public view would be beneficial in determining the benchmark practices in refining the policy over the implementation and outcome period. Through the collected data, public body can utilize the collected data to measurement the response of the public towards the reform policy. The public service policy is essentially influenced by citizen-centric model, thus the responses of the citizens is the prioritized measurement in term of the effectiveness of the policy.

Conflict of interests can be detrimental to the quality of the service delivery to affected citizens. The lack of transparency and vested interest can incapacitate individual citizen from getting equitable services from the public body (Bishop & Davis 2002). The reform policy would aim to abate the chances of detrimental practices since the public servants would have been trained on the repercussions that come with any unethical practices. Unethical conducts such as nepotism, discriminatory activities, the disclosure of private information and other acts can adversely impacts the quality of the services to the citizen. The citizens may not possess the knowledge or

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capability to be thoroughly informed about their rights. Therefore, the formulation of the reform policy would aim to avert the cause.

It can be seen that the sensitivity of this reform policy is likely face with many issues. However, ASU has implemented such policy and succeeded. Initially, the task of implementing such radical policy may seem difficult, especially given the size and scope of the tertiary institution. The institutional push, collaborated by private and public partners, have pushes the policy to become a state statute. Therefore, the tertiary institution has implemented the compulsory short course and it has positively improved the service delivery mechanism.

### **Broader lessons learned from the previous implementation of the policy**

Before the implementation of the statute, ASU has suffered very many management problems. There were major concerns of the inadequate services delivery provided by the public servants. The standard quality policy is a major tool in ensuring that the public service receives a benchmarked practice through a relevant reform policy (Berman & Rabin, 2008).

Secondly, the citizen-centered policy has been overlooked but the emergence of such policy has been well received. A major part of the economy depends entirely on the citizens as the consumer; a fact that also makes them invaluable but least utilized. The human function of public body and administration, need guidelines and training that can provide a clear roadmap in effect service delivery, hence eliminating conflicted or vested interests (Lovin, 2011). Inequities can occur given the complicated role allocation or complex practices resulting uncoordinated institutional structure (Bishop & Davis 2002). A well-organized structure and practices can effectively improve the public service delivery and public value, especially in public body and administration. Vulnerable citizens depend on the government and public body to delivery public service effectively during their time of needs. The policy has proven to successful for ASU, though it was utilized on a smaller scale.

Thirdly, new policies are hard to experiment. The bureaucratic constraints hinder the policy implementation process (Caramani 2008). The issues arising from implementing a radical policy



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may face many hindering parties and issues. Therefore, the formation and formulation stage of the policy will be very difficult, as seen by the ASU' case.

Lastly, a crucial lesson that can be deduced from the policy implementation is the aspect of continuity. The tertiary institution would realize during the time of implementation that the most imperative component of a successful policy implementation and outcome is clarity. For a policy to take root, it must be highly transparent about the problems that are needed be solved (Timmer 2015). Therefore, the problems and solutions are required to be clearly identified and resolved within continuous platform.

In addition to being clear about the policy, the components and aims of the policy have to be coherent. In the development of an effective policy implementation is the need to fully fathom the case to be solved. Policymakers and public managers tend to jump to the solutions prior to clearly identifying and understanding the roots of the problems. However, it would be better if the problems were resolved thoroughly and collaboratively. Prioritization is key in finding the solutions to a problem. In cases where there is no prioritization, there shift in focus by the policymakers and public managers can be detrimental in allocating coherent solutions to the severity the problems.

The accessibility of policy assists the convergence of interest among the policymakers and citizens. It also abates different interpretation hence creating a common understanding. During the implementation of the policy, it was evident that the institutions had to establish clear roadmap to align with institutional objectives for the policy to operate (Thomas 1993).

The reform policy has been successful on smaller scale; therefore it has empirical implication that it can be implemented on the federal scope. Before instigating the implementation process, be clear about the problem to be solved, the implementation strategies should always a priority even when developing stage of the policy, identification of coherent stakeholders and their expertise, acquire the right personnel to implement the policy and flexibility of policymakers and public managers. The role of policy cycle can assist with the roadmap and chronological order to policy process.

**Conclusion**

Citizen-centered policies are very sensitive thus public service reform policy is an essential policy as there has direct interest with the public. Public servants just like the human functions have weaknesses that inhibit their desires to deliver quality services to the public. The citizen's interest takes forefront, as it is a priority to any government; therefore, it is the state's major role to serve the public. The policy has clearly defined the bounds of which a public servant may serve to the interest of the citizen. The elements of the policy undoubtedly would enhance and promote ethical practices in places of work. It is our at the most faith that if the policy is implemented in the wider national scope, the common man will benefit. My plea to the Minister is to avail the necessary tools for the proper formation of the policy.

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