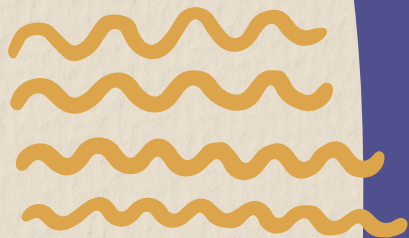


GENERAL OMBUDSMAN OF THE MDS

CITIZEN ATTENTION



MINISTÉRIO DO
DESENVOLVIMENTO
E ASSISTÊNCIA SOCIAL,
FAMÍLIA E COMBATE À FOME

GOVERNO FEDERAL
BRASIL
UNIÃO E RECONSTRUÇÃO

**MINISTRY OF DEVELOPMENT AND SOCIAL WELFARE,
FAMILY AND FIGHT AGAINST HUNGER**

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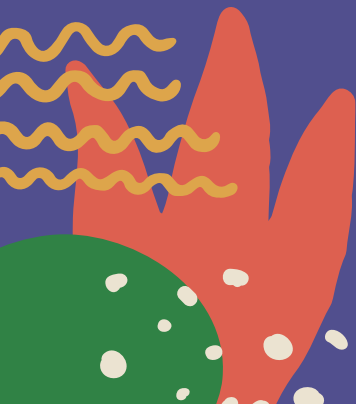
Head of the Department of Projects

Prepared by the team of the Department of Ombudsman based
on the Citizen Attention Service course of the *ANP Cidadã*
provided by the Remote Education Portal of the Federal Police

SUPPORT AND ADAPTATION

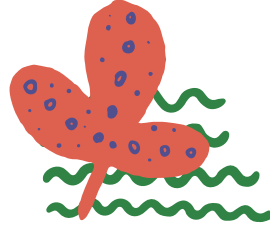
Communication team of the General Ombudsman

Visual Identity and Text Formatting
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WHAT DEFINES A GOOD SERVICE?

To know what a good service is we must understand the difference between service and treatment. Even though both are different they act in an integral way to render a service.



Service means to satisfy the citizen's demands for information, products, or services.

Treatment means the way a user is welcomed and taken care of.



Good service has quality and includes giving empathetic treatment to the citizen and satisfying, with speed and adequacy, their demands for information, services, or products.

“the harder the service, the better the treatment...”



Speed means to take care of the citizen's demand in the legal term.

Adequacy does not mean going beyond but just doing what is necessary to take care of the citizen's demand so the service can be good, and complete and lacks no information or some step of the service.



SYSTEMATIC VIEW

This view considers the parties that belong to a whole and the relationship between said parties.

Work is much more productive when we know that the activity that we develop is part of a bigger project that has a beginning, a middle, and an end.

It is also gratifying when we understand the meaning of our participation in the process.

Systematic View of the Service

To have a good service the collaborator must understand their role and visualize the entire process that involves the service. This is what we call a systematic view of the service.

The collaborator is an agent of the State at society's service.

It is up to you, who is responsible for the citizens' direct and personal service, to be available to take care of their demands.

It also involves many variables that go beyond the people involved in the many tasks that encompass service rendering.

EFFICIENCY, EFFICACY, AND EFFECTIVENESS IN THE SERVICE

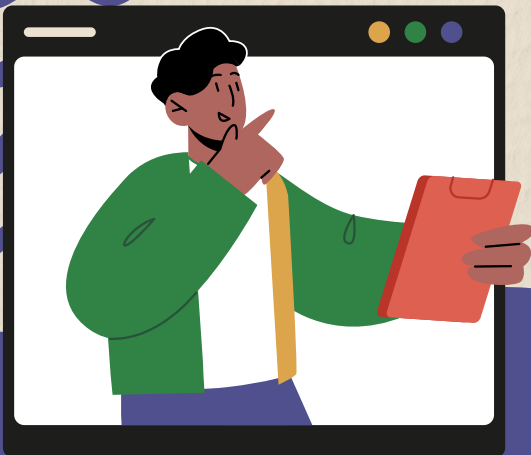
Efficiency

It is related to the use of financial, human, and material resources. Mainly depends on the effort, dedication, and commitment of collaborators with the activities.

Efficacy

To meet results, fulfill goes. However, is it necessary to always inquire on what are the costs of this efficacy?

It is not enough to take care of several users in our service position if this work only means making the queue run faster. Is the citizen being well guided? Are they receiving the information that they need? Are they understanding what is being informed to them?



“You, as a public officer, must facilitate the citizen's access to public services. In this service, consider the best usage of public resources to seek an increase in productivity. This productivity increase must consider the necessary cost for the activity's development and the corresponding benefit that was obtained”

Effectiveness

Effectiveness does not mean that we must give all that the citizen requests.

It will also be present in cases in which one request cannot be met but the citizen receives a clear and adequate response as to why it happened.

In this case, the user will certainly go back home sad but recognize why their demand could not be met.

Efficiency and **efficacy** can be materialized. Effectiveness, on the other hand, is filled with subjectivity. It depends on the service's situation.

Effectiveness is a service that does not depend on rules and goals but on the service's sensitivity.

The final objective is the citizen's satisfaction, and they are one sole being that will be living a unique situation with you.


To guarantee the effectiveness of all our actions during work we must apply this formula:


$$\text{EFFECTIVENESS} = \text{Efficiency} + \text{Efficacy} + \text{Sensitivity, Good sense and Goodwill}$$

IMPORTANT COMPETENCIES FOR A PUBLIC OFFICER

To give a good service to citizens it is important to have certain competencies to perform it well. What are the important competencies for a public officer to offer good treatment and service with efficiency, efficacy, and effectiveness?

That is, competency is the set of necessary **knowledge**, **skills**, and **conduct** to develop the agents' roles to accomplish the institution's objectives.

 **Knowledge** - refers to knowing what to do and understanding why you are doing it.

 **Skill** - refers to knowing how to do it.

 **Conduct** - refers to wanting to do it.

KNOWLEDGE - Knowing what to do

Information is the raw material of knowledge. It is built through time and during the interaction with other people. This process usually takes place in the experiences undergone at work, in training, and formal education.

And how do you manage information? It is simple:

- Know the institution where you are a collaborator and the body you work for;

- Raise the necessary information to develop your activities (official journal of the union, legislation, regulations, instructions, routines, bylaws, etc.), ask colleagues, and talk to those who already developed these activities;
- Have this information available or know where to locate it. You do not need to know them by heart, but it is important to know where to quickly find them when needed; and
- Track the quality, timeliness, and truthfulness of the information you need to develop your work.



SKILL - Know how to do it

It is the ability to communicate and negotiate, dexterity in the use of tools and instruments, and mastery in the use of specific routines, norms, and procedures of daily work. You need the skill to put your knowledge into action.

Among the various skills that the collaborator must have, the main one is speaking skills.

Speaking Skill

Public services are requested by people of various backgrounds, from those with a higher degree to those with little or no education.

This, however, does not compromise the communicative interaction, that is, the relationship between people.

All Brazilians speak the same language but with variations that depend especially on the region, social environment, and the level of education of the speaker.

We must pay attention to how we build our speech. Be a polyglot in your language.



Being a polyglot in our language means having the skill to understand the various dialects or different speeches of the citizens who come to us, and the skill to translate, in words that the user understands, what we want to convey to them.

 **Call the person by name**

The standard way to address the citizen is "Sir" and "Madam".

Use "You" if you are sure the person prefers to be called like this, or if they tell you that. If the service is extended, you may want to call the user by name.

We all like to be called by our names. Write down the person's name because you may forget it.

 **Avoid using difficult words**

The purpose of communication is the interaction between people, i.e., proximity, relationship, dialogue, and sharing. Therefore, in communication processes, we should avoid difficult words as they jeopardize this interaction. Fortunately, no one else believes that using a sophisticated vocabulary is evidence of erudition or wisdom because it is very easy to memorize some words from the dictionary and repeat them. If you want to be understood, use words that people know and understand.

 **Explain the technical terms you use**

It is okay to use technical names if you are sure the user knows their meaning. Many people may not understand if you try to justify a situation by arguing that "the launch won't be possible because the system is offline." Translate to: "the launch won't be possible because the system isn't running, it's down."



Help the user understand what they want

The user will not always be able to clearly explain what they want.

There are instances in which not even they know what they need. You will have to interpret what they are saying and help them understand their demand.

It is no use pretending to understand the person to dismiss them soon. This can cause problems. You should help and show your willingness to listen.

Encourage them to speak. Do not hesitate to ask them to repeat, give examples, describe similar cases, or provide more data.

You should make rushed conclusions, thinking that you know what the other has to say beforehand.

Hasty decisions may even speed up the service, but they may also prevent the best solution from being given.



Ensure you are being understood

There are cases where people do not understand what we are talking about, but they do not feel comfortable asking. Continuing the conversation can lead to more misunderstanding and embarrassment.

Even if your speaker does not say it, you may notice from their facial expression that they are not understanding your explanation. A good way to make sure your speaker understands what you have said is to ask them to tell you what they have understood. If you must repeat the instructions, avoid saying:



“
‘You didn’t understand.’
Prefer: ‘I didn’t explain it right...’”

When you instruct the user to go to a certain place and you are not sure they have understood, give them the address in writing and, if applicable, the name of the person to whom they should go and even the phone number, when possible.

Avoid using acronyms

The administrative organization of the public service adopts the use of acronyms to name various sectors, departments, and secretariats.

This classification facilitates internal communication but should not be cited in the dialogue with the user. If an acronym needs to be used, it should be “translated.”

Be careful when saying “no”!

Telling the citizen that your request has not been fulfilled will always be unpleasant for a public officer and even more so for the person who will receive the rejection.

We must have the ability to say no. It is not about “stalling,” because this attitude can bother the citizen.

Try to objectively justify the lack of service and show that you are also upset that you cannot provide the response that the user expected. This demonstration of solidarity alleviates the situation and discomfort.



The body speaks

In a face-to-face interaction, communication does not only happen with words. It also encompasses our communicative possibilities, gestures, gaze, facial expression, body expression...

We all know how unpleasant it is to try to talk to someone who does not show that they want to hear what we are saying.

When they come to talk to you, stop what you are doing and pay attention to that person.

Try to look into people's eyes when you talk and try to maintain a calm and serene look. In Brazilian culture, not looking into the other person's eyes can leave the impression that we are hiding something.

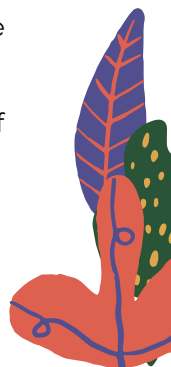
Clarify, with words and with your posture, your willingness to listen.

CONDUCT - Wanting to do something

Conduct is the instance of professional competence, which comprises behavior, posture, and the way of acting in the workplace. Service involves the human being.

And people are not machines, they always respond as they were programmed to.

Some actions are recommended in taking care of any type of person. They are:



- **Readiness:** Speed in the action of facilitating people's access to information, favoring contact. Indeed, prompt and speedy service will not always be possible, but you can show that you are aware of the situation;
- **Politeness:** The agent's politeness is related to the good treatment that was offered to the citizen. Being polite is fundamental during service;
- **Credibility:** Clearly state what can and cannot be done. Always tell the truth. Even if it is to say that you do not know the answer to any question, or even if it is to say something that is not what the citizens expected and that may contradict them.

Convey trust, honesty, and confidence in the information and guidance given to the user;

- **Responsibility:** It is your responsibility to have correct information for those who address you.

Avoid saying:

“ I don't know, it isn't my area. ”

If you cannot fulfill the user's request, inform them about other possible solutions. Explain why you cannot do it and show them alternatives to the problem, when appropriate.

Do not welcome requests only to dismiss the citizen, because you will have to “face them” later with the refusal; and

- **Motivation:** To have a proactive and dynamic conduct in service we must be motivated.

But motivation is something that comes from the inside out and is stimulated by the conditions and the environment in which we work.



We must establish collective agreements of companionship, solidarity, and mutual support. When we work in a pleasant environment, we feel more motivated to perform our activities, and this is reflected positively in our attitude towards the user.

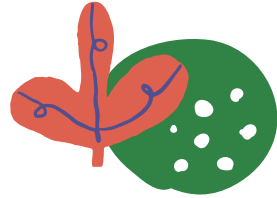
People are more willing to understand and tolerate system failures or bureaucratic demands than to forgive an attitude of disinterest, lack of effort, or commitment from those who are charged with serving the citizen.

Motivation is contagious and multiplies rapidly.



ETHICAL AND LEGAL PRINCIPLES

At its origin, the words ethical and moral are related and refer to a set of values and precepts adopted by a society, which determines what is right, what is wrong, fair and unfair, honest and dishonest.



While moral and ethical concepts are philosophical concepts that are studied distinctively, it is important to recognize that when we talk about public morality and ethics, we are referring to the honest, fair, and lawful behavior of the public officer.

We have to establish ethics as the guiding principle of our actions in the world, if not, life in society will be unfeasible.

You may have heard people say:

“What's the point of being honest if so many people steal...?”

Ethics must be present in all acts of our daily lives.

We cannot justify “small” misdemeanors, comparing them to the severe cases of corruption that involve criminal appropriation of public resources.

It is not possible to be kind of ethical.

CITIZEN RIGHTS AND DUTIES OF A PUBLIC OFFICER

Power is pursued by the State through popular representation, organized according to constitutional precepts, and sustained in the equality of people's rights and concerning the citizen.

Recognize that the citizen-user is a human being who, regardless of gender, race, or creed, has fundamental rights that justify the existence of the State and the public service itself.

When vested in the position of public service provider, the agent takes on, in addition to the tasks inherent to fulfilling the role assigned to them, the underlying duty of taking care of the community's well-being, protecting the public assets, and avoiding waste.

You might be thinking:

“Do I only have duties as a government official?
And what about my rights...?”

You are also a citizen and, therefore, have the same rights as the user you are serving.

But, in addition to being a citizen, you are a public officer and have commitments, as an officer of the State, within your scope of operation, to ensure the citizen's rights within the established order.



THE IMPORTANCE OF THE PUBLIC OFFICER'S IMAGE

For the citizen, the public body is the person who services them at the counter, who answers the phone, or who otherwise maintains contact with them.

It is the responsibility of those who act in citizen attention service.

The image that the citizen forms of the Public Administration will be composed of the performance that they find in each of the public collaborators they have contact.

You represent the Public Administration, and you cannot belittle the public service, nor transfer responsibilities to another colleague or body.

If you see that something is not working well at your institution, talk to your boss and not the user.

The institution's image may be jeopardized by an employee because people evaluate the quality of the service, by the experience they had with those who provided the service to them.

The dissatisfied citizen is unforgiving. They are relentless. When people are underserved, when they do not see a willingness to hear their complaints, when they feel mistreated and discover that their problem will not be solved, they do not keep this to themselves.

They will talk about their negative experience with every opportunity that arises.





HOW TO HANDLE EXTRAORDINARY COMPLAINTS OR SITUATIONS

“

it's all about everything...

”


If a citizen, when they leave their home to come to the public service, hits their car or misses the bus, they will certainly arrive nervous and with little tolerance.

What happened to this citizen is called an “exogenous variable” (which is graded outside the body or system), a name we assign to events that are outside our scope of interference.

In the citizen's case, you cannot do anything regarding the accident (exogenous variable). But when they are in front of you, showing signs of anxiety and concern, they are in your scope of interference (endogenous variable).

You can make this citizen's day worse (and jeopardize your day) if you are intolerant; or you can ease your despair with a tolerant conduct.

The effectiveness of your action as an officer (efficiency, efficacy, and effectiveness in service), in this case, will depend on your sensitivity to welcoming the user, who will certainly be emotionally destabilized.



A sincere and honest smile is often enough to disassemble the "ugly face" and soothe anyone's irritation. For other unwanted situations where this recipe does not work, you should rely on your colleagues.

What if the citizen yells at you?

This is an unpleasant situation. We need a lot of calm but that is exactly what we lack during such times.

Do not make the mistake of screaming louder!

If you see that the situation is spinning out of control and that you cannot manage the conflict, the most sensible thing to do is to withdraw and ask a colleague to substitute for you.



Much like disrespecting the citizen is not allowed, in no shape or form disrespecting an employee is acceptable.

When a user loses control and becomes inconvenient, arrangements should be made for their removal from the place of care.

What if you hit the car or lost the bus while coming to work?

How will your conduct be during the service?

This is an endogenous variable in relation to you. How do you handle it?



Normally, on certain days we are not well. We all have problems, and they inevitably contaminate our daily lives. It is very difficult to get to work and simply forget about our problems. Can anyone do it?

It turns out that the citizen who comes to us at work does not know our state of mind. Do not place your anger on them. If you do not feel capable of providing the service because you are emotionally unbalanced, you should tell your superior and, if applicable, change to another position.

We must establish a good relationship among colleagues in the workplace, especially in situations like these.

Talk to your colleagues, talk to your boss...Talking is good, it relieves pressure.

Talking to users is also good for you. It is common for us to alleviate our anguish when we engage with care.

Interaction with people ends up distracting us and we get better.

Regardless of the entity you work at or the hierarchical level you occupy, you represent government institutions. If, on the one hand, the Public Administration trusts that you will be able to represent it well in the role of meeting society's demands, on the other hand, the community sees it as the great facilitator to obtain what it is theirs by right.



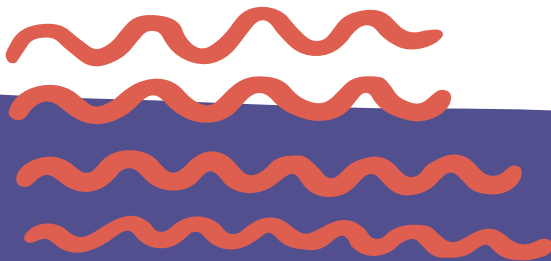
Your mission is to represent Brazil before the citizen, assuming the premise that **being served with dignity and respect is not a privilege but a right of all.**



The interaction that takes place between you and the citizen in the service is not a relationship between a bureaucrat and the number of RG, CPF, or PIS/PASEP. People are the ones that are interacting.

And people are more important than protocols, stamps, certificates...

You are more than a norm maker. You are a manager of possibilities. The service situation is a unique and special moment in which professionalism, politeness, goodwill, and tolerance must prevail.



MDS GENERAL OMBUDSMAN



MDS General Ombudsman 121

The service is free of charge and
the call must be made via a landline or mobile phone.

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Every day, 24 hours



Please send your letter to:

Esplanada dos Ministérios, Bloco A, 2º Andar,
CEP: 70.054-906 - Brasília/DF

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