PREFACE

The Teachers Service Commission has developed this policy to bridge an existing gap that has been experienced in the area of Customer Care. In the past, Customer Care has been guided by inference to other policies and the individual staff’s creativity and goodwill. This has caused disparities in the manner in which clients have been served in the past.

This policy attempts to offer guidelines in Customer Care to ensure the TSC staff remain ahead of the Customer and acquaint themselves with requisite knowledge, skills, attitude and information to handle the clients efficiently and effectively. The policy ensures equal treatment and impartiality for all TSC clients both internal and external.

The implementation of this Policy will go a long way in improving service delivery in Customer Care for all TSC staff and clients.

IBRAHIM HUSSEIN, EBS, HSC
CHAIRMAN,
TEACHERS SERVICE COMMISSION
FOREWORD

The development of this policy was prompted by the gaps identified in the Commission's service delivery system following a Survey carried out in 2005. This Policy forms an integral part of the Commission's service improvement initiatives.

It seeks to create an impartial, effective and efficient service delivery through a focused approach.

The Policy cuts out standards to be observed in delivering services to TSC clients. It also gives direction for customer complaints in case of defective service. This will help both the TSC staff and the customers in maintaining amicability.

The implementation of this Policy will create consistency, uniformity, effectiveness, efficiency and responsiveness to customer needs. It will doubtlessly go along way in improving the Commission's image. It will also foster good working relations among staff and between the staff and the Commission's customers/clients.

GABRIEL K. LENGOIBONI, EBS
SECRETARY/CHIEF EXECUTIVE
TEACHERS SERVICE COMMISSION
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ACRONYMS

CAP- Chapter
CC- Customer Care
CCS - Customer Care Services
ECC- Effective Customer Care
TSC- Teachers Service Commission
PAA-. Premises Access Authority
PWSNs - Persons with Special Needs
RR- Rights and Responsibilities
SD- Service Delivery
1.0. INTRODUCTION

The Commission is the sole employer of all teachers in public primary schools, secondary schools and tertiary institutions. This in essence means that the Commission has no competitor. It would therefore appear like there is nothing to worry about as far as CC is concerned. However, in today’s world, focus is not only on retaining the market but also producing optimally. It is a well-known fact that the 235,000 teachers employed by the Teachers Service Commission (TSC) do not perform optimally for various reasons. One of these reasons is the lack of motivation for effective performance. The challenge therefore is for the Commission to do everything possible to motivate the teachers to carry out their duties with diligence and integrity in line with its vision. This is the essence of having an effective Customer Care service to ensure that all the teachers and other clients are managed as shareholders and NOT strangers in the Commission’s business. This includes communicating feelings and attitudes that endear the client rather than repel them. It also helps to build the confidence of the client to enable fruitful interaction and free communication. The Commission recognises that customer satisfaction is fully depended on employee action. This is why this policy has been developed- to guide employee action.

1.1 Background

The Teachers Service Commission was established by an Act of parliament CAP 212 of the Laws of Kenya in 1967. The Commission is mandated to register, recruit, remunerate, deploy, discipline and maintain teaching standards in all public schools and tertiary institutions. In essence, the Commission’s overall goal is to manage teachers countrywide. This entails among other things, resolving any conflicts that may arise between teachers and the TSC staff, as well as maintaining conducive environment for teachers to readily access relevant services from the Commission headquarters and its district units. It also means sustaining clear channels for arbitration and management of complaints arising both externally and internally.

Towards this end, the Teachers Service Commission Customer Care Policy has been developed to bridge the existing gap in the service.

1.2 Rationale

The TSC deals with many clients every day. These usually visit the offices, send emails, or make telephone calls. Over the years, many external clients have found the Commission’s services wanting for various reasons. Among these, the lack of appropriate Customer Care service has been highlighted. This has led to:
• Negative impressions of the Commission by clients
• Poor relationship between TSC staff and the teachers
• Delays in serving teachers
• Misunderstandings between the staff and the clients
• Inadequate responsiveness to client needs
• Misconceptions on the services offered by the Commission
• Lack of reciprocity by both the clients and the TSC staff
• Teachers visiting the Commission for the same service several times

As part of the response to the person-needs of her clients, Customer Care Policy is essential to the Commission towards improving Service Delivery. The Commission recognizes the vital role played by Effective Customer Care in the overall customer management and retention in any organization. While the TSC is the sole employer of the more than 235,000 teachers in the country, it is important that the employees be managed effectively and efficiently in order for the Commission to realize her Vision. This Vision can only be achieved if the teachers carry the mantle in their respective institutions. It would be futile to offer them substandard service and expect them to provide quality teaching. The provision of superior service to the Customers therefore becomes the essence of this policy.

The Policy clearly communicates the expected service standards for all staff and necessary interventions by Customer Care personnel in each service area, as well as the Rights and Responsibilities of the client.

2.0 POLICY STATEMENT

This Policy aims to set clear standards of service and to regularly review and improve Customer Care Service performance. The Commission’s resources will be used effectively and efficiently in order to provide the highest standards of service to all stakeholders. Additionally, the Commission will openly provide clear information about its services, which will be easily accessible to everyone who needs it. All enquiries and Customer Care needs will be dealt with in a prompt manner. Present and potential users of TSC services will be consulted with, and their views will be used to continually improve the services provided.

The Commission will encourage effective and efficient Customer Care through continuous training and exposure of Customer Care Staff.

Customer Care will cut across administrative boundaries and will apply to all levels of staff in the Commission headquarters and district units.

3.0 AUTHORITY

The policy derives its authority from;

• TSC Act CAP 212 of the Laws of Kenya
• TSC Code of Regulations (COR) for teachers
• TSC M&E Guidelines
• TSC Code of Conduct and Ethics
• TSC Security Policy
• TSC Sub-sector workplace Policy on HIV and AIDS
4.0 OBJECTIVES

The Broad objective of this policy is to provide efficient and effective Customer Care Services (CCS).

This Policy aims to:

- Ensure that TSC CCS advances the Commission’s Mission and Vision Statements
- Provide systematic and superior CCS in all TSC offices
- Create a one stop shop for teachers
- Maintain an appropriate environment for customer retention and growth
- Enhance and maintain a positive image of the Commission
- Regularly assess Customer needs and satisfaction through Customer Satisfaction Surveys and advise on remedial measures
- Regularly review CCS in the Commission
- Reduce customer service seeking cost
- Offer effective and timely service to our customers/clients

5.0 SCOPE

The Customer Care Policy shall apply to all the Commission’s secretariat staff and the Commission’s clients.

6.0 PRINCIPLES

This policy shall be guided by, but not limited to the following principles:

- Impartiality- that the Commission shall treat all her clients with fairness irrespective of gender, race, colour or creed.
- Dynamism- that the Commission will be dynamic in her approach to Customer Care
- Confidentiality- that the Commission will maintain utmost confidentiality in dealing with sensitive matters brought before her by both the internal and external clients
- Healthy Environment- that the Commission will sustain an amicable healthy environment with facilities for effective personal care and hygiene of the clients visiting her premises at all times (see Health and Safety policy)
- The Ostrich Syndrome Principle- the Commission shall NOT bury her head in the sand but shall handle all concerns brought to her attention.
- Reciprocity- that effective Customer Care will ensure the teachers render good service in the classroom to achieve the Commission’s vision.
- Sensitivity to Persons with Special Needs (PWSNs) – These will include those persons recognised as physically challenged, expectant mothers and mothers/fathers/ carrying babies. The TSC staff will accord special assistance to this category of clients to facilitate effective and efficient service, in order to
minimize delays in accessing the relevant services. This will be done through fast-tracking their queries/inquiries and providing of special facilities for those with mobility challenges.

In order to fully realise the full benefits of effective and efficient Customer Care, the Commission will mainstream Customer Care in all service areas within the headquarters and in the field units.

7.0 ROLES AND RESPONSIBILITIES

The overall responsibility of implementing this Policy will lie with the Commission Secretary/Chief Executive in collaboration with the CC head and the head of other service areas.

8.0 GENERAL GUIDELINES

The Management and coordination of CC shall be the responsibility of the head of CC in liaison with other service areas. CCC shall be responsible for the development and implementation of the CC policy. It shall carry out regular Service Delivery Surveys (SDS) to ascertain the levels of customer satisfaction and advice the management accordingly.

8.1. Correspondence
All Communication will be handled as per the TSC Communication Policy

8.2. Customer Complaints
All complaints relating to Customer Care staff shall be made to the Head of Customer Care. Other complaints shall be made to the staff in the section. All responses to Customer Complaints will be handled in line with the TSC Communication Policy.

8.2.1. Procedure for dealing with complaints
On receipt of a complaint, a staff member shall record it and take details of the complainant. The rest of the procedure will be as indicated in Annex I.

Most complaints are usually successfully resolved by a staff member. However, if a given client is not satisfied with the response to the initial complaint then he/she should write to the relevant head of the service (see Annex 1).

8.3. Customer Care Staff
TSC Customer Care Service will be staffed with professionals with the person-skills and aptitude for effective Customer Care and Hospitality. The staff in this service area shall strive to uphold the Commission’s image at all times and circumstances. Office Hours for the Customer Care staff at the CCC will be between 8.30-AM-12.00 noon and 2.30 PM - 4.00 PM.

8.4. Crisis management
In the event of a crisis, Customer Care staff will take the lead in assisting Customers in line with the Health and Safety and Security Policies.

8.5. Management of customers
All TSC staff will manage customers with care, friendliness and respect.
8.6. Luggage Management

Customer Care Staff at the luggage office will store luggage for all TSC secretariat staff, teachers and other clients upon producing evidence of Premises Access Authority (PAA). Upon depositing luggage, the client will be issued with a special tag, which should be produced for collection of the luggage. Luggage MUST be collected at the end of each visit. Incase luggage remains uncollected for a period of a month the Commission will dispose it off. For perishable luggage, it shall be disposed off the following day.

NB: All luggage shall be kept at owners risk.

9.0. POLICY IMPLEMENTATION

The Commission shall develop appropriate structures and systems in tandem with the institutional framework for effective implementation of the policy. This policy will be disseminated to all key stakeholders through the existing framework.

The Commission shall infuse a CC culture in all her service areas through sensitisation programmes on CC for all her staff and shall provide relevant training and exposure for all the staff in CCC.

9.1. Implementation Strategy

In order to effectively implement this policy, the Commission shall:

- Develop an effective administrative structure for the CCC
- Carry out regular training and provide for exposure of the CC staff to superior CC institutions
- Collaborate with high profile CC institutions
- Carry out regular Customer Satisfaction Surveys (CSSs)
- Provide necessary facilities and resources for effective CC
- Create awareness among all TSC staff and field units on CC
- Recruit staff with requisite person-skills, training and aptitude for CCS
- Carry out regular Monitoring and Evaluation of the Customer Satisfaction Levels.

9.2. Implementing tools

The following tools will be utilised in implementing this Policy:

- TSC Service Charter
- TSC Website
- TSC Telecommunication
- Circulars
- Fliers and souvenirs
- Brochures
- Wall to wall TV Screens
- Piped messages and music
- Cut Flowers
• Emblems
• CCTV
• Suggestion boxes
• Electronic queue management systems
• Computers
• Uniforms
• Magazines
• Photographs
• Videos/CDs
• Audio-visual aids

10.0. MONITORING AND EVALUATION

This Policy shall be monitored regularly in line with the existing TSC Monitoring and Evaluation Guidelines.

11.0. POLICY REVIEW

This policy shall be reviewed from time to time to ensure it remains relevant and effective in meeting the Policy objectives
ANNEX 1

The table below indicates the stages, which may be used to resolve a complaint:

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<th>Person originating with the complaint</th>
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NOTES

- The CCC head shall refer all complaints to the head of the service area or the Public Relations Manager depending on the nature of the complaint.
- If a complaint is about the head of a given service area, please write to the Senior Deputy Secretary in charge of Administration.
- The Administration Department aims to acknowledge all written complaints within seven working days, investigate and take any resolution action within 14 working days.

However, if the complaint is against the head of service area, please write to Senior Deputy Secretary Administration.