"Public Service Numbers in the European Union"

October 2010
Agenda

- Frame of reference
- Findings from EU Member States
- Overall assessment
- Consideration of individual EU Member States
- Policy recommendations
Frame of reference
Aims and objectives

Aims of the study:

- To identify "potential for innovation" from EU Member States for Germany and for EU Member States from Germany in implementing the public service number (PSN)
- To identify and develop potential for Europeanization of the PSN

Objectives:

- What is the status of PSN implementation in the 27 EU Member States?
- What innovations, strengths and weaknesses do the various EU Member States demonstrate in implementing a national PSN?
Definition:
Public service number (PSN)

- A PSN is a short and easily remembered telephone number which provides central access to as many frequently requested public services as possible.
- The PSN is assigned by the national (regulatory) authorities upon request and the service is offered by these authorities.
- A national PSN allows businesses and individuals to contact public administration irrespective of administrative responsibilities.
Requirements to be met by a PSN

Geographic scope

High

Low

Administrative issues

Few

Many

Services offered by a specialist agency, e.g. environment agency

Services offered by a local authority, e.g. town

Special telephone number, e.g. emergency number
Focus of investigation

"Which agency is responsible?"
"Which service do I need?"

- Customer
- Multi-channel
- Multi-channel

1. Auskunftsebene des Call Centers
   Requests for different and multiple services (service A, B, C, ...)

   - PSN call centre
     - 1st service level of call centre
     - Further administrative specialization
     - 2nd service level of call centre
     - 3rd service level

   - Agency A
   - Agency B
   - Agency C

* Focus of investigation
Findings from EU Member States
## Countries at a glance

<table>
<thead>
<tr>
<th>Countries with a PSN</th>
<th>Countries planning to introduce a PSN</th>
<th>Countries with no PSN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium (systems in Flanders and Wallonia)</td>
<td>Finland</td>
<td>Bulgaria</td>
</tr>
<tr>
<td>Denmark</td>
<td>Latvia</td>
<td>Estonia</td>
</tr>
<tr>
<td>Germany</td>
<td>Portugal</td>
<td>Lithuania</td>
</tr>
<tr>
<td>France</td>
<td>Sweden</td>
<td>Austria</td>
</tr>
<tr>
<td>Greece</td>
<td>Slovak Republic</td>
<td>Poland</td>
</tr>
<tr>
<td>Ireland</td>
<td>Cyprus</td>
<td>Romania</td>
</tr>
<tr>
<td>Italy</td>
<td></td>
<td>Czech Republic</td>
</tr>
<tr>
<td>Luxembourg</td>
<td></td>
<td>United Kingdom</td>
</tr>
<tr>
<td>Malta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Netherlands (two systems)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slovenia (new number planned: 115)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hungary</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Year of PSN introduction

- **Pioneers**
- **Followers**
- **Latecomers**
- **Pilot scheme**
Distribution perspective
Distribution perspective: Requirements

- **Range of services**: Information and services accessible via a PSN
- **Depth of services**: Forwarding of information, filing of applications, status requests
- **Availability of telephone service**: Hours of service, multiple languages, accessibility
- **Multi-channel approach**: Channels of access to public authority services
Overview: Interaction between citizen and agency along an administrative chain

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminaries</td>
<td>Provision of information (e.g. letter, SMS reminder of deadline)</td>
</tr>
<tr>
<td>Request</td>
<td>Receipt of requests and forwarding of enquiries to the relevant authority where applicable</td>
</tr>
<tr>
<td>Processing</td>
<td>Provision of information on enquiry processing status (case-related information)</td>
</tr>
<tr>
<td>Follow-up</td>
<td>Collect feedback from callers on their satisfaction with telephone service</td>
</tr>
</tbody>
</table>

Diagram:
- Caller
- Call centre
- Proactive
## Range of services: Countries at a glance

<table>
<thead>
<tr>
<th>Number of administrative areas served by the PSN</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 17 administrative areas</td>
<td>Belgium (Wallonia), Denmark, Europe direct, France, Greece, Ireland, possibly Netherlands (Antwoord), Netherlands (Postbus 51), Slovenia, Hungary</td>
</tr>
<tr>
<td>Over 17 administrative areas (high)</td>
<td>Belgium (Flanders), Germany, Italy, Malta, Spain</td>
</tr>
</tbody>
</table>
**Depth of services: Countries at a glance**

<table>
<thead>
<tr>
<th>Phase of administrative contact with depth of services</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminaries</td>
<td>Belgium (Flanders and Wallonia), Denmark, Germany, Europe Direct, France, Greece, Ireland, Italy, Malta, Netherlands (Postbus 51), Slovenia, Spain, Hungary</td>
</tr>
<tr>
<td>Request</td>
<td>Greece, Hungary</td>
</tr>
<tr>
<td>Processing</td>
<td>Belgium (Flanders), Greece, Italy, Malta</td>
</tr>
<tr>
<td>Follow-up</td>
<td>Italy</td>
</tr>
</tbody>
</table>
# Hours of availability: Countries at a glance

<table>
<thead>
<tr>
<th>PSN hours of service</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard office hours (usually 09:00 to 18:00 hrs.)</td>
<td>Belgium (Wallonia), Denmark, Germany, Europe direct, Italy, Malta, Netherlands (Antwoord)</td>
</tr>
<tr>
<td>Extended hours (weekends/public holidays, etc.)</td>
<td>Belgium (Flanders), France, Ireland, Netherlands (Postbus 51), Slovenia and Spain</td>
</tr>
<tr>
<td>24 hours a day, 7 days a week</td>
<td>Greece, Hungary</td>
</tr>
</tbody>
</table>
# Available languages: Countries at a glance

<table>
<thead>
<tr>
<th>Languages offered</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language(s) of the country only</td>
<td>France, Germany (according to detailed concept but varies in D115 service centre network), Malta, Portugal and Spain</td>
</tr>
<tr>
<td>Language of the country and English as a foreign language</td>
<td>Belgium (Flanders), Denmark, Greece, Netherlands (both systems), Ireland, Italy (planned), Slovenia, Hungary (planned), Hungary (planned), Hungary (planned)</td>
</tr>
<tr>
<td>Additional languages (besides English)</td>
<td>Belgium (Flanders: French), Belgium (Wallonia: German only), Denmark (German), Greece (Albanian, Arabic, Bulgarian, French and Russian), Italy (French and Arabic planned), Hungary (French and German) (all official EU languages)</td>
</tr>
</tbody>
</table>
## Distribution perspective: Analysis (1/2)

<table>
<thead>
<tr>
<th>Stage of development from distribution perspective</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1 (well developed in general)</td>
<td>Belgium (Flanders), Greece, Netherlands (Antwoord), Hungary</td>
</tr>
<tr>
<td>Group 2 (good progress in several areas)</td>
<td>Ireland, Italy, Malta, Slovenia, Spain</td>
</tr>
<tr>
<td>Group 3 (good progress in isolated areas)</td>
<td>Belgium (Wallonia), Denmark, Germany, europe direct, France, Netherlands (Postbus 51)</td>
</tr>
</tbody>
</table>
Distribution perspective: Analysis (2/2)

- Deutschland
- Spanien
- BE-Flandern
- Italien
- Griechenland
- BE (Wallonien)
- Dänemark
- europa direct
- Frankreich
- Irland
- NL (Postbus 51)
- Ungarn
- Slowenien

Angebotsbreite

Angebotstiefe

hocho

gering

gering

hoch
The diagram illustrates the range and depth of services across various countries. The x-axis represents the depth of services (low to high), while the y-axis represents the range of services (low to high).

Countries highlighted include:
- Germany
- Spain
- Italy
- BE-Flanders
- Malta
- Greece
- BE-Wallonia
- Denmark
- Europe direct
- France
- Ireland
- NL (Postbus 51)
- Slovenia
- Hungary
- Slovenia
## Distribution perspective: Assessment

<table>
<thead>
<tr>
<th>Innovation potential for Germany</th>
<th>Potential for Europeanization</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Availability of PSN</td>
<td>- Similar range of services</td>
</tr>
<tr>
<td>- Depth of services</td>
<td>- Minimum standardization of</td>
</tr>
<tr>
<td>- Multi-channel approach</td>
<td>hours of service required</td>
</tr>
</tbody>
</table>
Production perspective
Production perspective: Requirements

- **Information management**: Standardized databases and joint use of information
- **Cooperation**: Inter-agency collaboration
- **Information technology**: Use of specific IT applications (e.g. CRM) in the call centres / service centres
# Information management: Countries at a glance

<table>
<thead>
<tr>
<th>Information management</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint or multiple use</td>
<td>Belgium (Flanders, Wallonia), Denmark, Germany, europe direct, France, Greece, Ireland, Italy, Netherlands (Postbus 51), Slovenia, Spain, Hungary</td>
</tr>
<tr>
<td>Decentralized management</td>
<td>Germany, Netherlands (Antwoord)</td>
</tr>
<tr>
<td>Standardized description of services</td>
<td>Belgium (Flanders), Germany, Slovenia</td>
</tr>
</tbody>
</table>
## Cooperation: Countries at a glance

<table>
<thead>
<tr>
<th>Cooperation</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperation between service levels</td>
<td>Belgium (Flanders, Wallonia), europe direct, Denmark, Germany, Greece, Italy, Malta, Netherlands (Antwoord, Postbus 51), Slovenia, Spain, Hungary</td>
</tr>
<tr>
<td>Ticket system</td>
<td>Belgium (Flanders), Germany, Greece, Italy, Netherlands (Postbus 51)</td>
</tr>
<tr>
<td>Access to specialized applications</td>
<td>Belgium (Flanders), Greece, Malta, Netherlands (Antwoord)</td>
</tr>
<tr>
<td>Extended use in crises and emergencies</td>
<td>Italy, Netherlands (Postbus 51)</td>
</tr>
</tbody>
</table>
## IT applications: Countries at a glance

<table>
<thead>
<tr>
<th>IT application</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge database</td>
<td>Belgium (Flanders, Wallonia), Germany, europe direct, France, Greece, Ireland, Italy, Malta, Netherlands (Antwoord, Postbus 51), Slovenia, Spain</td>
</tr>
<tr>
<td>Customer relationship management system</td>
<td>Belgium (Flanders), Greece, Italy</td>
</tr>
<tr>
<td>Knowledge management system</td>
<td>Belgium (Flanders), Germany, France (planned), Greece, Italy, Malta (planned), Netherlands (Postbus 51)</td>
</tr>
</tbody>
</table>
## Production perspective: Analysis

<table>
<thead>
<tr>
<th>Development status from production perspective</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group 1</strong> (well developed overall)</td>
<td>Belgium (Flanders), Germany, Greece, Italy, Netherlands (Postbus 51)</td>
</tr>
<tr>
<td><strong>Group 2</strong> (average)</td>
<td>Malta, Netherlands (Antwoord), Slovenia</td>
</tr>
<tr>
<td><strong>Group 3</strong> (less developed)</td>
<td>Belgium (Wallonia), Denmark, europe direct, France, Ireland, Spain, Hungary</td>
</tr>
</tbody>
</table>
### Production perspective: Assessment

<table>
<thead>
<tr>
<th>Innovation potential for Germany</th>
<th>Potential for Europeanization</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Cooperation with specialist authorities (direct access to IT applications of specialist authorities)</td>
<td>- Ticket system to refer queries to other countries</td>
</tr>
<tr>
<td>- Use of PSN as a source of public information in emergencies</td>
<td>- Extension of PSN to include crisis management operations</td>
</tr>
</tbody>
</table>
Organizational implementation
## Call centre structure: Countries at a glance

<table>
<thead>
<tr>
<th>Call/service centre structure</th>
<th>At national level (excluding some tiers of administration)</th>
<th>At national level (including all tiers of administration)</th>
<th>At local authority level (including all tiers of administration)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decentralized solution: network of call/service centres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>France, Greece</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td></td>
<td></td>
<td>Germany</td>
</tr>
<tr>
<td>Germany</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centralized solution: National call centre for the PSN</td>
<td>Belgium (Flanders, Wallonia), Denmark, europe direct, Ireland, Malta, Netherlands (Postbus 51), Slovenia, Spain, Hungary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Separate solution (no network of call centres)</td>
<td></td>
<td></td>
<td>Netherlands (Antwoord)</td>
</tr>
</tbody>
</table>
## Outsourcing models: Countries at a glance

<table>
<thead>
<tr>
<th>Countries</th>
<th>1st service level</th>
<th>2nd service level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Technology</td>
<td>Processes</td>
</tr>
<tr>
<td>Belgium (Flanders)</td>
<td>Sitel</td>
<td></td>
</tr>
<tr>
<td>europe direct</td>
<td>European Service Network (ESN)</td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>SFR</td>
<td>B2S</td>
</tr>
<tr>
<td>Greece 1500</td>
<td>eValue S.A.</td>
<td></td>
</tr>
<tr>
<td>Malta</td>
<td>GO plc</td>
<td></td>
</tr>
<tr>
<td>NL (Postbus 51)</td>
<td>Arvato Services Nederland BV</td>
<td></td>
</tr>
<tr>
<td>Slovenia</td>
<td>Mobiltel</td>
<td></td>
</tr>
<tr>
<td>Spain</td>
<td>Qualytel (until May 2010)</td>
<td></td>
</tr>
<tr>
<td>Hungary</td>
<td>Kopint Datorg Zrt.</td>
<td></td>
</tr>
<tr>
<td>Cyprus</td>
<td>Outsourcing planned</td>
<td></td>
</tr>
</tbody>
</table>
# Organizational implementation: Analysis

<table>
<thead>
<tr>
<th>Development status of organizational implementation</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1 (advanced)</td>
<td>Belgium (Flanders)</td>
</tr>
<tr>
<td>Group 2 (free telephone number and strengths in quality management or public relations)</td>
<td>Belgium (Wallonia), europe direct, Netherlands (Postbus 51), Slovenia</td>
</tr>
<tr>
<td>Group 3 (behind in several areas)</td>
<td>Denmark, Germany, France, Greece, Ireland, Italy, Malta, Netherlands (Antwoord), Spain, Hungary</td>
</tr>
</tbody>
</table>
### Organizational implementation: Assessment

**Ideas for innovations in Germany**
- Outsourcing of first service level
- Franchise system for local call centres
- Breadth and variety of public relations work

**Innovation potential from Germany**
- Cooperation across local authorities with decentralized call centre structure
- Call centre network structure

**Potential for Europeanization**
- National call centre more likely to be conducive to transnational cooperation
- Free pan-European "116" helpline number (116 115) as formal requirement
Overall assessment
# Overall ranking of EU Member States

<table>
<thead>
<tr>
<th>Group</th>
<th>Criteria</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>Well advanced in all three input areas (distribution, production, organizational implementation)</td>
<td>Belgium (Flanders), Greece</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Well advanced in two out of three input areas</td>
<td>Germany, europe direct, Italy, Malta, Netherlands (Postbus 51 and Antwoord), Slovenia, Spain</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Well advanced in at least one area (distribution, production, practical organization)</td>
<td>Belgium (Wallonia), Denmark, France, Ireland and Hungary</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Countries with firm plans to introduce a PSN</td>
<td>Finland, Latvia, Portugal, Sweden, Slovak Republic, Cyprus</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Countries without a PSN and countries also unlikely to take any action in the near future</td>
<td>Bulgaria, Estonia, Lithuania, Austria, Poland, Romania, Czech Republic, United Kingdom</td>
</tr>
</tbody>
</table>
Implementation status of national PSN projects and e-government

Advanced countries (Group 1)
Countries with well developed PSN (Group 2)
Countries with less developed PSN (Group 3)
Countries planning to introduce a PSN (Group 4)
Countries with no EBN (Group 5)
Implementation status of PSN projects and e-government

- Little correlation between countries which have introduced a PSN and their e-government status
- Countries which are far advanced with the introduction of the PSN are not far advanced in e-government
- Slovenia and Malta are exceptions to this rule, which can be attributed in both cases to their small size
- Austria, Estonia, Portugal, Sweden and Finland have not yet introduced a PSN but are generally regarded as advanced in comparisons of European e-government status
- Greece, the Netherlands, Belgium and Germany tend to be in the middle to lower e-government rankings but have progressive approaches to the PSN (mainly in terms of the level and nature of IT support)
## Innovation potential for Germany (good practices)

<table>
<thead>
<tr>
<th>Distribution perspective</th>
<th>Innovation potential for Germany</th>
<th>Source countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater depth of services</td>
<td></td>
<td>Belgium (Flanders), Greece, Italy</td>
</tr>
<tr>
<td>Multi-channel approach</td>
<td></td>
<td>Belgium (Flanders and Wallonia), Ireland</td>
</tr>
<tr>
<td>Hours of service</td>
<td></td>
<td>France, Greece, Spain, Hungary</td>
</tr>
</tbody>
</table>

| Production perspective   | Extended use in crises and emergencies | Netherlands (Postbus 51), Italy                      |

| Implementation perspective | Outsourcing | Belgium (Flanders), France, Greece, Malta, Netherlands (Postbus 51), Slovenia, Spain, Hungary |
|                           | Franchising | Netherlands (Antwoord)                               |
|                           | Public relations | France, Ireland, Italy, Malta, Netherlands (Antwoord) |
# Innovation potential from Germany

<table>
<thead>
<tr>
<th>Production perspective</th>
<th>Innovation potential from Germany</th>
<th>Potential beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperation with back office: ticket system</td>
<td>Mainly France, Netherlands (Antwoord), Slovenia</td>
<td></td>
</tr>
<tr>
<td>Standardized description of services</td>
<td>All EU countries which have introduced or plan to introduce PSN</td>
<td></td>
</tr>
<tr>
<td>Implementation perspective</td>
<td>Multi-tier network</td>
<td>Mainly Italy, Netherlands, Spain</td>
</tr>
<tr>
<td>Cooperation across local authorities</td>
<td>Mainly Netherlands, Italy, Spain</td>
<td></td>
</tr>
</tbody>
</table>
Country fact files
# Belgium (Flanders)

<table>
<thead>
<tr>
<th>Name:</th>
<th>Contactpunt Vlaamse Infolijn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>1700</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Regional</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 09:00-19:00, languages: Dutch, French, English</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal, local drop-in centres, teletext, digital television; Service contact centre: telephone, email, letter, &quot;Teletolk&quot; chat</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email, ticket system, access to specialized applications</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National call centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>11 further government agency numbers linked to &quot;1700&quot;; issue of case-related information; standardized description of services; intensive quality management</td>
</tr>
</tbody>
</table>
## Belgium (Wallonia)

<table>
<thead>
<tr>
<th><strong>Name:</strong></th>
<th>Le Numéro vert</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Telephone number:</strong></td>
<td>0800 1 1901 (French), 0800 1 1902 (German)</td>
</tr>
<tr>
<td><strong>Coverage:</strong></td>
<td>Regional</td>
</tr>
<tr>
<td><strong>Availability:</strong></td>
<td>Mon-Fri 08:30-17:00</td>
</tr>
<tr>
<td><strong>Multi-channel approach:</strong></td>
<td>Service contact centre, web portal, local drop-in centres, mobile information unit; Service contact centre: telephone, email</td>
</tr>
<tr>
<td><strong>Cooperation between service levels:</strong></td>
<td>Communication by telephone/email</td>
</tr>
<tr>
<td><strong>Call centre structure:</strong></td>
<td>National call centre</td>
</tr>
<tr>
<td><strong>Unique feature:</strong></td>
<td>PSN in place since 1989</td>
</tr>
</tbody>
</table>
# Denmark

<table>
<thead>
<tr>
<th>Name:</th>
<th>Borger.dk’s Contact Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>1881</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Nationwide</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 09:00-16:00; languages: Danish, German, English</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal; Service contact centre: telephone, email, SMS, chat</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National call centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Large range of services; service financed under an agreement between the Danish government, the municipalities and the regions</td>
</tr>
<tr>
<td><strong>Name:</strong></td>
<td><strong>D115</strong></td>
</tr>
<tr>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Telephone number:</strong></td>
<td><strong>115</strong></td>
</tr>
<tr>
<td><strong>Coverage:</strong></td>
<td><strong>Nationwide (planned)</strong></td>
</tr>
<tr>
<td><strong>Availability:</strong></td>
<td><strong>Mon-Fri 08:00-18:00; hours of service and languages offered differ from one call centre to another</strong></td>
</tr>
</tbody>
</table>
| **Multi-channel approach:** | **Multi-channel approach not adopted**  
**Service contact centre: telephone, email** |
| **Cooperation between service levels:** | **Communication by telephone** |
| **Call centre structure:** | **Network of call centres of local authorities and provincial level and of federal government establishments** |
| **Unique features:** | **Large range of services; standardized description of services, WMS in place; cooperation across local authorities, multi-tier network** |
## European Union

<table>
<thead>
<tr>
<th>Name:</th>
<th>europe direct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>00800 6 7 8 9 10 11</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Europe-wide</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 08:00-19:00 in all 23 EU languages</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal, local drop-in centres; Service contact centre: telephone, email, chat</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>Central service contact centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Call automatically taken by an employee who speaks the language of the country where the call is coming from; call centre services outsourced to external provider</td>
</tr>
</tbody>
</table>
## France

<table>
<thead>
<tr>
<th>Name:</th>
<th>Allô Service Public 39 39</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>39 39</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Nationwide</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 08:00-20:00, Sat 08:30-18:30, public holidays 08:30-20:30 hrs.</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal; Service contact centre: telephone, email</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>Network of six call centres at national level</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Extended hours of service; intensive quality management system; extensive public relations work right from the pilot phase; additional nationwide call number &quot;39 95&quot; set up specifically for businesses and employers in March 2010</td>
</tr>
</tbody>
</table>
### Greece

<table>
<thead>
<tr>
<th>Name:</th>
<th>Τηλεφωνικό κέντρο εξυπηρέτησης πολιών (public telephone enquiry service)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Telephone number:</strong></td>
<td>1500</td>
</tr>
<tr>
<td><strong>Coverage:</strong></td>
<td>Nationwide</td>
</tr>
<tr>
<td><strong>Availability:</strong></td>
<td>Service 24 hours a day, seven days a week (including on public holidays); service also offered in English, French, Albanian, Russian, Bulgarian, Arabic</td>
</tr>
<tr>
<td><strong>Multi-channel approach:</strong></td>
<td>Service contact centre, web portal, 1,000 one-stop shops; Service contact centre: telephone, email, SMS</td>
</tr>
<tr>
<td><strong>Cooperation between service levels:</strong></td>
<td>Communication by telephone/email, ticket system, access to specialized applications</td>
</tr>
<tr>
<td><strong>Call centre structure:</strong></td>
<td>Network of two call centres</td>
</tr>
<tr>
<td><strong>Unique features:</strong></td>
<td>By far the most advanced PSN system; forms and certificates for almost all national and local authority procedures can be requested via the PSN</td>
</tr>
</tbody>
</table>
## Ireland

<table>
<thead>
<tr>
<th><strong>Name:</strong></th>
<th>Citizens Information Phone Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Telephone number:</strong></td>
<td>1890 777 121</td>
</tr>
<tr>
<td><strong>Coverage:</strong></td>
<td>Nationwide</td>
</tr>
<tr>
<td><strong>Availability:</strong></td>
<td>Mon-Fri 09:00-21:00 hrs.</td>
</tr>
<tr>
<td><strong>Multi-channel approach:</strong></td>
<td>Service contact centre, web portal, local drop-in centres; Service contact centre: telephone, email, letter, chat, videophone, sign language service</td>
</tr>
<tr>
<td><strong>Call centre structure:</strong></td>
<td>One single national call centre</td>
</tr>
<tr>
<td><strong>Unique features:</strong></td>
<td>Telephone service is mainly aimed at senior citizens, people with disabilities and people in specific life circumstances, hence the variety of channels to access the service; independent organization set up to operate the PSN (Citizen Phone Service Ltd.)</td>
</tr>
</tbody>
</table>
## Italy

<table>
<thead>
<tr>
<th>Name:</th>
<th>Linea Amica</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>803.001</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Nationwide</td>
</tr>
<tr>
<td>Availability:</td>
<td>Working days 09:00-18:00 hrs.</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal; Service contact centre: telephone, email</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email, ticket system</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National Linea Amica call centre networked with contact centres/call centres of government agencies, municipal and provincial authorities</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Information on request processing status and personal case-related information issued; free PSN; all administration levels included; PSN information service extended in emergencies</td>
</tr>
</tbody>
</table>
## Malta

<table>
<thead>
<tr>
<th>Name:</th>
<th>Government Information Service Freephone 153</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>153</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Nationwide</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 07:30-16:30 hrs.</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal; Service contact centre: telephone, email, fax</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone; read-only access to specialized applications</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National call centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Database information used in enquiries is edited for the government website by the employees; first service level outsourced to private service provider</td>
</tr>
</tbody>
</table>
## Netherlands (1/2)

<table>
<thead>
<tr>
<th>Name:</th>
<th>Postbus 51 Infolijn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>0800-8051</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Nationwide</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 08:00-20:00 hrs.</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal; Service contact centre: telephone, email, letter</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email, ticket system</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National call centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Processes of first service level outsourced to private service provider; extensive public relations work; PSN information service extended in emergencies</td>
</tr>
</tbody>
</table>
## Netherlands (2/2)

<table>
<thead>
<tr>
<th>Name:</th>
<th>Antwoord</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>14 + local area code</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Local</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 08:30-17:00 hrs.</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal; Service contact centre: telephone, email, SMS, fax</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email, ticket system</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National call centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Antwoord service is still being developed; range of services can be decided by the local authorities themselves; IT service provider ICTU has developed a type of franchising model for implementation at local level</td>
</tr>
</tbody>
</table>
## Slovenia

<table>
<thead>
<tr>
<th>Name:</th>
<th>Halo Uprava!</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Telephone number:</strong></td>
<td>1 5888 588 (landline); 31-888-888 (mobile)</td>
</tr>
<tr>
<td><strong>Coverage:</strong></td>
<td>Nationwide</td>
</tr>
<tr>
<td><strong>Availability:</strong></td>
<td>Mon-Fri 08:00-20:00 hrs.</td>
</tr>
<tr>
<td><strong>Multi-channel approach:</strong></td>
<td>Service contact centre, web portal; Service contact centre: telephone, email</td>
</tr>
<tr>
<td><strong>Cooperation between service levels:</strong></td>
<td>Communication by telephone/email</td>
</tr>
<tr>
<td><strong>Call centre structure:</strong></td>
<td>National call centre</td>
</tr>
<tr>
<td><strong>Unique features:</strong></td>
<td>First service level outsourced to private mobile telephony service provider; standardized description of services; extensive public relations work; calls are free but fees are charged for service</td>
</tr>
</tbody>
</table>
## Spain

<table>
<thead>
<tr>
<th>Name:</th>
<th>Red 060</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>060</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Nationwide</td>
</tr>
<tr>
<td>Availability:</td>
<td>Mon-Fri 09:00-21:00 hrs., Sat 09:00-14:00 hrs.</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal, public drop-in centres; Service contact centre: telephone, email</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National call centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Plans to extend the service to include the handling of case-related matters, e.g. applications and fines; first service level outsourced to private service provider; large-scale advertising and public information campaign</td>
</tr>
</tbody>
</table>
## Hungary

<table>
<thead>
<tr>
<th>Name:</th>
<th>189 ÜGYFÉLVONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone number:</td>
<td>189</td>
</tr>
<tr>
<td>Coverage:</td>
<td>Nationwide</td>
</tr>
<tr>
<td>Availability:</td>
<td>24 hours a day, seven days a week; service also offered in English, French and German</td>
</tr>
<tr>
<td>Multi-channel approach:</td>
<td>Service contact centre, web portal; Service contact centre: telephone, email, SMS</td>
</tr>
<tr>
<td>Cooperation between service levels:</td>
<td>Communication by telephone/email</td>
</tr>
<tr>
<td>Call centre structure:</td>
<td>National call centre</td>
</tr>
<tr>
<td>Unique features:</td>
<td>Queries taken via &quot;189&quot; email address; additional services offered, e.g. remote support, dispatch of forms, arrangement of appointments; in addition to &quot;189&quot;, the number &quot;185&quot; has been set up to register temporary workers</td>
</tr>
</tbody>
</table>
Policy recommendations
## Policy recommendations: Innovation (1/2)

<table>
<thead>
<tr>
<th>Area</th>
<th>Innovation potential for Germany</th>
</tr>
</thead>
</table>
| **Distribution perspective** | ▪ Increase depth of service and enable authentication  
                                 ▪ Adopt multi-channel approach  
                                 ▪ Improve availability                                 |
| **Production perspective** | ▪ Link with crisis management  
                                 ▪ Increase cooperation with specialist authorities                                  |
| **Organizational implementation** | ▪ Provide free service but charge for calls  
                                 ▪ Set up and develop franchise system  
                                 ▪ Improve public relations work                                     |
## Policy recommendations: Innovation (2/2)

<table>
<thead>
<tr>
<th>Area</th>
<th>Innovation potential from Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Distribution perspective</strong></td>
<td>Limited potential for innovation as there is no major difference between Germany and other countries in this respect</td>
</tr>
</tbody>
</table>
| **Production perspective**  | • Multi-tier approach and the associated range of services at several administrative levels  
                                 | • Standardized description of services with corresponding databases  
                                 | • Ticket system                                                            |
| **Organizational implementation** | • Network of call centres developed to enable inclusion of local/regional matters  
                                         | • Cooperation across local authorities, especially in case of local call centre solutions |
Policy recommendations for Europeanization: Overview of options

1. Sharing experience and best practices
2. Allocating a telephone number with a "116" prefix (116 115) for harmonized services of social value for all EU Member States
3. Linking PSN systems between several EU Member States
4. Linking national PSN systems to EU telephone numbers
Policy recommendations for Europeanization: Sharing experience and best practices (Option 1)

<table>
<thead>
<tr>
<th>What?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Initiate and, where applicable, institutionalize experience-sharing among EU Member States (discuss identified areas of potential for innovation, possibilities for Europeanization)</td>
<td></td>
</tr>
<tr>
<td>▪ European PSN benchmarking</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ All EU Member States which have already introduced a PSN (e.g. France, Italy, Spain)</td>
<td></td>
</tr>
<tr>
<td>▪ Countries currently planning to develop a PSN</td>
<td></td>
</tr>
<tr>
<td>▪ EU Member States without a PSN</td>
<td></td>
</tr>
</tbody>
</table>
Policy recommendations for Europeanization: Allocating a telephone number with a "116" prefix (116 115) for harmonized services of social value for all EU Member States (Option 2)

<table>
<thead>
<tr>
<th>What?</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Simplest form of Europeanization, can be implemented if at least five countries join in</td>
</tr>
<tr>
<td>▪ Telephone number allocated to the service provider by national regulatory agency</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ All EU Member States which have already introduced a PSN and are at a similar stage of development from a distribution perspective</td>
</tr>
<tr>
<td>▪ Finland and Sweden: agreed on &quot;116 115&quot; already at the planning stage</td>
</tr>
</tbody>
</table>
Policy recommendations for Europeanization: Linking PSN systems between several EU Member States (Option 3)

<table>
<thead>
<tr>
<th>What?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 3a</strong>: Bilateral linking of PSN systems in two EU Member States in border areas; also appropriate for cooperation between local authorities or at regional level</td>
</tr>
<tr>
<td><strong>Option 3b</strong>: General linking of PSN systems of EU Member States, especially those with a functioning domestic network between different administration and/or service levels</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 3a</strong>: Border areas of the Netherlands, Belgium, Denmark, France, Switzerland, Poland and the Czech Republic</td>
</tr>
<tr>
<td><strong>Option 3b</strong>: Preferably countries with a national PSN call centre</td>
</tr>
</tbody>
</table>
Policy recommendations for Europeanization: Linking national PSN systems and EU telephone numbers (Option 4)

What?

- Link “europe direct” with one or more national PSN systems (EU integration)
- “Europe direct” and national PSN systems could forward enquiries to each other as needed
- Easier to implement than linking PSN systems between several EU Member States

Who?

- Countries at a similar stage of PSN implementation - applies to almost all countries
Project team

Project manager: Prof. Dr. Tino Schuppan

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email: office@ifg.cc,
Web: www.ifg.cc