KEYNOTE ADDRESS | NCCSC ANNUAL CONFERENCE 2026

Reputation Management as a Strategic Asset for Public Sector Transformation

A diagnostic of the public standing of Nigeria's civil service, and a programme of action for the National Council of Civil Service Commissions

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DATE

Sunday, 1st November 2026 to Friday, 6th November 2026

VENUE

Top Dome Event Centre, opposite Federal Secretariat, Okpanam Road, Asaba, Delta State

HOST

Delta State Government

Reputation is the reform on which every other reform depends.

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INTRODUCTION

A broken reputation is far harder to mend than to protect.

Repairing it often costs **far more** than preventing the damage.



REPUTATION IS AN ASSET.

TRUST IS A CURRENCY.

Credibility is the foundation. Performance is the proof. Trust is the reward **and** *Perception is the trigger.*



What is reputation management?

DEFINITION

Reputation management is the strategic and systematic process of planning, monitoring, shaping, maintaining and enhancing the perceptions and opinions that stakeholders and the general public hold about an individual, organisation or institution.

REPUTATION

Reputation is the collective perception stakeholders hold of an institution, built from its actions, behaviour, performance, values and communication over time.

Working definition for this address

OPERATIONAL DEFINITION

Reputation management is a formal system with an owner, a budget, instruments and measures.

1. Diagnose where the institution stands
2. Close the gap between what it does and what the public can see
3. Report results publicly, on a fixed date, in plain language

Stakeholders decide reputation, whatever the institution says about itself.

Reputation lives in perception

Performance

Delivery, conduct and results

What people see

Experience, media and reporting

Perception

What stakeholders believe

Reputation

Judgment accumulated over time

Trust

Confidence to comply, cooperate and support

HOW PERCEPTION FORMS

1 Direct experience

The counter, the portal, the complaint

2 Information received

Media, social media and official reports

3 Other people's stories

Critics, unions, peers and colleagues

THE CAUTION

Perception can be slow to follow performance, but it cannot replace it. Improve the service people receive, and tell them about it honestly. Do both together.

Why reputation is a strategic asset

WITH A STRONG REPUTATION

- Citizens comply more readily with rules and directives
- Capable people join and stay
- Political interference becomes harder
- Leverage improves with partners and financiers
- New policy is adopted faster

WITH A REPUTATION DEFICIT

- Resistance to policy
- Loss of talent
- Exposure to disinformation
- Reform fatigue: each administration announces the last one's reforms again, because the public never trusted them enough to protect them

THE EVIDENCE

OECD (2017): trust is necessary to build and implement public policy, and low trust raises its cost.

Roberts and Dowling (2002): in the corporate sector, a good reputation is linked to sustained superior financial performance.

One number and one question

56%

of Nigerians who sought a government document in the previous year paid a bribe to obtain it

Afrobarometer Round 10, 2025 (fielded June to July 2024)

THE QUESTION

How many Commissions in this hall could place before the public, today, a published figure showing what the institution is doing about that experience?

Reputation is built in the space between what an institution does and what the public is able to see.

Three claims to be tested

1

Reputation and performance are separate problems

Strong but unseen performance is assumed to be failure. Weak performance with borrowed trust will be recalled.

2

Reform has lacked constituencies, not ideas

Major reforms were designed for administrators and defended by no one outside the administration.

3

Reputation can be managed as a discipline

With an owner, a budget, instruments and measures. Commissions hold the constitutional power to recruit, promote and discipline.

Disagreement is welcome, because this Council will decide better after hearing the argument tested

Reputation is institutional capital

Image

What an institution projects.

Brand

The promise it makes.

Reputation

The accumulated judgment of those who deal with the institution, formed by what it does, how consistently, and how well that is communicated.

FOUR FORMS OF REPUTATIONAL CAPITAL

1

Trust capital

Authority to act and to secure cooperation.

2

Performance capital

Makes difficult decisions acceptable.

3

Influence capital

Shapes opinion and behaviour.

4

Resilience capital

Goodwill that carries an institution through a crisis.

“When the trust account is high, communication is easy, instant and effective.” Stephen Covey

The Reputation Gap Matrix



READING THE MATRIX

The two types in which performance and standing diverge describe the performance-communication gap.

Genuine performers under-report their results. Weak performers over-claim until the gap is exposed.

Place your Commission honestly before this session ends.

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The independent evidence

26/100

Corruption Perceptions Index 2025: Nigeria ranks 142nd of 182. Global average 42, Singapore 84.

Transparency International, 2026

56%

paid a bribe to obtain a government document (2024 survey).

Afrobarometer Round 10, 2025

90%

rate government performance in fighting corruption fairly or very badly.

Afrobarometer Round 10, 2025

26 pts

income based trust gap, an all time high: Trust Index 85 among high income groups, 59 among low.

Edelman Trust Barometer, Nigeria, 2026

86%

assign the obligation to build trust to government.

Edelman Trust Barometer, Nigeria, 2026

65%

believe the next generation will be better off, the highest of 28 countries, tied with Saudi Arabia (global average 32%).

Edelman Trust Barometer, Nigeria, 2026

The reputational ground is still open to any Commission willing to claim it.

Five fault lines in public trust

1

Merit

The public suspects that entry and advancement depend on connection rather than competence.

2

Counter

A service is judged one encounter at a time, at registries, panels, payment desks and portals.

3

Evidence

The service reports upward and rarely outward. Where can a citizen read the results?

4

Narrative

The story is written by critics, and in many institutions nobody owns it.

5

Workforce

Employer trust stands at 78% against 53% for government (Edelman, 2026).

Each can be measured, and each can be repaired.

From fault lines to indicators

Fault line	What the public experiences	What to measure
Merit	Appointments and promotions that look arbitrary	Share of decisions taken against published criteria; time to conclude disciplinary cases
Counter	Informal payment, delay, no feedback	Charter compliance rate; complaint closure rate and time
Evidence	Reforms announced, results unseen	Publication of an annual scorecard by a fixed date
Narrative	A story told by critics	Share of media coverage originated by the institution
Workforce	Officers who cannot or will not advocate	Staff trust and advocacy index, measured annually

Begin with what is already within reach. Publish it on a fixed date.

A SWOT of the civil service

STRENGTHS

- Constitutional power to appoint, promote and discipline
- First strategic plan in its history, approved by the Federal Executive Council
- E-recruitment and computer-based promotion examinations introduced
- A Chairman willing to name the decline in public

WEAKNESSES

- Merit seen as eroded; 56% paid a bribe for a document
- Reform results not yet visible to the public (Oronsaye)
- Weak capacity, digital gaps and a shortage of specialist staff

OPPORTUNITIES

- Plan links promotion to results and recruitment to technology
- 65% expect a better future; 86% say government must build trust
- Plan tied to the $1 trillion economy goal for 2030
- National Council as convenor; Singapore, Rwanda and Ghana as benchmarks

THREATS

- Low trust: 26 out of 100 on the Corruption Perceptions Index
- Real-time social media crises and disinformation
- Political interference, leadership turnover, reform fatigue
- The bloated service narrative and fiscal pressure

Sources: News Agency of Nigeria, 2026; Federal Ministry of Information and National Orientation, 2026; Afrobarometer, 2025; Edelman, 2026; Transparency International, 2026.

Lessons from the SWOT

1	**Reputation follows evidence**	Publish results. The Oronsaye record shows what silence costs.
2	**Reform needs a public constituency**	Design reforms that citizens can see and defend.
3	**A strength nobody sees is wasted**	Communicate the plan and the mandate in plain language.
4	**Reform must carry welfare and capacity building**	The Chairman has warned that reforms ignoring welfare may meet resistance.
5	**Honesty about the starting point builds credibility**	The Chairman's public candour sets the model.

From weakness to strength

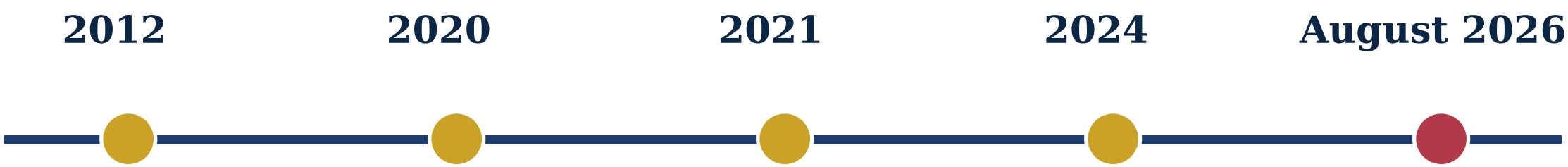
Weakness	Move to strength	Public proof
Eroded merit	Publish criteria before decisions	Merit dashboard
Bribery at the counter	Service charters and a complaint tracker	Closure rate published
Results unseen	Annual public scorecard	Reputation Index
Weak communication capacity	Reputation unit of career officers, protected budget	Unit and budget named
Capacity and specialist staff gaps	Capacity building, specialist recruitment, welfare support	Annual progress report
Leadership turnover	Embed in civil service rules and appraisals	Rules amended

HARNESSING THE OPPORTUNITIES

- Make the 2026 to 2030 plan the public scoreboard
- Deliver early wins with digital recruitment and feedback dashboards
- Compare Commissions on a common scorecard
- Add third party validation

Each move ends in a public proof that citizens can check.

The Oronsaye record, 2012 to 2026



Some affected agencies were created by statute, so implementation also requires legislative action.

A reform nobody can see, nobody defends

29
agencies to merge

8
to be subsumed

4
to be relocated

2
to be scrapped

Approved scope as reported in August 2026. The Guardian Nigeria (2026), cited as reported and for verification by the Council's secretariat.

- Separate budget lines persist for several agencies earmarked for merger or abolition.
- Questions remain over the legal, administrative, budgetary and personnel status of agencies earmarked for merger or scrapping.
- The lesson is one of design: a reform with no baseline, no public scoreboard and no constituency can be redefined without the public noticing.

When your plan is judged in 2030, what wi citizens be able to see?

How credible institutions earn trust

Singapore

BLAVATNIK INDEX OF PUBLIC ADMINISTRATION 2024 | 120 COUNTRIES

1st Singapore | **2nd** Norway | **Joint 3rd** Canada, Denmark

Nigeria joint 90th of 120, score 0.41

Measures the effectiveness of public administration and civil services.

CORRUPTION PERCEPTIONS INDEX 2025 | 182 COUNTRIES

1st Denmark 89 | **2nd** Finland 88 | **3rd** Singapore 84

Nigeria 142nd of 182, score 26

Its Public Service Commission has guarded integrity and meritocracy since 1951. Singapore builds institutions whose integrity citizens can verify for themselves.

Sources: Blavatnik School of Government, 2024; Transparency International, 2026.

Rwanda

CPI 2025 58, 41st of 182

CITIZEN REPORT CARD | PUBLISHED EVERY YEAR, 14TH EDITION

10,676	76.7%	10%
citizens surveyed in all 30 districts, 2025	overall satisfaction; lowest sector 65.7%	of each district's performance contract score

Results go to Parliament and shape district performance contracts.

Sources: Rwanda Governance Board, 2025; Parliament of Rwanda, 2025.

Ghana

CPI 2025 43, 76th of 182

RIGHT TO INFORMATION ACT, 2019 | INDEPENDENT COMMISSION

2,575	68%	345
requests to public bodies in 2024, up 47%	of those requests approved	annual reports filed by public bodies, 2024

The Commission issues binding rulings and penalises non-compliant bodies.

Sources: Ghanaian Times, 2025; Republic of Ghana, 2019.

The lesson: credibility is built by publishing standards and results, and by letting citizens verify them.

What sustained the NCC's standing

Nigerian Communications Commission: five practices that held its standing through leadership transitions

1

Proactive communication

Consumer information published ahead of controversy.

2

Message discipline

Spokesperson continuity across executive transitions.

3

Visible complaint resolution

Evidence of resolution, not promises.

4

Transparent enforcement

Actions communicated openly as proof of seriousness.

5

Media and civil society as partners

Engaged before any crisis, not only during one.

MY EXPERIENCE

I served the Commission for eighteen years, from Deputy Director to Director of Public Affairs. Each practice is a habit of the institution, not a gift of one leader, which is why the standing outlasted changes of leadership.

Eight pillars of institutional reputation

1

Character and Integrity

Would our recruitment, promotion and disciplinary decisions survive public scrutiny today?

2

Performance and Competence

What results can we show, and who has verified them?

3

Leadership Credibility

Do officers and citizens believe our leaders stand behind our decisions?

4

Strategic Communication

Does our communication follow our performance, or run ahead of it?

5

Stakeholder Relationships

Whose confidence matters most to us, and how often do we meet them?

6

Social Impact

What public value can we demonstrate beyond compliance?

7

Crisis Preparedness

Could we respond credibly within twenty four hours?

8

Consistency and Authenticity

Do our promises and our delivery match, across changes of leadership?

The RESPECT Framework

R	E	S	P	E	C	T
Responsiveness	Ethical Leadership and Integrity	Stakeholder Engagement	Performance Communication	Employer Brand and Internal Culture	Crisis Preparedness	Technology and Digital Infrastructure

Reputation management as an external discipline	Culture change	Institutional re-engineering

One operating model delivers all three parts of the conference theme together.

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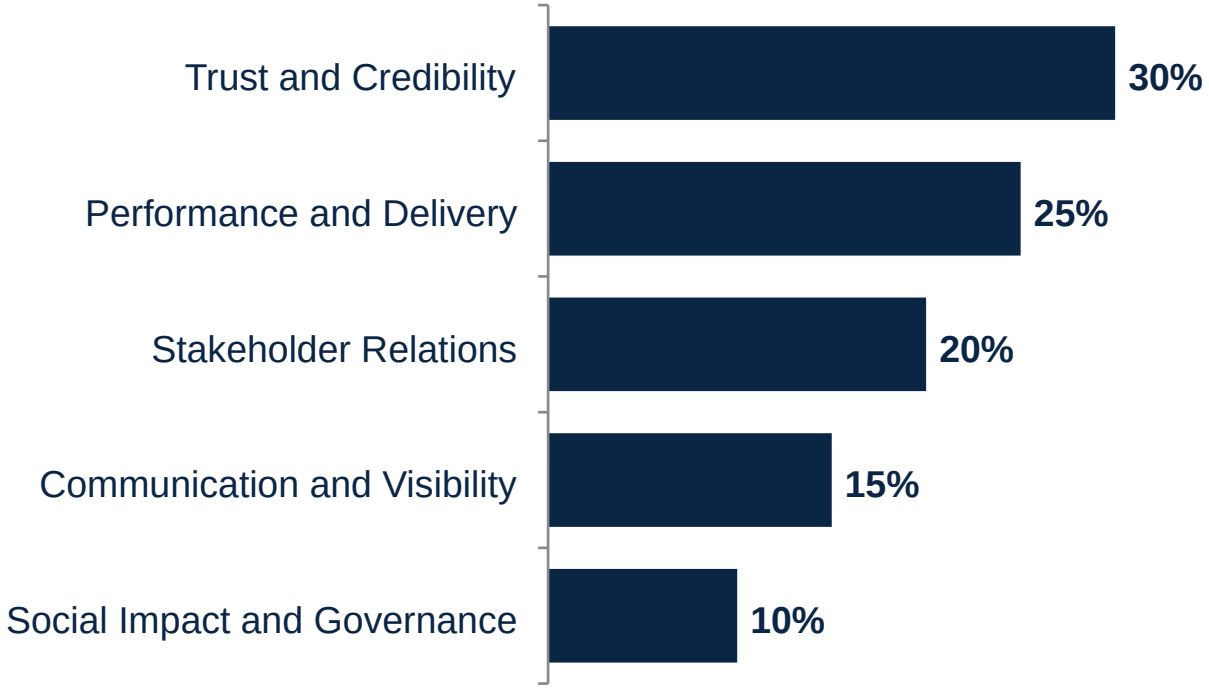
RESPECT: actions and public measures

Pillar	Concrete action for Commissions	Public measure
R Responsiveness	Publish response time charters at every counter and portal; audit them quarterly	Share of requests resolved within charter time
E Ethical Leadership and Integrity	Publish criteria before decisions, and an annual merit and integrity report beyond internal audit	Share of decisions taken against published criteria
S Stakeholder Engagement	Hold quarterly stakeholder dialogues before major service wide changes	Dialogues held and commitments tracked
P Performance Communication	Issue an annual public scorecard in plain language, distributed beyond government channels	Scorecard published by a fixed date
E Employer Brand and Internal Culture	Run an annual staff survey and a structured advocacy and recognition programme	Staff trust and advocacy index
C Crisis Preparedness	Maintain a reputational risk register and rehearse the protocol every year	Time to first public statement
T Technology and Digital Infrastructure	Digitise and automate core processes, computerise service points, and apply AI under published safeguards. Run a citizen feedback dashboard with a complaint tracker.	Share of core processes digitised; complaints closed and communicated to the citizen

A weighted scorecard for Commissions

Reputation = Trust + Performance + Communication + Governance + Public Value

SCORECARD WEIGHTS (%)



Two rules for reading it

1. Never read indicators in isolation. High performance with low trust signals a credibility gap.
2. Performance supplies the vertical axis and Trust the horizontal axis of the Reputation Gap Matrix.

Start with what is within reach: response time, staff retention, positive media coverage, citizen satisfaction.

Ten indicator categories

Category	Key metrics	RESPECT link
Trust	Public trust index; transparency ratings; credibility scores	Ethical Leadership and Integrity
Leadership	Approval ratings; executive visibility; confidence in senior management	Ethical Leadership and Integrity
Performance	Service delivery ratings; citizen satisfaction; mandate fulfilment	Responsiveness
Media	Share of positive coverage; share of voice; sentiment analysis	Performance Communication
Digital	Social media sentiment; website engagement; digital response rates	Technology and Digital Infrastructure
Stakeholder	Satisfaction surveys; partnership retention; community support	Stakeholder Engagement
Employee	Engagement scores; staff retention; internal trust; morale	Employer Brand and Internal Culture
Governance	Audit outcomes; compliance ratings; anti-corruption performance	Ethical Leadership and Integrity
Social Impact	Community impact; ESG performance; public value metrics	Public value, tracked across all seven
Crisis	Response time; recovery effectiveness; confidence after adversity	Crisis Preparedness

An audit across all ten categories shows where an institution stands, not where it believes it stands.

Continuous perception intelligence

1 Listen
Surveys, complaints, media, social channels, staff

2 Analyse
Sentiment, trends and the gap between performance and perception

3 Decide
What to fix, what to say and whom to engage

4 Act
Change the service, communicate, engage

5 Report
Publish results and track the scorecard

then listen again

WHY IT MUST BE CONTINUOUS

- Perception moves in hours, and a story can spread before the institution knows
- An annual audit is a snapshot and gives no early warning
- Early signals let a Commission correct course before trust is lost

WHAT IT GUIDES

- The service failures that most damage trust
- What to publish, and when
- Which stakeholders need engagement now
- Which risks belong on the crisis register

The annual audit gives the baseline. Continuous intelligence lets a Commission shape its reputation before the headlines do.

The first 100 days

Six steps that need no new legislation and only modest resources.

1 Name an accountable officer

Set up a reputation unit staffed by career officers. Test a budget of two to three percent of operating costs.

2 Publish a service charter

One page, at every counter and portal: what a citizen can expect, and by when.

3 Commission a baseline audit

Ten indicator categories and the weighted scorecard, repeatable each year, and published.

4 Publish a merit dashboard

Recruitments, promotions and disciplinary cases completed, criteria applied, time taken.

5 Stand up a complaint tracker

Record every complaint, its closure and the feedback to the citizen. Publish the closure rate.

6 Rehearse a crisis protocol

Respond quickly, communicate facts, show empathy, accept responsibility, keep leaders visible.

Three decisions for the National Council

1

Constitute a standing Reputation and Communication Committee

Under the Council, to coordinate method and share practice across federal and state Commissions.

2

Adopt the weighted scorecard and ten category audit as the common methodology

So that results from Delta, Kano, Lagos and the Federal Commission can be compared on the same basis.

3

Publish an annual Civil Service Reputation Index

Built from the scorecard, voluntary in its first year. It will be contested, and that is useful: a contested index starts the conversation that a communique never does.

Closing the gaps that cost us trust

THE GAP	WHAT THE EVIDENCE SHOWS	BEST PRACTICE	PATHWAY FOR COMMISSIONS
1 Citizens' verdict is measured by others, not by us	The trust and bribery findings in this address come from outsiders such as Afrobarometer and Edelman, not from the Commissions themselves.	**RWANDA** The Governance Board publishes a Citizen Report Card every year: 10,676 citizens surveyed in 2025, 76.7% satisfied, weakest sectors named.	**Run an annual citizen trust and satisfaction survey for each Commission and publish it in full.**
2 Results are neither published nor compared	FOI Act, 2023: 91 of about 800 institutions fully complied (11.4%). 2025: 108 of 1,309 federal bodies reported. Complaints: 716,688 of 1.28 million resolved in two years (56%).	**GHANA** The Right to Information Commission reports every year: 2,575 requests in 2024, 68% approved, 345 reports filed, penalties for non-compliance.	**Publish a yearly scorecard for every Commission: FOI compliance, complaints closed and days to resolve.**
3 Merit and integrity are not seen to be guarded	Nigeria ranks 142nd of 182 on the Corruption Perceptions Index, with a score of 26. Merit in appointments is seen as eroded.	**SINGAPORE** Its Public Service Commission has guarded merit and integrity since 1951. Singapore scores 84, third in the world.	**Publish appointment, promotion and discipline decisions with reasons, and report merit outcomes yearly.**

Every pathway starts with a baseline. REPUTE360° gives each Commission one.

Sources: Afrobarometer, 2025; Edelman, 2026; The Guardian Nigeria, 2025; Media Rights Agenda, 2026; News Agency of Nigeria, 2026; Rwanda Governance Board, 2025; Ghanaian Times, 2025; Transparency International, 2026.

REPUTE360°: hearing the public

A 360° reputation audit, management and perception intelligence programme for State Commissions



THE OUTPUT

One comparable index

Scored 0 to 100 on the scorecard in this address

Trust and Credibility	30%
Performance and Delivery	25%
Stakeholder Relations	20%
Communication and Visibility	15%
Social Impact and Governance	10%

READ THE SCORE

80+	70 to 79	60 to 69	Below 60
Excellent	Good	Fair	Poor

Same method in every State, so results can be compared.

From baseline to roadmap in 16 weeks

What a State Commission receives, and how the work begins

WEEKS 1 TO 3
Inception and design
Mandate, sample, instruments, pilot

WEEKS 4 TO 10
Fieldwork and intelligence
Surveys, visits, forums, media and social listening

WEEKS 11 TO 13
Analysis and validation
Index, drivers of trust, validation forums

WEEKS 14 TO 16
Strategy and handover
Roadmap, executive briefing, dashboard

WHAT EACH COMMISSION RECEIVES

Reputation Index
Scored 0 to 100 on the common scorecard

Perception heatmap
By senatorial district and LGA

Service point audit
What the citizen meets at the counter

Trust roadmap
A 100 day plan and a 36 month path

Live dashboard
Handed over, with a six month pulse check

WHY STATES BENEFIT

- **One method, local calibration.** Results compare across the 36 States and the FCT.
- **Confidential to your Commission.** You decide what to publish, and when.
- **Delivers step 3 of the first 100 days.** The baseline audit, in one programme.

AN INVITATION

Begin with a scoping conversation here in Asaba this week.

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The 36 month implementation roadmap

PHASE 1 | 0 to 6 months

Foundation

- Reputation and Communication Committee constituted
- Baseline audit on the ten category scorecard across federal and state Commissions
- First service charters and merit dashboards published

PHASE 2 | 6 to 18 months

Rollout

- RESPECT training for Heads of Service and Directors of Public Affairs in all 36 states and the FCT
- First annual public scorecard released
- First Reputation Index released

PHASE 3 | 18 to 36 months

Institutionalisation

- Framework embedded in civil service rules and appraisal instruments
- Reputation stewardship becomes a measurable leadership responsibility

Each phase ends in a visible output that the public can see.

Four objections, answered

“Reputation is public relations.”

Public relations tells the story. Reputation management begins with performance, builds the evidence, then tells a story the evidence supports.

“Our problems are funding and political interference.”

The two are linked. Institutions with strong public standing are costlier to interfere with and easier to fund.

“Publishing performance data exposes us to attack.”

Silence exposes an institution more. Early, honest disclosure, including of weak results, is the strongest protection a Commission has.

“States differ too much for one model.”

The method can be common while the calibration is local. A shared methodology lets Commissions learn from one another.

Questions for deliberation

1. In which row of the Reputation Gap Matrix does your Commission sit, and what scorecard evidence would persuade a sceptic that you are right?
2. Would your Commission publish a merit dashboard in 2027? If not, what prevents it?
3. Who in your Commission owns reputation today, and what authority does that person hold?
4. What did the last citizen who complained to you hear back, and after how many days?
5. Should this Council publish a comparative reputation index, knowing that some of us will not like our position in it?

A request of this Council

Before the delegates disperse from Asaba, resolve to:

1. Constitute the Reputation and Communication Committee proposed in this address
2. Commission a baseline reputation audit on a common scorecard across federal and state Commissions
3. Commit to publishing the first public scorecard within twelve months

An offer of practical help

- Scoping a baseline reputation audit
- Building a Commission scorecard
- Designing a service charter and a merit dashboard
- Building and training a reputation team
- Facilitating a retreat for a Commission's leadership

Self assessment for Commissions: Appendix A

Reputation is the reform on which every other reform depends.

Let us make the work of this Council visible, and let the public judge it by what they can see.

Appendix A: Reputation self assessment (1 of 2)

#	Area	Question	Yes	Partly	No
1	R	Does every public counter and portal display a service charter with response time standards?			
2	R	Do you measure and record actual response times against the charter?			
3	E	Are the criteria for recruitment, promotion and discipline published before decisions are taken?			
4	E	Do you publish an annual merit and integrity report that goes beyond internal audit?			
5	S	Do you hold structured dialogues with unions, media, civil society and the legislature before major service wide changes?			
6	S	Can a citizen or officer learn the outcome of a complaint, and the number of days it took?			
7	P	Do you issue an annual public scorecard in plain language?			

Score two for Yes, one for Partly, zero for No. The maximum score is 28. Area letters follow RESPECT.

Appendix A: Reputation self assessment (2 of 2)

#	Area	Question	Yes	Partly	No
8	P	Is every claim of achievement in your public statements supported by a figure and a source?			
9	E	Do you measure at least once a year how serving officers perceive the institution?			
10	E	Do officers have a structured channel through which to advocate for the institution?			
11	C	Do you keep a reputational risk register that is reviewed at least once a year?			
12	C	Has your crisis protocol been rehearsed in the last twelve months?			
13	T	Do you monitor media and social channels systematically for what is said about the institution?			
14	T	Do you track complaints on a system that records closure and feeds back to the citizen?			

Score 22 to 28
Trusted Performer profile
Protect the position by publishing results routinely.

Score 14 to 21
Hidden Performer or Fragile Favourite
Gaps exist between delivery and visibility. A baseline diagnostic is recommended.

Score 0 to 13
Failing Institution profile
Begin with the service encounter, then build the evidence to communicate.

Appendix B: Worked scorecard example

Weighted points = Score × Weight **Overall score = sum of weighted points**

Dimension	Weight	Score out of 100	Calculation	Weighted points
Trust and Credibility	30%	58	58 × 0.30	**17.40**
Performance and Delivery	25%	72	72 × 0.25	**18.00**
Stakeholder Relations	20%	65	65 × 0.20	**13.00**
Communication and Visibility	15%	52	52 × 0.15	**7.80**
Social Impact and Governance	10%	60	60 × 0.10	**6.00**
Total	**100%**			**62.20**

Reading the result

Overall score: 62.20 out of 100, Fair (60 to 69).

Performance (72) stands 14 points above Trust (58).

That signals a credibility gap and a Hidden Performer profile: the institution performs better than the public believes.

Illustrative scores for demonstration only. Not an assessment of any Commission.

Bands are provisional and are confirmed through calibration in each audit (Appendix C). Blank worksheet: see the written address.

Appendix C: Classifying the score

Excellent

80 to 100

Reputation is an asset. Protect it by publishing results routinely and early.

Good

70 to 79

Reputation supports the mandate. Close the gaps in the weakest dimension.

Fair

60 to 69

Reputation neither helps nor hinders. Improve delivery and disclosure visibly.

Poor

Below 60

Reputation is a liability. Fix the service encounter first, then build the evidence.

The band gives the level, and the gap shows the shape.

- Performance materially above Trust: credibility gap, Hidden Performer profile.
- Trust materially above Performance: borrowed trust, Fragile Favourite profile.

Thresholds follow the RepTrak Pulse tiers (Excellent 80+, Strong 70 to 79, Average 60 to 69, Weak and Poor below 60). Provisional, and confirmed through calibration in each audit.

THANK YOU

Thank you for listening

Questions and discussion

I will be available for discussion with any Chairman, Commissioner or Secretary throughout this conference.

FOR FURTHER CONTACT

Signature

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