Government of Jamaica
SERVICE EXCELLENCE POLICY

March 2022

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Message from

The Most Hon. Andrew Holness, ON, PC, MP

Prime Minister of Jamaica

Jamaica's Service Excellence Policy

I have the distinct pleasure of introducing the Government of Jamaica's Service Excellence Policy, which will be pivotal to the way we do business and provide services to our clients.

The Government has long recognized that Jamaican citizens, and those who do business with our country, require, and certainly deserve, significantly improved services from public institutions. The Service Excellence Policy is expected to deliver the agility that is necessary for the next phase of Jamaica's development.

The Most Hon. Andrew Holness, ON, MP
Prime Minister

Service Excellence is described as "the delivery of services against established standards in a manner which effectively satisfies customer needs and provides value to our citizens." The Policy's objective is to create a culture of service excellence across the public sector that places emphasis on quality of service.

The Service Excellence Policy:

1. Establishes the basis on which the Government will conceptualise, implement, monitor, and evaluate its actions to guide Ministries, Departments and Agencies (MDAs) in their efforts to meet or exceed customer needs and expectations;

2. Establishes the provision of quality service as the basis for developing a performance excellence culture across the public sector;

3. Identifies guidelines and standards that will be introduced to promote service excellence throughout the public service; and

4. Identifies how public involvement can enhance service delivery by increasing customer engagement.

The Government continues to pursue a strong modernization agenda with the aim of ensuring that Jamaica keeps pace with the rest of the world and has the resources to fuel the potential of all our citizens. Crucial to this objective, is increased efficiency in the execution of functions, particularly those which directly impact the growth and progress of Jamaica, and the personal advancement of our people. With the introduction of the Service Excellence Policy, the important, and often overlooked, nexus between our productivity levels and our economic growth and social stability, will be evident.

In this our 60th year as an independent nation, we celebrate all we have achieved, but we remain acutely aware of all that remains to be done to realize the vision we each have for Jamaica. In this regard, the Service Excellence Policy will be a critical tool for increasing individual and collective productivity and output, and ultimately creating marked economic growth and customer satisfaction.

It is my sincere hope that the Policy will be enthusiastically embraced by citizens and customers, as well as public sector workers. The anticipated benefit will be increased productivity, efficiency, and quality of service on the part of public sector service providers, and increased customer satisfaction among those who utilise public services.

Together, we are working to make Jamaica the place of choice to live, work, raise families, do business, and retire in paradise.

The Most Hon. Andrew Holness, ON, MP
Prime Minister

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List Of Abbreviations and Acronyms

CBOs	Community-based organizations
CDC	Community Development Committee
CIDA	Canadian International Development Agency
CRM	Customer Relationship Management
CSIP	Customer Service Improvement Plan
CSIT	Customer Service Improvement Team
DAC	Development Area Committee
EPM	Employee Performance Management
FGDs	Focus Group Discussions
GOJ	Government of Jamaica
ICT	Information Communication Technology
IRBM	Integrated Results Based Management
ISO	International Organisation for Standardisation
LNA	Learning Needs Assessments
MDAs	Ministries, Departments, and Agencies
MIND	Management Institute for National Development
MFPS	Ministry of Finance and the Public Service
MLGRD	Ministry of Local Government and Rural Development
MLSS	Ministry of Labour and Social Security
NCBJ	National Certification Body of Jamaica
NDP	National Development Plan
OC	Office of the Cabinet
OSC	Office of the Services Commission
OSHA	Occupational Safety and Health Administration
PIOJ	Planning Institute of Jamaica
PMEB	Performance Monitoring and Evaluation Branch
PMES	Performance Monitoring and Evaluation System
PS	Permanent Secretary
PSLF	Public Sector Learning Framework
PSMD	Public Sector Modernisation Division
PSMP	Public Sector Modernisation Programme
PSTMD	Public Sector Tranformation and Modernization Division
SDC	Social Development Commission
SDG	Sustainable Development Goals
SEF	Service Excellence Framework
SHRMD	Strategic Human Resource Management Division
SOP	Standard Operating Procedures
TCC	Tax Compliance Certificate
TWG	Technical Working Group
TNA	Training Needs Assessment
UNDP	United Nations Development Programme
WOG	Whole of Government

We're Raising The Bar For Customer Service In The Public Sector

Executive Summary

The fulfilment of the national vision of 'Jamaica, the place of choice to live, work, raise families, and do business' (Planning Institute of Jamaica, 2009) demands that service excellence outcomes are achieved to enhance the quality of life for Jamaicans. The primary objective of the Government's modernisation programme is to improve services to all persons doing business with the Government of Jamaica (GoJ) - '*ensuring that at all points of service, public service users and not the providers are the focus, matching services to people's life events and delivering quality services in a timely manner*' (Office of the Cabinet, 2002). Ultimately, it is expected that:

> **".... the whole Public Service will be organised around the needs of its customers, directly accountable to them through guarantees of services which are of the highest quality, accessible, convenient, easy to use, integrated, responsive, cost effective, and which assure redress when things go wrong."(ibid).**

This Policy clarifies the GoJ's commitment to providing the highest quality of service to all its customers and defines the mechanism for institutionalising service excellence across the public sector and increasing the efficacy of GoJ's operations. It defines Service Excellence, establishes core principles, goals, objectives, and key strategies to create the culture needed to effect sustainable improvements in the quality of service delivered across the public sector. Essentially, the Policy outlines practical steps to implement the Service Excellence Framework (SEF) which was approved by Cabinet Decision No. 7/19 dated 18th March 2019.

The Service Excellence Policy:
1. Establishes the basis on which the GoJ will conceptualise, implement, monitor, and evaluate its actions to guide Ministries, Agencies and Departments (MDAs)

in their efforts to meet or exceed customer needs and expectations

2. Establishes the provision of quality service as the basis for developing a performance excellence culture across the public sector

3. Identifies guidelines and standards that will be introduced to promote service excellence throughout the public service

4. Identifies how public involvement can enhance service delivery by increasing customer engagement.

Service Excellence is defined as *"the delivery of services against established standards in a manner which effectively satisfies customer's needs and provides value to our citizens."*[1] This is the principal criteria for decisions and actions, and the primary basis for the design and management of organisational systems, policies and practices.

The goal of the Policy is to create a culture of service excellence across the public sector which builds public confidence in the quality of services to meet and exceed expectations.

This Service Excellence Policy is to be guided by the following five core principles:

1. **Citizen-centred:** All public servants should constantly challenge themselves to design and deliver with the benefit of citizens in mind.

2. **Customer-focused:** The public servants empathise with the customer, request their input, and are receptive to their feedback.

3. **Integrity and Transparency:** All public servants are open, consistent, honest and responsible in the provision of all goods and services; being committed and accountable in their communications, processes, and operations.

4. **Respect for Human Rights:** All public servants recognise that service should be delivered in any way that affirms the rights and dignity of customers.

5. **Accountable and Committed Leadership:** The GoJ is committed to making service excellence a key performance indicator by strengthening institutional capacity and leadership and holding them accountable for the level of service provided to the public.

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1   Office of the Cabinet (2018). Service Excellence Framework p.6.

These principles guide the strategic objectives of the policy, giving coherence to the approach and actions to achieve service excellence in Jamaica.

The Strategic Objectives of the Policy are articulated under two pillars:

1.   **People Engagement:**

To create a people-centric philosophy across the public sector that ensures internal and external customers are involved in dialogue and partnership to design and implement services that satisfy their needs.

2.   **Performance Excellence:**

To create a culture of service excellence in all public sector organisations by setting performance standards, improving capacity, promoting excellence, and establishing effective systems of management and accountability.

| Introduction

2.1   BACKGROUND

The Government of Jamaica (GoJ) over the past twenty (20) years has introduced a number of initiatives designed to improve customer service and by extension, the efficiency and effectiveness of service delivery and performance within the Public Sector. These initiatives include the Citizens Charter Programme (1994), the Customer Service Competition (2002), the Customer Service Improvement Programme (2006) and more recently the Customer Service Monitoring and Evaluation System (2010).

While there is some evidence that these initiatives have had some positive impact in individual public sector entities, there is a general perception, reinforced by reported customer experiences that the quality of customer service in the public sector is in need of significant improvement.

While there is ample evidence that service quality across government has evolved, continuous improvement needs to be a constant theme as citizens of Jamaica are more informed, educated and have higher expectations for the quality, efficiency and effectiveness of public services delivered. The public sector is the country's largest service provider, and any improvement in service quality will have a positive impact on citizens, residents, members of the diaspora, and investors. For the purposes of this policy, the public sector is defined as any and all public entities in the public sector under the purview of the GoJ. These public sector institutions provide a wide range of services to the public. It is through public sector bodies that core services such as education, social protection, health, justice, security, and economic management are delivered. However, the public sector also provides services in important 'adjunct' areas such as cultural preservation, sports development, citizen identification and birth registration, and business regulation.

Perspectives are changing, from the traditional notion of the public sector as an instrument for designing and administering social policy and laws, to one in which the public sector is also an important provider of services for which our citizens and investors pay taxes and service-specific user fees.

2.2   PURPOSE

This policy makes clear the GoJ's commitment to providing the highest quality service to all customers, institutionalising service excellence across the public sector, and increasing the efficacy of the GoJ's operations. It also provides a comprehensive framework within which the GoJ can conceptualise, implement, monitor, and evaluate its actions to guide MDAs in their efforts to meet or exceed customer needs and expectations. The Policy is built on two key pillars: a) **People Engagement** and b) **Performance Excellence** and establishes the scope of the GoJ's commitment to improving service quality in the public sector. Through the implementation of this Policy, the GoJ will:

1. Institute guidelines and standards to promote service excellence throughout the public service

2. Build and nurture a performance excellence culture across the public sector

3. Deepen the capacity of public servants and public sector organisations to be responsive, flexible, and effective

4. Train and nurture the talent needed to develop a performance excellence culture among public sector workers

5. Continuously engage the public and strengthen public involvement in the design and delivery of services.

2.3   POLICY ISSUES

As the environment changes, and the Government is asked to do more and perform better with limited resources, public-sector entities must respond. Now, however, the extent to which we are improving the quality of citizen experiences must become the defining element in our performance. Improving quality of service delivery should not be done on an ad-hoc basis; it must be systematic and sustainable. Service issues need to be addressed in a comprehensive manner with adequate policies, processes, and an entrenched culture for change (deCastro, Foster, Gubiani, & Hurwich, 2015). The GoJ understands that with committed leadership, clarity of purpose, coordinated action, continuous two-way communication, and a focus on continuously improving capability, we can create a public sector in which public confidence is high, and excellence in service delivery is standard (Allas, et al., 2018).

Understanding that the quality of customer service in the public sector is dependent on a number of variables including: organisational policies and procedures; staff training; technology and management culture; and a policy which clearly defines the strategies that will be taken to improve and sustain the quality of customer service in the public sector. These strategies will need to be multifaceted, and seamlessly integrated into the Performance Management Framework that is being established within Government.

Ensuring customer satisfaction with Government services is not an option, it is an essential indicator of Government's effectiveness. Public Sector entities have a responsibility to ensure that customers are satisfied with the quality of the services that they deliver.

Public Sector entities will need to shift focus from transactional product-centric operational behaviour to relationship marketing, where the customer is at the centre of all activity. Some entities have started to restructure some of their processes around the needs of their customers, and the assessment and the consultations have noted these. But more is needed if we are to fully respond to the expressed needs of our customers (deCastro, Foster, Gubiani, & Hurwich, 2015).

The MDAs of the Government of Jamaica (GoJ) exist to serve citizens, residents, members of the diaspora, and investors. Consequently, the GoJ is committed to implementing a sustainable programme of Service Excellence across the public sector. This programme will transform the current culture to one that is performance-oriented and provides value for our citizens by removing unnecessary bureaucracy, improving efficiency, and increasing the quality of our products and services. The GoJ will change the way we deliver our services. We will listen to our clients, proactively provide information, and generally make it simpler and less time consuming to do business with government. This Service Excellence Policy establishes what all of us, public servants, and citizens alike, will have to do to institutionalize the new service excellence culture across the public sector.

The 2030 vision of 'Jamaica, the place of choice to live, work, raise families, and do business' carries within it implicit assumptions about service excellence outcomes that will enhance the quality of life for Jamaicans. The primary objective of the Government's modernisation programme is to improve services to all persons doing business with the GoJ 'ensuring that at all points of service, public service users and not the providers are the focus, matching services to people's life events and delivering quality services in a timely manner' (Office of the Cabinet, 2002).

Ultimately, it is expected that:

> **"... the whole Public Service will be organised around the needs of its customers, directly accountable to them through guarantees of services which are of the highest quality, accessible, convenient, easy to use, integrated, responsive, cost effective, and which assure redress when things go wrong."** (ibid)

2.4 DEFINITION OF SERVICE EXCELLENCE

The GoJ defines service excellence as *"the delivery of services against established standards in a manner which effectively satisfies customers' needs and provides value for our citizens."* [2] This is the principal criteria for decisions and actions, and the primary basis for the design and management of organisational systems, policies and

Box 1: **Defining Elements of Service Excellence**

1. Timeliness & Effectiveness:
Prompt and accurate service which responds to the time-bound needs of the client.

2. Effective Communication:
Using appropriate channels to make current, and accurate information readily accessible to all clients, and allow clients to provide feedback on the design of the services, and the quality of delivery.

3. Proficiency & Competency:
Service delivery personnel must have the requisite technical expertise and knowledge, as well as customer service skills to satisfy the customers' needs.

4. Responsiveness:
Service provider must be quick to adapt and adopt changes, which may be driven by the client, the market or technology, thus continuously improving service to clients.

5. Customer and People-Centric:
Service providers in the public sector should focus on identifying and responding to the needs of their clients, whether through technological advancement or adapting the environment to suit the needs of internal and external clients.

6. Professionalism:
The acceptable attitudes that are pervasive throughout the culture of the organization. At minimum this includes respect and courtesy to both internal and external customers.

7. Service Standards:
Government wide standards to be developed by the public sector that are applied to each Ministry / Department Agency, and for which the organisation should be held accountable.

Adapted from: Social Development Commission (September 2017) Final Report - Customer Service Excellence: Synthesis of stakeholder visioning sessions with the Office of the Cabinet, Office of the Prime Minister, Civil Society and Private Sector, p. 5.

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2   Office of the Cabinet (2018). Service Excellence Framework p.6

practices. In defining Service Excellence, seven characteristics were used, and these are the core values of service delivery excellence. The characteristics identified, as listed in **Box 1**, form the core values of a process that will deliver goods and services in an efficient and effective manner, which will in turn inevitably create and embody customer satisfaction. These values must be adhered to if service delivery excellence is to be achieved. They also incorporate the human side of service delivery which speaks to attitudes, professionalism, and competence. These human elements, integrated with service standards capacity, must be honed in the service delivery representative if service delivery is to be deemed excellent and customer satisfaction is to be obtained.

Service Excellence occurs when we move away from the 'product-centred' ways of organising products, processes and services, and innovate to ensure that clients have positive service experiences that allow them to meet their desired objectives (Markstrom, 2017). In a product-centric paradigm the product or service is paramount, and the processes, policies, and systems of delivery are all more important than service to the customer.

We are changing that to a system in which the concerns of the customer come first; where products, services, processes, and policies are designed to meet the needs of the customer and consider their feedback. In the public sector, meeting the customers' needs is often about assisting them to fulfil a civic obligation or access a right or benefit of citizenship. Every service delivery experience therefore becomes an opportunity to create confidence in the system of governance and faith in our public institutions (Institute for Citizen-Centred Service, 2017).

Against this background, the core precepts of service excellence for the GoJ are:

a. Understanding what customers value, now and in the future
b. Aligning and strengthening organisational processes to meet customers' needs
c. Establishing an effective system of service recovery, which includes a simple accessible method of feedback for both internal and external customers
d. Using data effectively to drive organisational response to customers' needs
e. Establishing clear service standards, which are communicated widely among all internal and external customers
f. Transforming organisational systems to consistently meet, and over time, exceed customer expectations
g. Encouraging exceptional performance through employee engagement, performance measures, learning and development, reward and recognition.

Situational Analysis: Transformation, Modernisation, and Service Quality in the Jamaican Public Sector

In 2009, by way of Cabinet Decision No. 49/09 dated 23rd November 2009, the Cabinet agreed to the restructuring of the public sector, making it more responsive to national and global needs, and in the process increasing the efficacy of the Government and making it leaner.[3]

The *Vision 2030: National Development Plan* also underscores the need for the modernisation of the public sector to increase Government's effectiveness and the quality of service delivered to citizens.

3.1   SERVICE QUALITY IN THE JAMAICAN PUBLIC SECTOR[4]

The public sector is the country's largest service provider. Any improvement in service quality will have a positive impact on citizens, residents, members of the diaspora and investors. Perspectives are changing from the traditional view of the public sector to one in which the public sector is an important provider of services to all stakeholders.

The Office of the Cabinet's most recent commissioned assessment of the customer service experiences and culture in the Jamaican public sector (deCastro, Foster, Gubiani, & Hurwich, 2015), found that the customer experience was undermined by the absence of basic systems and procedures such as:
- Ordered queuing or a numbering system, to ensure that customers are attended to in a reasonable period
- Making Information available to customers without them asking
- Adequate space in waiting areas for customers

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3   Public Sector Transformation and Modernisation http://www.cabinet.gov.jm/areas_responsibility/pstm

4   This section presents a summary assessment of the current experiences of customers of the GoJ. The discussion is based on findings of recent work commissioned by the OC i.e. the assessment of customer service in the public sector, feedback from the Service Excellence Visioning workshops, and the work of the Service Excellence Technical Working Groups (TWGs).

- Convenient opening hours in some agencies
- Efficient fee-paying systems
- Appropriate management of critical data
- Consideration of the needs of persons with disabilities, and hard to reach / special interest populations.

The assessment provided a quantitative and qualitative snapshot of service experience in seven high impact areas of government. Each agency location was surveyed only once. Feedback gathered from both users and providers of public services within the sectors, provide insight into existing systems and capacities for service delivery in five key areas: a) service/product delivery b) access and facilities c) procedures and communications d) payment processes e) service standards. The process also allowed for the capturing of information about the users of the various services which were assessed and the various aspects of service delivery which they consider important.

Despite improvements in some areas, and the ability to identify bright spots of excellence across the public service, poor service quality is still a consistent complaint of the citizenry.

The majority of customers (61 per cent) surveyed reported being satisfied with government services, giving an overall rating of 3 on a 5-point scale[5]. The target for customer satisfaction has been established as 4.5 and above[6]. The average of 3 therefore confirms that more work needs to be done to improve customer service performance in the public sector.

The use of technology was the most consistent theme across all findings. The underutilisation of technology was reflected not only in the public sector, where most agencies are unable to track customer experiences and communicate with satellite offices, but was also reflected in the low level of usage by the citizenry where technology-enabled access is available for services such as paying fees and communicating with government agencies.

The thematic area of **Service and Product Delivery** assessed the extent to which citizens were satisfied with the specific ways in which services are provided, the length of time to obtain the service, and the attitude of the staff delivering the

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[5] Public Sector Customer Service Assessment: Summary Baseline Measurements and Action Plan for Service Innovation, pg. 15

[6] Ibid pg. 19

service. Overall, this area was ranked by users at 3.97/5.0. Agencies are not sufficiently integrated to offer single services. Where multiple agencies are involved in offering a service, each agency's role in the process is delivered as an independent agency function.

Access and Facilities assessed the physical or virtual space within which services are received, and the ease and convenience with which citizens are able to access the service. Overall, this area was ranked by users as 3.88/5.0, with the lowest overall score related to the variety of options available for accessing services (3.32).

The highest overall score received was for the ease with which customers were able to locate signs (4.05). The other attributes in this area that received a low average rating by customers were: satisfaction with access generally, convenience of service hours, and comfort of waiting areas, which were rated 3.87, 3.91 and 3.94, respectively.

While Section 37 of the Disabilities Act, 2014 requires that public or commercial premises be readily accessible to persons with disabilities, this is a relatively recent requirement, which applies in respect of newly constructed premises where the construction began on or after the appointed day. The section, therefore, imposes no positive obligation in respect of premises which were existing prior to the appointed day. However, section 36 (2) of the Disabilities Act does impose a positive obligation on the owner or an agent of an existing public or commercial premises to make alterations thereto which will cause the premises to be readily accessible and usable by a person with a disability as respects: entrances; bathrooms; telephones; drinking fountains (if any); and emergency exits (if any). The Assessment found that some agencies made an effort to provide access to the building entrance or the front desk, if persons with mobility challenges needed to go any further into the building to access services, this was not easily accommodated.

Though the signage element obtained a relatively high average score in the survey, the researchers observed that better signage is still required in many agencies. Appropriate signs are needed to direct customers to the relevant agents to access services, obtain information, and make payments. The researchers observed that in more than a third of the locations visited, customers had to ask a greeter or security agent where to go after entering the property.

This often led to queues at the security or greeter station, followed by queues to process and make payments. There is lack of seating for walk-in traffic within the defined waiting area in at least 50 per cent of the agencies.

Procedures and Communication assessed the ways in which citizens receive information about the entities' services and their level of satisfaction with the quality and accessibility of that information. Some specific areas that were identified as needing to be addressed include:

- There is not enough information available online. Customers are not always able to easily access basic information, such as the relevant contact people, up-to-date telephone numbers and email addresses. Very few agencies allow forms to be processed and submitted on-line.

- There are few, if any, guidelines in place to govern the communication of existing agency information and initiatives in a timely manner. Respondents suggested, in the case of specific entities, that information is provided as an afterthought and courtesy and not a responsibility, since it is often late or non-existent.

- It was observed that customer information is often stored locally at each agency location, and oftentimes on individual computer hard drives. This means that citizens are often required to submit information more than once where that information is not available to different officers within the same agency. Agencies would significantly benefit from a communication infrastructure that allows for the sharing of information on customers, across sectors and locations. This is what is intended with the implementation of the National Identification System (NIDS). The report suggested that the implementation of such a system would benefit, for example, Police Stations significantly by increasing efficiency and customer satisfaction, as they are currently hard-pressed to obtain demand-based information on people from one location to another.

Payment Processes looked at the methods of payment and related processes, the accuracy of invoicing, and citizen satisfaction with the related fees, where these were charged. Whilst the payment process does not actively apply to all sectors assessed, customers who responded ranked this area 3.6/5.

With respect to fees charged for specific services, customers and Agency Heads who were interviewed highlighted that services were being received at substantial discounts. Moreover, rates were not adjusted to reflect changes in the rate of inflation. When polled in the quantitative research, most respondents suggested that fee tariffs were satisfactory, and simultaneously indicated a willingness to pay a 5-10 per cent increase in some services. Additionally, some respondents accessing Health services indicated a willingness to pay for express services, where regular services were being received free of cost. The opposite was noted for the Revenue Services, where the majority of respondents were not interested in paying a 'quick service' premium.

In many cases, fees are not collected by the same person providing the service. This results in time wasted by customers having to wait in line twice - first to pay, and then to obtain the service. This was identified as a significant issue among customers of the Revenue Services assessed.

Service Standards identified the extent to which standards are established and are being applied to the various aspects of service delivery in public sector institutions. While the OC publishes minimum standards for Customer Service, the assessment findings indicate that entities are not consistently applying and monitoring the application of established standards.

A significant highlight under this theme was the extent of inconsistency across agencies in their formats and approach to service delivery. Some entities had parking space available while others did not, even within the same agency delivering services in different parishes. For example, the standards of service are not necessarily the same as those provided at another branch.

Of the seven sectors included in the assessment, the sectors that emerged as having the greatest overall customer service satisfaction rankings were Agriculture (RADA) with 4.04/5; Social Welfare (Accountant General's Department, National Insurance Scheme (NIS) and Local Authorities with 4.03/5; and Industry, Investment and Commerce (Companies Office and Trade Board) with a score of 3.88/5. While these scores are still below the 4.5 which we are advised should be our target, it highlights the extent to which focus needs to be placed on improving the quality of service delivery in the Health Sector, the Revenue Services, and National Security, as a matter of urgency.

The assessment also recognised that behind these 'front office' issues were institutional impediments to efficiency and service excellence. Although the entities were found to be 'highly motivated, passionate and vibrant'[7], the review found that there were 'loose service and support structures[8] in many public sector entities. The study also found that there was no integrated system, which enabled real-time communication of customer identity across agencies or locations. This means that customers often have to return to the point of initial contact in order to have business transacted or provide new documentation at a new location.

7   Ibid pg. 8

8   Ibid pg. 13

In addition to the issues that relate to direct service provision, customer service quality is compromised by systemic shortcomings in the procedures and policies driving service in the public sector. In some instances, though staff members have a 'passion for change' (deCastro, Foster, Gubiani, & Hurwich, 2015) there are no systems to track and improve customer service, thereby preserving a 'product-centric' organisational culture.

Furthermore, there was insufficient use of partnerships to improve the customer experience, with many public sector organisations designing their services around their own revenue stream, rather than collaborating across agencies to deliver a seamless customer experience.

During the assessment, it was observed that weekly staff meetings included little or no recommendations or focus on customer service, but rather, dealt more with operational day-to-day needs and constraints. Lack of adequate resources and skills were also identified as persistent barriers to service excellence. Importantly, it was found that little time was dedicated at management meetings to address matters of service quality and customer satisfaction, but rather, were focused on other aspects of routine operations.

In 2015, the assessment indicated that MH customers had a satisfaction rate of less than 50 per cent. The result of the 2018 Assessment shows that MH has a satisfaction rate of 80.4 per cent. This level of satisfaction is in line with the GoJ's target of 80 per cent customer service satisfaction.

Of the respondents, 47.9 per cent were either satisfied or 32.5 per cent very satisfied with the quality of service/product delivery. A total of 8.2 per cent of respondents indicated that they were neither satisfied nor dissatisfied. A total of 11 per cent of customers expressed that they were either dissatisfied (7.5 per cent) or very dissatisfied (3.5 per cent) with the services/products of the MH.

The result of the 2018 Assessment shows that Manchester has a satisfaction rate of 87.5 per cent and St Elizabeth 87.8 per cent. This indicates that there is a significant increase of 47.8 per cent in the customer satisfaction level for St Elizabeth and a minimal decrease of 12.5 per cent for Manchester. Overall, 90.2 per cent of RADA customers are very satisfied (40.9 per cent) or satisfied (49.3 per cent) with their quality of service/product delivery, while 6.4 per cent are either dissatisfied (5.7 per cent) or very dissatisfied (0.7 per cent) and 3.4 per cent are neither satisfied nor dissatisfied (neutral).
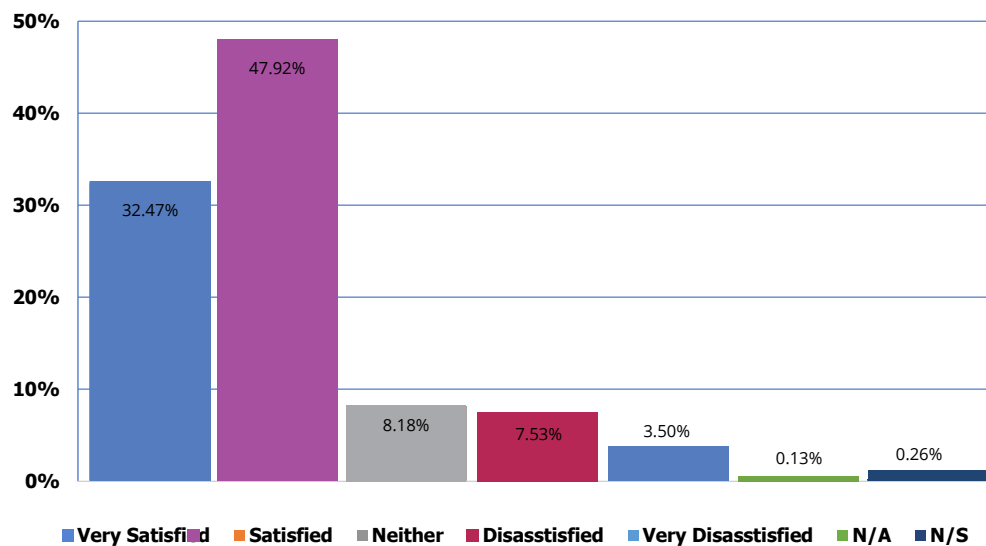
FIGURE 1A: RESPONDENTS' OVERALL SATISFACTION LEVEL WITH SERVICE / PRODUCT DELIVERY

A total of 87.9 per cent of RADA customers highlighted that their expectations were high (excellent - 39.3 per cent), (very good - 24.3 per cent or good - 24.3 per cent) prior to receiving the desired service/product from RADA. It is also noted that 6.7 per cent of customers specify that their expectations of the service/product received were fair, 2.7 per cent did not respond and 2.6 per cent expected it to be poor (2.3 per cent) or very poor (0.3 per cent). Additionally, this assessment shows that 86 per cent of respondents indicated that the quality of service / product was either excellent, very good or good, 8 per cent fair and 6 per cent poor or very poor after receiving the service/product. This indicates that 1.9 per cent of customers' expectations were not met.

At Service Excellence Visioning Workshops[9] held between March and July 2017 participants identified the following as negative features of the current culture of customer service in the Jamaican public sector:

1. Delays in service delivery, decision making, and providing feedback

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9   The main objective of the workshops was to arrive at a vision of service excellence in the public sector. Participants were asked to share their views on what service excellence should look like in the public sector; the tenets and standards that should govern service delivery, and to suggest the actions that would support the changed in public sector culture. Although forward looking, the workshop included sessions that examined the current state of service in the public sector.
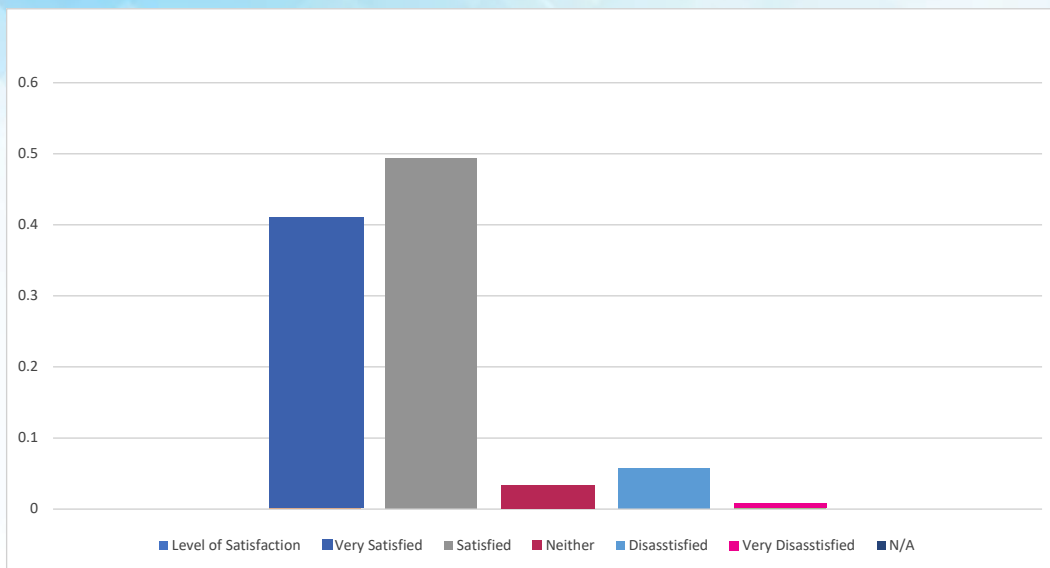
FIGURE 1B: CUSTOMERS' OVERALL SATISFACTION LEVEL WITH SERVICE / PRODUCT DELIVERY

2. Lengthy turn-around times

3. Failure to innovate and go the extra mile to address customer needs

4. Fragmented service design - limited integration of service delivery across MDAs

5. Lack of respect and indifference

6. Inconsistency in service quality and information provided

7. No mechanism to facilitate persons with disabilities, and persons with other special needs

8. Inadequate / deteriorated infrastructure; insufficient parking, unkempt restrooms, and limited seating in waiting areas

9. No clear customer service standards or systems to address customer concerns

10. Lack of clearly communicated systems and procedures in some agencies

11. Discrimination based on perceived socio-economic status

12. Point of first contact (receptionist/security guard) not always polite and knowledgeable

Further insights into the current customer experience were shared by the Technical Working Groups (TWGs) established to support the development of this Service Excellence Policy and the Framework (See **Appendix 2).**

The TWGs focused on the thematic areas of: a) Public engagement; b) Governance and performance management; c) Standards, rewards and recognition; and d) Institutional framework and capacity building. Discussions in the groups highlighted the challenges in developing a service excellence culture throughout public sector

organisations, and in establishing systems to ensure effective public engagement. These include organisational issues such as the misalignment of job requirements and existing skills, limited training budget to secure the most relevant training for staff, the absence of a structured reward and recognition system across the public sector, and lack of clarity about how specific jobs are linked to service quality. These and other factors are summarised in Table 1

TABLE 1: FACTORS AFFECTING SERVICE QUALITY IN THE JAMAICAN PUBLIC SECTOR - VIEWS OF THE TWGs

People Engagement[10]

Children and youth are not expressly seen as a target population. This is important in achieving the culture shift in customer engagement with the public sector.	**Inadequate capacities to effect delivery of service. Lack of an effective Communication Strategy and Plan.**	**Absence of an integrated cohesive system for the vulnerable and marginalised populations. Absence of a system to pro-actively identify the vulnerable.**
Where feedback is provided and used, this is done in a reactive manner; not used to anticipate further needs of the clients.	**Current systems do not allow much room for collaboration with clients on the design of service delivery methods / systems.**	**Engagement focuses on products and services, and not necessarily the needs of the client.**
Limited opportunities for the public to provide feedback on service quality.	**Methods of engagement not aligned to customer preference, and are largely based on the convenience of service provider.**	**Uncertainty about how to have complaints addressed, and by whom. Uncertainty about when complaints will be resolved.**

Source: Office of the Cabinet

3.2   SERVICE EXCELLENCE FRAMEWORK

Cabinet Decision No. 7/19 dated 18th March 2019 mandates the implementation of the Service Excellence Framework, and supports the effective management of the Service Excellence Policy. The Public Sector Modernisation Programme (PSMP) in the OC is leading the transformation of the Public Sector culture to one that is characterised by performance and achievement of results that our citizens want.

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10 The current issues listed above are not exhaustive; additional information can be found in the People Engagement and Performance Excellence Strategies Table.

TABLE 2: PERFORMANCE EXCELLENCE STRATEGIES

Absence of public sector-wide service improvement planning and performance monitoring and evaluation. Leadership is not held accountable for poor service delivery.	There are no clear systems to include feedback from civil society and the general public in the review of organisational performance, and in the design of service delivery.	Insufficient use of data to monitor organisation performance. Lack of leadership commitment Political interference.
Mismatch between skills and competencies of employees and those required for the job. Some of the current infrastructure is quite old and needs to be upgraded.	Lack of proper infrastructure and tools to deliver efficient and effective services. Weak institutional capacity of government organisations to allow for effective service delivery.	Not all the training is utilised on the job. Insufficient training budget available to MDAs.
Messages are not always communicated via multiple channels using accessible and appropriate language.	Absence of established / consistent customer service standards across the public sector.	There is no ongoing sector-wide activity to reward organisations for outstanding service performance. Few organisations have structured, transparent, formal and informal systems for rewarding performance.

Source: Office of the Cabinet

This new whole-of-government performance culture will be driven by professionals and highly motivated employees who are empowered to serve effectively within an environment in which:

a) **Leadership** engenders the trust of all public sector employees

b) **A strong focus is placed on results**, with the consistent promotion and demand for high standards of performance from staff who are dedicated to their roles as public sector professionals

c) **Employees are valued**, and they in turn respect their clients and co-workers

d) **Leaders are fair**; and respect, accountability, merit, equity, integrity and transparency are the basis of all decisions

e) **Challenging, rewarding and mobile careers** are built

f) **Committed, capable, talent** *is* attracted and retained

g) **Employee growth and development** are fostered

h) **Empathetic and professional relationships** *are fostered between employees and customers*

i) **Services are delivered effectively, impartially and courteously** to all

j) **Employees and customers are free from discrimination**, their diverse

backgrounds are recognised and valued

k) **Work environments are equipped, flexible and rewarding,** exhibiting cooperative relations based on consultation and communication.

To fulfil the commitment to transforming the public sector to one that is focused on results and creating value for the citizenry, the OC is pursuing several initiatives, some of which are outlined below:

In response to citizens' concerns and acting on its commitment to achieve the goals articulated in the NDP, the GoJ has developed a Service Excellence Framework (SEF) to guide the delivery of services across the Public Sector. By establishing the Framework, the Government commits to continuously improving the quality of the services delivered by public sector entities in meeting the needs of our customers.

The Framework makes clear the need for organisations to incorporate a focus on quality delivery and customer satisfaction beyond the boundaries of frontline service delivery, and to apply this focus to all aspects of the organisations' systems and operations. It targets all aspects of culture and is designed to engineer a new organisational mindset that will ultimately affect the quality of the services delivered.

The Framework consists of two pillars with areas of strategic focus and specific elements that are expected to be addressed under each area of focus. To operationalise the Framework, specific strategies, actions, and guidelines will be developed, and processes and mechanisms for institutionalisation designed.

3.2.1   People Engagement

People are at the centre of the services offered by the GoJ, and the design of services must reflect this. People engagement is about bringing people together to address issues of common importance, solve problems, and create positive change.

This is done by establishing an environment in which the public becomes a valued partner to identify problems, discover new thinking, and propose solutions.

Effective engagement of the people affected by the services delivered, will lead to a public sector that better meets the needs of the citizens, and consequently lead to improved service and development outcomes. People Engagement includes all those activities and processes which connect the customers with public institutions to achieve customer satisfaction.

By engaging the people they are mandated to serve, public sector institutions will strengthen accountability and create confidence in their operations.

Under this pillar, the MDAs will focus on the following:
- Improved customer segmentation and targeting
- Greater client (internal and external) involvement in service design and review
- Proactive communication
- Effective service recovery

3.2.2   Performance Excellence

Service excellence can only occur in an environment of strong institutional capacity, and where the culture of the organisation supports high levels of performance. While service improvements can be achieved with adjustments to procedures and approach in most organisations, sustaining excellence requires embedding a culture of efficiency and high-level performance throughout the organisation. This means that the organisation must define itself in relation to its customer and constantly evaluate its practices, systems, and resources to focus on improving its customer interface and experience.

The definition of organisational performance in relation to the satisfaction of the customer must start at the strategic level, cascade down to the management of services, and become evident throughout the entire process of service delivery.

A performance-oriented and customer-focused culture results from deliberate action; the strategic objectives of an organisation will not translate to practice if they are not consistently and strategically pursued and reinforced. This requires the executive and senior management teams of the organisation to establish and reinforce the operating philosophy, monitor the efficiency and effectiveness of processes, develop the capacity of employees, and initiate and manage employee engagement.

3.2.3   Service Excellence Framework – Strategic Focus and Expectations

Each Pillar of the Framework identifies areas of strategic focus and specific elements that are expected to be addressed under each area of focus. To operationalise the Framework, specific strategies, actions and guidelines will be developed, and processes and mechanisms for institutionalisation designed.

TABLE 3: SERVICE EXCELLENCE PILLARS, STRATGIC FOCUS & MINIMUM EXPECTATIONS OF MDAs

Service Excellence Pillars	Strategic Focus	Minimum Expectations
People Engagement	1.1 Customer Segmentation and Targeting	1.1.1 Define customer requirements
		1.1.2 Engage vulnerable and hard-to-reach groups
	1.2 Customer Involvement in Service Design and Review	1.2.1 Provide multiple feedback and input channels
	1.3 Proactive Communication	1.3.1 Provide service information
		1.3.2 Provide responses to feedback
	1.4 Effective Service Recovery	1.4.1 Analyse customer complaints
		1.4.2 Address customer concerns
		1.4.3 Confirm customer satisfaction
Performance Excellence	2.1 Managing for Excellence	2.1.1. Provide strategic leadership and planning for service excellence
		2.1.2. Incorporate service excellence in the organisational structure, and employee roles & responsibilities
		2.1.3. Establish accountability and control systems to address service standards
		2.1.4. Define service-related performance metrics & measures for decision support
		2.1.5. Develop an innovation strategy
	2.2 Developing Capacities for Excellence	2.2.1 Manage talent
		2.2.2 Manage knowledge and information
		2.2.3 Manage business processes
		2.2.4 Manage Resources
		2.2.5 Manage stakeholder relationships
		2.2.6 Provide required physical infrastructure & tools
	2.3 Promoting the Excellence Culture	2.3.1 Strengthen communication
		2.3.2 Monitor and build employee engagement
		2.3.3 Implement systems for reward and recognition

Source: Office of the Cabinet

3.3 LINKS TO OTHER POLICIES AND PROGRAMMES

3.3.1 Sustainable Development Goals

Delivering service excellence cannot be separated from the GoJ's commitment to deliver on the development vision for the country as articulated through its commitment to both the Sustainable Development Goals (SDGs) and the country's own national development priorities in Vision 2030. The United Nations 2030 Agenda for Sustainable Development establishes seventeen (17) SDGs. These goals focus on ending poverty, protecting the planet, and ensuring that all people enjoy peace and prosperity by 2030. For Jamaica, the SDGs will be achieved through implementation of Vision 2030, and the related Medium-Term Socio-Economic Framework.

The Roadmap for SDG Implementation in Jamaica (STATIN, 2017)[11] emphasises the

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11 Statistical Institute of Jamaica (STATIN). A Road Map for SDG Implementation in Jamaica. (Kingston: STATIN, 2017).

need to strengthen institutions' capacities across the public sector if these goals are to be realised. The Service Excellence Policy will help in addressing this under the Performance Excellence Pillar.

A performance assessment conducted by the Auditor General's Department in September 2018, to determine the extent to which the actions implemented by the GoJ level adequately support the achievement of the SDGs, identified that while institutional arrangements are in place, targeted strategies for vulnerable groups and stakeholder engagement around the SDGs are required to build greater aware-ness of these goals and targets. The Service Excellence Framework and Policy addresses this issue under the People Engagement Pillar. Jamaica's current development priorities are embodied in Vision 2030 Jamaica: National Development Plan (NDP) which envisages Jamaica as a 'place of choice to live, work, raise families and do business (Planning Institute of Jamaica, 2009). Delivering excellence means committing to delivering on this vision.

3.3.2   Vision 2030 National Goals and Outcomes

Vision 2030 details how the GoJ will drive national development by empowering Jamaicans to achieve their full potential (Goal 1) and creating a secure, cohesive and just society (Goal 2) with a prosperous economy (Goal 3) in a healthy natural envi-ronment (Goal 4)[12]. The vision seeks to reposition Jamaica, moving from dependence on primary natural and agricultural resources, to an economy driven by the qual-ity of its human capital, 'knowledge and institutional capital stock that will move us into higher stages of development' *(Planning Institute of Jamaica, 2009).* It recognises that a competitive and enabling business environment is import-ant for developing a prosperous economy, and that this environment is built by efficient and transparent public institutions, which reduce the cost of doing business by cutting transaction time, and more effectively allocating and using public resources.

Achieving the national outcomes requires that the GoJ delivers service excellence in specific areas, as detailed in Table 3. The NDP also identifies the experience of our citizens with Government services as a key indicator of the quality of governance and identifies demotivated public officers as the source of sub-standard customer services. The NDP commits the Government to *"foster world-class customer service and professionalism in all public institutions and to create mechanisms for efficient and effective delivery of services"* (Planning Institute of Jamaica, 2009)*.*

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12 These four goals are linked to 15 national development outcomes, which cover areas such as hazard risk reduction, energy security, citizen security and safety, governance, and the business environment.

TABLE 4:   VISION 2030 AND SERVICE EXCELLENCE

NATIONAL OUTCOME NUMBER AND NAME	SERVICE EXCELLENCE RELATED STRATEGIC ACTIONS IN VISION 2030
1. A healthy and Stable Society	• Provision of inclusive health care to improve health outcomes where these are weak (maternal and infant mortality rates). • Strengthen primary health care delivery • Increase health promotion activities
2. World-Class Education and Training	• Achieve almost universal literacy (98%), • Improve education and training system to meet the demands of the population
3. Effective Social Protection	• Reduce vulnerability by 'addressing the needs of those who are unable to provide adequately for themselves • Ensure that the eligible population is covered by a pension or social insurance scheme
5. Safety and Security	• Improve relationship between law enforcement and communities • Provide adequate security and rehabilitation of those in correctional facilities
6. Effective Governance	• Improve accountability in state institutions to reduce waste and corruption, build trust, and improve quality of service to citizens.
8. An Enabling Business Environment	• Create a competitive and enabling business environment by improving bureaucratic process and strengthening e-commerce.
9. Strong Economic Infrastructure	• Expand and improve public transport system • Provide adequate and safe water supply

Source: *Vision 2030 Jamaica; National Development Plan,2009*

3.3.3   Public Sector Modernisation Programme

The PSMP is a five-year programme within the OC which has been on-going since 1996[13]. Implemented through the Public Sector Transformation Division. The current Programme builds on the previous Public Sector Modernisation Vision and Strategy 2002—2012 (MVS) and the Master Rationalisation Plan (MRP) 2009, and focuses on public sector efficiency and ease of doing business, which are both critical to creating an enabling environment for growth and development for the country. It is acknowledged that previous efforts to streamline public sector institutions and bureaucratic processes have been largely designed as companion policies to

13 The Public Sector Modernisation Programme (PSMP) began in 1996 as a World Bank-funded programme, initially lasting six years. The programme was funded at a cost of US$28 million. Between 2003 and 2008, a PSMP 2 programme was implemented, with funding from the Canadian International Development Agency (CIDA), Britain's Department for International Development (DFID) and the Inter-American Development Bank (IDB). Source: http://jis.gov.jm/public-sector-reform-in-jamaica/

support wider economic adjustment agendas with a focus on internal efficiencies rather than on the quality of service to the public. The early efforts, beginning in 1984, supported the Government's structural adjustment programme, which was predicated on creating a leaner, more cost effective, and facilitative model of the state. The focus, as with subsequent modernisation projects and programmes, was on improving efficiency and effectiveness in the public sector, as a prerequisite for the success of new fiscal policies, largely aimed at reducing government debt and current account deficits. The GoJ has also pursued reform efforts as a means of shortening business processes, with the intention of making the country more attractive to local and overseas investors.

Service Excellence will inform the approach to further implement the PSMP and will guide efforts to target the capacity of Government to sustain the efficient and effective delivery of results-focused customer-centric public services, and the development of capability of public sector professionals to perform at the highest levels of professional excellence.

3.3.4   Standardising Employee Performance Management across the Public Sector

A policy on Employee Performance Management (EPM) is being finalised as a critical building block towards achieving the new culture. The Policy will provide a vision of the public sector of the future, the goals we will seek to attain to fulfil the vision, and the specific objectives, strategies and actions we will undertake towards creating the performance culture throughout the public sector.

3.3.5   Public Sector Learning and Development

The Management Institute for National Development (MIND) is working with key stakeholders to implement a Public Sector Learning Framework (PSLF). The Framework represents the GoJ's blueprint for building a culture of continuous learning and innovation within the public sector and reflects the Government's commitment to investing in human capital development. The PSLF when fully implemented will provide standards, instruments and processes which will strengthen and integrate systems for training, development, recruitment, appointment, and promotion. This will ensure that persons within the public sector are recruited, promoted and developed in keeping with required competencies and skills for a modern public sector.

3.3.6   Government of Jamaica (GoJ) Accountability Framework

The Accountability Framework for Senior Executive Officers which was approved by

Cabinet Decision No. 02/10 dated 10th January 2010, defines the manner in which senior executives should be held to account and identifies twenty-nine (29) actions to be taken to create an enabling accountability environment within the public sector. The Framework has three main elements:

- The Government-wide Accountability Environment
- Government's Senior Executive Officers Accountability Arrangements
- Supportive and Enabling Performance Management and Evaluation Systems

3.3.7   Performance Monitoring and Evaluation System

The Performance Monitoring and Evaluation System (PMES), which was approved by way of Cabinet Decision No. 42/10, dated November 15, 2010, is one of several initiatives being undertaken by the Government of Jamaica, through its Integrated Managing for Results (MfR) Programme, to strengthen results-based management in the Public Sector. The PMES is a comprehensive planning, monitoring and evaluation and reporting framework that includes an inventory of activities, resources, results, performance measurement and governance information. It is a results-based public management tool that is used to improve the way in which Government achieves results by examining outcomes and impacts of policies, programmes and projects and provides a means whereby reliable performance feedback can be ascertained to inform decision-making.

The system, which is being implemented in all Ministries and their portfolio departments and agencies, comprises an improved process/mechanism for the setting of performance goals, the establishment of Specific, Measurable, Achievable, Relevant and Time-bound (SMART) indicators and targets supported by robust monitoring and evaluation systems and to support the achievement of national performance measurement frameworks.

The PMES requires MDAs to develop results-based strategic business plans that are aligned to the Medium-Term Results-Based budgets, and annual performance reports, as well as to effectively monitor and evaluate their policies, programmes and projects in order to report on results. PMES ensures the proper coordination and implementation of national programmes and projects through a Whole of Government approach which demonstrates how the Government intends to achieve greater synergies in national priority policy development, programme and project implementation, governance and service excellence across the public sector.

3.3.8   Integrated Results Based Management

The development of the Integrated Results Based Management (IRBM) Policy was approved by way of Cabinet Decision No. 34/17 dated 11th September 2017. The Policy, when finalised, will define the operating framework, the general management guidelines and processes at all levels of the public sector to support the integration of strategy, resources (financial and personnel), measurements, assessment, eval-uation and reporting processes. This will improve decision making, transparency, and accountability, outcomes; thereby facilitating the development of a performing state-one

> **"that continuously reads its environment and adjusts how and what it does in response to new information".**

The proposed IRBM Policy will outline strategies, actions and processes which, when implemented, will strengthen and fully integrate the existing systems for planning, budgeting, resource management, and the monitoring and evaluation of performance at individual, organisational and sectoral levels. In so doing, the proposed Policy will provide a robust platform for strengthening strategic decision-making, increasing accountability of MDAs and managing the performance of Government as a whole.

3.3.9   National Quality Policy: Implementation of ISO 9001
across the Public Sector

The National Quality Policy 2019 supports the achievement of the National Development Goals as expressed in the *Vision 2030 Jamaica: National Development Plan* by facilitating the production and export of quality goods and services through the establishment and use of the National Quality Infrastructure (NQI) to ensure compliance with global market requirements.

The Policy proposes the establishment of the NQI, the building of a National Quality Culture and the implementation of the International Quality Management System Standard, ISO 9001 as well as other international management systems standards, as vehicles to transform public and private institutions, organizations and businesses to facilitate the socio-economic transformation of the Jamaican society to achieve global competitiveness and sustained growth of the economy.

3.3.10   Other Policies and Legislation for Reference

These Policies and Legislation to be consulted and referenced, where necessary, in

the design and delivery of services are:

- The Disabilities Act, 2014
- The Local Governance Act, 2016
- The Occupational Safety and Health Act, 2017
- The Records and Information Management Policy, 2018
- Data Protection Act, 2020
- The GoJ ICT Policy, 2011
- The Consumer Protection (Amendment) Act, 2012
- The Public Service Regulations, 1961
- The Staff Orders for the Public Service, 2004

We're Working Towards A More Connected & Efficient Government.

Service Excellence Vision, Goal, Principles and Strategic Objectives

This Policy is guided by an overall vision for service excellence in the Jamaican public sector, as well as the goal and core principles which undergird the GoJ's commitment to improving services to clients. The path to achieving the vision is made clear by the specific strategic objectives and actions which will be pursued by the GoJ.

4.1   VISION

The vision for Service Excellence is: A Public Sector in which "the needs of our customers are satisfied through the delivery of integrated, responsive and accessible services by capable, respect-worthy, and accountable professionals"

This will be realised when:
- Services are delivered promptly and respond to the time-bound needs of clients
- Current and accurate information is accessible to all clients using all appropriate communication channels
- Clients are engaged around the design of the services, and the quality of delivery, before, during and after service has been delivered
- Clients are attended to by personnel who have the requisite technical expertise and knowledge to satisfy their needs
- Services are designed to provide the best customer experience, are regularly reviewed, and changes are made based on client and staff feedback, market-trends or emerging technology
- Staff are empowered and managed within organisations that actively promote and reinforce the core values of accountability, inclusivity, integrity, innovation, and service excellence
- Quality standards are defined and applied throughout all public-sector organisations and are the basis for organisational and individual performance management.

4.2.   POLICY GOAL

The goal of the Policy is to create a culture of service excellence across the public sector which drives the delivery of services that meet and exceed citizen expectations.

4.3   GUIDING PRINCIPLES

This Service Excellence Policy is guided by the following guiding principles which will be the foundation for the new culture of service excellence:

Citizen-centred: All public-sector entities exist to provide services that should ultimately contribute to improving the quality of life of Jamaicans. All public servants should therefore constantly challenge themselves to ensure the goods and services they provide are designed and delivered with the benefits to the citizen in mind.

Customer-focused: Effective service delivery is determined by the extent to which the customer's needs are met, and public servants must therefore operate with the goal of meeting, and where possible, exceeding customer expectations. This customer-focus requires that public servants empathise with the customer, request their input, and are receptive to their feedback.

As customer needs evolve so too must the services of the public sector, and the manner in which they are delivered. The GoJ commits to securing customer satisfaction through the continuous improvement of the processes, systems, and polices of public sector entities, and ensuring the relevance and responsiveness of public goods and services. Accordingly, the government commits to implementing actions that build a culture of service excellence across the public sector.

Integrity and Transparency: All public servants have a duty to Jamaicans to be open, consistent, honest and accountable in the provision of all goods and services. The Service Excellence Policy acknowledges this responsibility and commits all public-sector entities to being transparent in their communications, processes, and operations. In fulfilling this commitment, all public-sector entities will provide consistent, timely information in easily understood and accessible formats, and stand ready to clarify, justify, and explain, as far as possible, all decisions which affect the quality of service offered to clients.

Public sector entities will make their service standards known and will implement remedial action by delivering appropriate service recovery when services fail to meet the published standard.

Respect for Human Rights: All persons conducting business with organizations in the public sector are entitled to have their human rights respected and protected by the GoJ. The Service Excellence Policy affirms this entitlement and recognises that service should not be delivered in any way which adversely affects the rights and dignity of customers.

Accountable and Committed Leadership: The importance of institutional capacity and leadership to service excellence is acknowledged by the GoJ. The GoJ is committed to making service excellence a key performance indicator by strengthening institutional capacity and leadership and holding them accountable for the level of service provided to the public.

These Principles inform the goals and strategic objectives of the policy, giving coherence to the approach and actions to achieve service excellence in Jamaica. At its core, the Policy recognises that the most effective way of creating a culture of service excellence throughout the public service is to implement customer focused programmes and plans and equip workers with the necessary skill to ensure Jamaicans and those with whom we do businesses are provided with the service that meet their needs and expectations.

4.4 STRATEGIC OBJECTIVES

The strategic objectives of the Policy are:

1. To create a people-centric philosophy across the public sector that ensures internal and external customers are involved in dialogue and partnership to design and implement services that satisfy their needs

2. To create a culture of service excellence in all public sector organisations by setting performance standards, improving capacity, promoting excellence, and establishing effective systems of management and accountability.

Service Excellence Strategies and Actions

The policy defines the main elements of focus for creating a culture of service excellence within the public service, the primary components of service excellence and their relationship to each other. To operationalise each element, specific policies, strategies, and guidelines will need to be developed, and processes and mechanisms for institutionalisation designed.

Achieving service excellence requires innovative approaches to structuring public sector organisations and designing services. Design thinking also requires that the needs of the citizen or customer be placed at the centre of the policy formulation process. It is an explicit human and user-centred approach which begins by considering the needs of the end-users, contributing to a more comprehensive problem definition, and grounding all decision making around the customer (Allio, 2014). When properly implemented, customer-focused design thinking reduces duplications, inconsistencies, and overlaps, occasioning a more efficient customer experience (Allio, 2014). Accordingly, design thinking has the potential to break down organisational and procedural silos, leading to new understandings of how all aspects of the public sector must come together to deliver value.

Constructing the Policy required the identification of those elements of the service culture impacting the public sector, the current practices of the GoJ in each area, detecting gaps between the current situation and a customer-centred service environment, and recommending strategies to bridge these gaps.

Given the interconnectedness between these factors and service excellence, it is important that improving service quality be approached as a whole system activity, concerned with mainstreaming quality service throughout the organisation. It was recognised that other aspects related to institutional capacity, rewards and recognition, and governance and performance management impact organisational excellence culture.

Service excellence requires the deliberate engagement of the people who are to benefit from the work of the organisation, or who must be related to in the delivery of its services. While all excellence policies identify this customer-focus as informing the organisational systems and procedures, based on the need to create a new culture of engagement within the Jamaican public service, it was acknowledged as a discrete pillar focussing directly on the customer and requiring the definition of specific people-centred strategies. Such strategies would support information provision, obtaining feedback, and acting on the feedback to design responsive and satisfying service experiences.

Accordingly, the Service Excellence Policy is built on two key pillars,
1) **People Engagement** and
2) **Performance Excellence** as outlined in Figure 2 below:

PEOPLE ENGAGEMENT	PERFORMANCE EXCELLENCE
⊘ **Customer Segmentation and Targeting** ⊘ **Customer Involvement in Service Design and Review** ⊘ **Proactive Communication** ⊘ **Effective Service Recovery**	⊘ **Managing for Excellence** ⊘ **Developing Capacities for Excellence** ⊘ **Promoting the Excellence Culture**

FIGURE 2: THE PUBLIC SECTOR PILLARS OF SERVICE EXCELLENCE

5.1 PEOPLE ENGAGEMENT

Strategic Objective 1: To create a people-centric philosophy across the public sector that ensures internal and external clients are involved in dialogue and partnership to design and implement services that satisfy their needs.

Institutionalisation of a people-centric philosophy will create an environment within the public sector that supports those who deliver services to engage with those who receive services to identify and solve problems. There will be a specific focus in the public sector on people engagement to ensure the active involvement of internal and external clients in dialogue and partnership to design and implement services that satisfy their needs. This will require the introduction of processes that bring

individuals and groups together to address issues of common importance, solve shared problems, and bring about positive change.

Through this process, the concerns, needs and values of clients (internal and external) will be incorporated into the decision-making process. In this environment, the customer becomes a valued partner with whom problems are identified, new thinking is explored, and solutions are developed. Governments are no longer expected to have all the answers internally, but rather to play the role of coordinating and facilitating a collective process of policy development and service design[14].

Effective people engagement leads to a public sector that responds to, and consequently helps, leaders and decision-makers to better meet the needs of citizens in ways that suit them and not the provider. A people-centric philosophy should drive the approach to client engagement. Such an approach will benefit all parties - the customer will be better informed, more motivated to get involved, and support ideas if they have some influence over the agenda, and the service provider will obtain continuous feedback that can be used to improve the services offered. By engaging the individuals affected by the service, public institutions can strengthen the legitimacy of their operations, and bolster public confidence in the public sector. A people-centric approach to client engagement is critical to service excellence in our public institutions.

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14 Handbook on Citizen Engagement: Beyond Consultation.

TABLE 5: PEOPLE ENGAGEMENT STRATEGIES

People Engagement

Customer Segmentation & Targeting	Customer Involvement In Service Design & Review	Proactive Communication	Effective Service Recovery
Customer Requirements Defined ——— Vulnerable & Hard-To-Reach Groups Engaged	Multiple Feedback and Input Channels	Service Information Provided ——— Response Provided To Feedback	Customer Complaints Analysed ——— Customer Concerns Addressed ——— Satisfaction Confirmed

Source: Office of the Cabinet

5.1.1   Key People Engagement Strategies

To fulfil the strategic objective of institutionalising a people-centric philosophy, the GoJ will employ the following operational strategies:

1) **Customer segmentation and targeting**
2) **Customer involvement in service design and review**
3) **Proactive communication**
4) **Effective service recovery**

Each strategy has been identified as a response to specific issues identified while conducting the situational analysis for this policy. The related issues are listed in Table 6, and the strategies and actions are elaborated in Table 7 at the end of this chapter.

TABLE 6: STRATEGIES AND CURRENT SERVICE ISSUES IDENTIFIED

Strategy	Service Issues Identified
Customer segmentation and targeting Source: Office of the Cabinet	• Children, youth and the elderly are not expressly targeted • Messages are not always communicated through multiple accessible channels. • Inadequate capacities to effect delivery of service.[15] • Lack of an effective communication strategy and plan. • Absence of a system to proactively identify the vulnerable. • Absence of an integrated cohesive system for the vulnerable and marginalised populations. • Programmes inadequate to cover vulnerable and hard-to-reach groups.
Customer involvement in service design and review	• Engagement focuses on products and services, and not necessarily the needs of the client. • Current systems do not allow many opportunities for collaboration with clients on the design and delivery of service. • Feedback, where it exists, is used in a reactive manner. • No structured analysis of feedback when received. • Limited opportunities for the public to provide feedback on service quality.
Proactive communication	• Methods of engagement not aligned to customer preference, and are largely based on the convenience of service provider.
Effective service recovery	• Uncertainty about how to have complaints addressed, and by whom. • Uncertainty about when complaints will be resolved.

5.1.2   Customer Segmentation and Targeting

A concept borrowed from marketing, customer segmentation is about collecting information on the customer, differentiating the various customer groups and establishing a clear understanding of the environment in which the services are

15 Planning Institute of Jamaica (PIOJ), *Vision 2030 Jamaica: National-Development Plan* 2009: *Social Welfare and Vulnerable Groups Sector Plan*.

offered, so that current and future customer needs can be appropriately addressed (Bauer, Duffy, & Westcott, 2006). The application of the concept to public service delivery acknowledges that customers of public services are a heterogenous grouping with varying needs, attitudes and motivations. By allowing entities to develop profiles for their customer groups, segmentation provides information to develop targeted engagement and delivery strategies (Pyzdek & Keller, 2013). While public sector entities are generally resource constrained and cannot be all things to all people, customer segmentation provides an approach that allows us to best target the resources to have the greatest impact on our customers.

The 2015 Assessment of Customer Service in the Public Sector noted that there was no standardised approach to customer segmentation and recommended the introduction of clear rules and guidelines for ensuring that entities develop service strategies that support the Government's position, expectations and objectives in relation to service delivery and the creation of positive customer experiences (deCastro, Foster, Gubiani, & Hurwich, 2015). Importantly, this strategy will allow the public sector to address some important current gaps in public engagement. It will bring more focused targeting, and a closer alignment between service design and customer needs.

The focus on customer segmentation and targeting will allow public sector entities to define their customer requirements and develop strategies to engage vulnerable and hard-to-reach groups.

5.1.2.1   Define customer requirements

All public sector professionals must see themselves as service providers, responsible for meeting the needs of their customers. These customers may be internal to the organisation, within the wider public sector, the wider society, or may reside within the international environment.

Once a need is identified, it is important to understand what characteristics the service or product must have for the customer to consider the need satisfactorily fulfilled. These are the requirements. The scarcity of financial resources means that focus must be placed on those requirements that matter the most to the customer. Different groups of customers may have different requirements. All public sector entities must therefore implement mechanisms to gather data on their customers for each service offered by and within the organisation and identify the specific requirements of the customers.

5.1.2.2 Engage vulnerable and hard-to-reach groups

All public sector entities have a duty to ensure that all customers who need their services have access to those services. Youth, children, elderly, deep rural residents, persons with low literacy levels, the homeless, the technologically excluded, and persons with disabilities are some of the groups that may require targeted outreach if they are part of the entity's customer base. Successful engagement with hard-to-reach communities and individuals must be flexible, non-judgemental and go where people are. Communication must target persons individually or enlist the help of a community organisation, or well-known persons in the community, to make the connection. Use language that reflects how the community or individual sees themselves. It is not appropriate to make assumptions and 'label' the community or individual before you have an understanding of the situation or issues that are being faced. Labels may include 'socially excluded', 'poor', 'disadvantaged' or 'vulnerable.'

5.1.3 Customer Involvement in Service Design and Review

Maintaining good customer relations requires a good understanding of customer perceptions and their level of satisfaction with the service obtained through the collection and analysis of customer feedback. Feedback allows entities to know how well they are meeting the customer needs. This feedback can be obtained through multiple channels, including customer satisfaction surveys, which can be administered through a variety of ways, from telephone to face-to-face interviews; transaction/administrative data; or from direct feedback to staff with whom they interact. Staff are a key source of customer feedback and are often seen by the customer as 'the organisation' to whom they directly make demands (Pyzdek & Keller, 2013). Staff therefore need to be empowered to engage with customers and trained to interpret and handle the feedback received.

In the public sector, in the context of resource constraints, knowing what is important to the customer is vital to determining the most important processes to prioritise for improvement, or the extent to which new delivery modes might need to be introduced, thereby ensuring that resources are targeted to improving or changing those elements of the service that truly matter to the customer.

Customers will be involved in service design, evaluation, and improvement so that the needs of the customer are met, rather than the convenience of the provider.

Although customer involvement provides clear benefits, convincing persons to participate may not be easy. Participants in the consultations for this Policy expressed a reluctance to invest time in providing customer feedback as they felt that their

input was not valued as it is often met by organisational silence. As such, participants expressed frustration and indifference to efforts by MDAs to solicit customer inputs. Participants further shared that they would feel valued, respected, and empowered as customers if they knew their feedback had made a difference. Success in this area is therefore closely related to success in the effective building of trust between citizens and the public sector.

5.1.3.1 Provide multiple feedback and input channels

People engagement is most effective when customers have multiple channels through which to provide input, suggestions and feedback on the services provided by the public sector. Given the diverse range of public sector customers, the GoJ will ensure that all segments of its clientele have access to not only information on services available, but the means through which to co-design and co-produce those services, or at the very least share concerns and suggestions. At a minimum, tools such as customer satisfaction surveys will be administered using various methods: telephone, face-to-face, and online platforms, including social media to ensure the public service is hearing from its customers. Engagement strategies such as Town Hall meetings, Focus Group Discussions, customer follow-up telephone calls, and online discussions will be used to diversify the channels through which the public can engage with the GoJ service providers. More effort will be made to bring customers and communities into the process of designing public services towards producing outcomes (Bovaird & Löffler, 2012) that reflect the values, needs and expectations of our citizens.

5.1.4   Proactive Communication

Customers need to know what services they can and cannot receive from an organisation, and the processes for accessing available services. Proactively informing customers about available services and processes is therefore a key element of quality service. This is a requirement for successful relationship management and is positively correlated to customer satisfaction. Additionally, service excellence requires that organisations anticipate the information needs of customers, make the information accessible, and be ready to respond appropriately when customers contact them. Therefore, organisations must be able to provide customers with consistent quality and accuracy of information across all available communication channels, whether through email, website, telephone or walk-in (Oracle, 2012).

By regularly providing customers with accurate information via a variety of methods and channels, the GoJ will help stakeholders understand the possibilities, issues, alternatives, and challenges in a service area. This will also build awareness among

citizens of the multiple opportunities to provide feedback and get involved. By initiating the conversation, and expanding the channels and opportunities to provide feedback, the GoJ expects to facilitate a continuous dialogue with customers on how to improve the quality and effectiveness of its services.

5.1.4.1   Provide Service information

All public sector entities must proactively provide basic information on the services they provide, the process for accessing the services, the estimated timeframe for the steps in the process, and any prerequisites for accessing the services.

5.1.4.2   Provide responses to feedback

Customers are more likely to continue engaging and providing feedback when their inputs are acknowledged and valued. Developing systems and avenues for providing responses to customer input is therefore an essential component of service excellence.

5.1.5   Effective Service Recovery

While prevention of service issues should be an ongoing preoccupation, through process management, review and improvement, things will happen, and from time to time service commitments may be broken. Data show that a customer's satisfaction is often greatly improved when problems are quickly resolved (Bauer, Duffy, & Westcott, 2006), and the response to failures has a greater impact on customer satisfaction than receiving faultless service in the first instance (Blazey, 2013).

When things do not work as they should, effective recovery is therefore very important for maintaining customer satisfaction (Pyzdek & Keller, 2013). Therefore, as a key element of service excellence, public sector entities will need to establish systems that allow for prompt and courteous resolution of service failures.

FIGURE 3:
SERVICE EXCELLENCE
COMPLAINTS CYCLE

01 RECEIVING COMPLAINTS
06 IMPLEMENTING AND MONITORING OF RECOMMENDATIONS MADE
05 REPORTING AND COMMUNICATING THE OUTCOME OF THE COMPLAINTS
AND ACKNOWLEDGING COMPLAINTS
03 ANALYSING COMPLAINTS
04 RESOLVING COMPLAINTS

5.1.5.1 Analyse Customer Complaints

A customer complaint highlights a problem, whether that's a problem with your product, employees or internal processes, and by hearing these problems directly from your customers, you can investigate and improve to prevent further complaints in the future. Customer feedback is of little
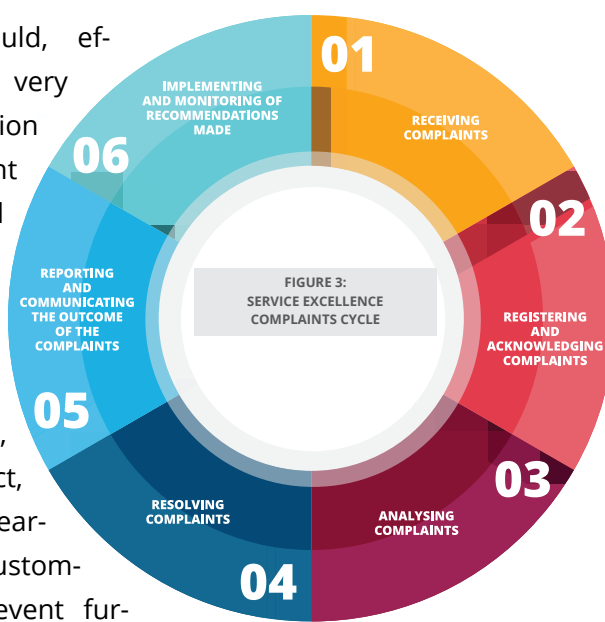
value if the data is not analysed and used to drive improvement efforts. Data from customer complaints can help the organisation redesign services and procedures for service delivery.

Customer complaints are analysed to determine, inter alia, how frequently an issue arises and if there is pattern of service failure in an area, or with a product. Such information is a key component of service improvement and can provide leadership with invaluable guidance on the practical steps to service excellence. By answering these questions, you can take the necessary steps required to prevent them from happening again.

5.1.5.2   Address Customer Concerns

Customer complaints are unavoidable in-service entities. As much as we do not want to deal with unhappy customers, it provides a chance for a service provider to fix solutions and ensure that the customer has the best experience possible. Service Recovery involves adequately addressing the concerns of customers and implementing mechanisms to prevent future disruptions in service.

5.1.5.3   Confirm Customer Satisfaction

It is important that MDAs can make an accurate assessment of whether the service recovery mechanism has been effective.

The primary method of assessment is to confirm with customers that their issues were addressed within an acceptable period.

5.1.6   Strategies and Actions for People Engagement

TABLE 7: STRATEGIES AND ACTIONS FOR PEOPLE ENGAGEMENT

Strategies	Minimum Expectations	Actions	Roles & Responsibilities
5.1.2 Customer Segmentation and Targeting	5.1.2.1 Define customer requirements	Procure and maintain a standard tool which public sector organisations can use to build a profile of their customers.	e-Gov – develop standard customer profile tool OC – procure, implement and monitor standard Customer Relationship Management (CRM) System across MDAs MDAs – implement Customer Relationship Management (CRM) System OC – provide guidance to MDAs in the use of the segmentation tool
		Develop learning products to support the development of competencies required for the collection, analysis and use of customer segmentation data to improve service design and delivery.	Management Institute for National Development (MIND) – design and maintain learning pathway and curricula for service excellence
	5.1.2.2 Engage vulnerable and hard-to-reach groups	Establish an ongoing partnership with customers to ensure that their priorities and values continue to shape services and the service system.	OC – create and facilitate an engagement platform to engage Jamaicans on service delivery. SDC / PIOJ – establish partnership with communities
		Design policies and programmes, incorporating service delivery consideration for vulnerable and hard-to-reach groups	MDAs – adapt, design and implement policies and programmes to support vulnerable and hard-to-reach groups
5.1.3 - Customer Involvement In Service Design and Review	5.1.3.1 Provide multiple feedback and input channels	Develop qualitative and quantitative systems to collect customer feedback at least once every five years.	OC - conduct independent Customer Satisfaction surveys across MDAs Ministries - conduct internal qualitative and quantitative surveys Ministries analyse data and send the report to the OC. The report should be published after reviewed by the OC OC – establish standardise reporting format / template, review survey reports and provide feedback to MDAs. Results from survey will be used to assessment of the Ministries' performance. Ministry of Finance and the Public Service - fund budgets of Ministries to undertake surveys. Internal service providers (providers of services to employees) to measure their customer satisfaction
		Conduct Business Process Re-engineering of relevant services.	MDAs – engage customers in the re-design of services for delivery across multiple channels and improvements in accessibility and efficiency

Strategies	Minimum Expectations	Actions	Roles & Responsibilities
5.1.4 Proactive Communication	5.1.4.1 Provide Service Information	Develop a communication strategy and related plan which addresses all customer needs.	OC - roll-out Service Excellence Communication and Public Education campaign MDAs - develop and roll-out Communication Strategy and Plan JIS - design a communication programme to inform and promote the government (JIS for national communication) MDAs for local communication
		Develop a communication strategy and related plan which addresses all customer needs.	OC - develop Service Excellence Communication Toolkit MDAs - develop and roll-out Communication Strategy and Plan
	5.1.4.2 Provide Responses To Feed-back	Design and implement systems for responding to customer feedback and concerns about available services, and service quality.	OC - provide framework and guidelines which the MDAs can adopt as needed. MDAs - develop a system to provide prompt responses to customer inputs
5.1.5 - Effective Service Recovery	5.1.5.1 Analyse customer complaints	Develop Customer Service Improvement Plan (CSIP).	MDAs - develop a CSIP which uses the analysis of the information captured in the customer complaints registry to inform new strategies and approaches. Plans must be reviewed and updated every two years. OC – guide and share CSIP template with MDAs
	5.1.5.2 Address customer concerns	Develop and implement a clear service recovery process through which customer concerns can be escalated and addressed.	MDAs – develop and implement a clear service recovery process. Ministries - include service recovery system in the CSIP
		Develop Customer Service Charter which informs the mechanism for service recovery. Service Charter targets should be specific, measurable, achievable and realistic (SMART); reviewed and evaluated regularly.	MDAs – develop and adopt Customer Service Charter OC - review and evaluate Customer Service Charter
	5.1.5.3 Confirm Customer Satisfaction	Maintain records of customer complaints, whether those complaints have been resolved, how long it took to resolve the issue, and the actions which were needed to do so.	OC - provide guidelines for complaints resolution. MDAs - maintain complaints record/database

Source: Office of the Cabinet

5.2   PERFORMANCE EXCELLENCE

> **Strategic Objective 2: To create a culture of service excellence in all public sector organizations by setting performance standards, improving capacity, promoting excellence, and establishing effective systems of accountability.**

Service Excellence organisations achieve and sustain outstanding results. The strength of an organisation's management systems is one of the most significant determinants of its level of performance. Customer satisfaction and the consistent production of results that matter can only be achieved when an organisation is deliberately designed and managed to deliver excellence. The organisation will be constantly improving and maintaining a focus on defining, measuring and evaluating performance.

5.2.1   Key Performance Excellence Strategies

Given the importance of these components in developing performance excellence across the public sector, the key strategies to be used to accomplish this objective are managing for excellence, developing capacity for excellence, and promoting an excellence culture. These broad areas focus on areas such as Strategic Leadership, Accountability and Control Systems, Knowledge and Information Management, Process Management and Rewards and Recognition.

TABLE 8: KEY PERFORMANCE EXCELLENCE STRATEGIES

Performance Excellence

Managing for Excellence	Developing Capacities for Excellence	Promoting the Excellence Culture
Strategic Leadership & Planning	Talent Management	Communication
Structure, Roles & Responsibilities	Knowledge & Information Management	Employee Engagement
Accountability & Control Systems	Process Management	Reward & Recognition
Performance Metrics & Measures for Decision Support	Resource Management	
Innovation Management	Stakeholder Relationship Management	
	Physical Infrastructure & Tools	

Each strategy has been identified as a response to specific issues identified while conducting the situational analysis for this policy. The related issues are listed in Table 9, and the strategies and actions are elaborated in Table 10 at the end of this chapter.

Strategy	Service Issue Addressed
1. Managing for Excellence	• Absence of public sector-wide service improvement planning, and performance monitoring and evaluation. • Accountability systems in public sector organisations are not clearly defined. There is confusion about roles and responsibilities in some crucial areas despite the existence of an Accountability Framework for Senior Executives16 in the Jamaican public sector • Failure to adhere to established procedures and questionable exercise of discretion • There is a Perception of Corruption • Some systems of accountability are outdated, adding multiple layers to activities, lengthening processes, and delaying service delivery. • Political interference in the operations of public organisations. • Leadership is not held accountable for poor service delivery. The Accountability Framework notes (p.15) "in the case of the Permanent Secretaries and Chief Executive Officers within executive agencies and Public Bodies, the performance evaluation process is not well defined, documented, regularly done, or necessarily linked to pay" • Not enough information available to the customers about the effectiveness of MDAs. The Auditor General's report is an important source of information but is not produced annually for each MDA. Also, despite being required to report to Parliament annually, few, if any public agencies and bodies17 comply on a timely basis • There are no clear systems to include feedback from civil society and the general public in the review of organisational performance, and in the design of service delivery.18 • No clear link between performance and consequences, at both the individual and organisational levels in MDAs. • No entity with clear responsibility for public sector-wide service performance

16 This refers to Permanent Secretaries and heads of agencies and public bodies.

17 There is no legal requirement for Ministries to table annual reports to Parliament, but a copy of their Appropriation Accounts should be sent to Parliament within four months of the end of the financial year.

18 This was also identified as a gap in public engagement but is also related to the governance arrangements for service delivery.

Strategy	Service Issue Addressed
2. Developing Capacities for Excellence	• Mismatch between job requirements and the skills and competences of employees. • Skills and competencies needed for the job are not always carefully considered and articulated. • While staff training is widespread in the public sector, persons do not always get opportunities to apply new knowledge and skills to their jobs. • Insufficient training budget • Insufficient resources for service improvement initiative • In some organisations, staff is unclear about how their job function contributes to service excellence. • Staff not trained in client -oriented approach to service delivery • Weak institutional capacity of government organizations to allow for effective service delivery • Lack of proper infrastructure and tools to deliver efficient and effective services • Severe deficiencies exist in infrastructure services • Some of the current infrastructure is quite old and needs to be upgraded. • Lack of accountability in public institutions translates to low quality of infrastructure services and inadequate investment decisions.
3. Promoting the Excellence Culture	• Lack of competition • Absence of established/consistent customer service standards across the public-sector • Ineffective communication methods and tools use to communicate • There is no ongoing sector-wide activity to reward organisations for outstanding service performance. • Few organisations have structured, transparent, formal and informal systems for rewarding performance. In some cases where reward systems exist, the criteria are not clear to staff, and this may lead to distrust. • There is a perception that persons in leadership do not value rewards and recognition programmes, and often Human Resource managers do not have the budget to finance comprehensive rewards and recognition programmes. Consequently, the philosophy of ongoing rewards and recognition is not embedded in the culture of many MDAs. • Although there is a formal performance evaluation system in the public sector, performance management is weak in many organisa-tions. Consequently, there is little feedback and guidance on how to improve performance. • Some organisations have rewards and recognition programmes for partners, but not for their staff. The example of the tourism ministry recognising the work of service providers, but not of internal staff, is noted.

Source: Office of the Cabinet

5.2.2   Managing for Excellence

Every Public Sector entity has a mandate to meet the needs of a specific set of stakeholders and fulfilling this mandate must be priority to the senior leadership of

the public sector. Strong leadership is needed to provide clear strategic direction, manage, and engage people around common goals, and create an environment for participation in decision making to meet those goals. When an organisation is managing for excellence, organisational functions, roles, and responsibilities are aligned to the execution of the organisation's strategy, with systems for performance management to reinforce that alignment. The Heads of Public Sector entities will be held accountable for the delivery of quality services to its clients.

In keeping with the PMES, all MDAs must be guided by a four-year Strategic Business Plan that sets out the medium-term goals and objectives of the organisation towards achieving Government's stated priorities. This strategic framework must clarify the measurable results to be achieved for its clients, employees, partners, and other stakeholders. Furthermore, operational planning will then be necessary to translate the strategic framework into specific actions and operating procedures necessary for achieving the strategic objectives.

To achieve these objectives, responsibilities must be assigned to staff, and their performance managed to ensure consistency in the planning, implementation, and monitoring of the Strategic Plan. Public sector entities will need to ensure that their organisational structures are designed to meet their service quality commitments, and that roles, responsibilities, and accountabilities are clearly defined and reinforced to ensure these commitments are maintained.

5.2.2.1   Provide Strategic Leadership and Planning for Service Excellence

The biggest differentiator between organizations delivering business service excellence and the ones that do not, is the absence of service strategy and leadership.

The importance of active and visible leadership cannot be overstated. Designing the right strategy requires substantial investment in resources, creative time, and energy. Equal priority and attention need to be given to delivering it before moving on to something else. It is an essential part of our role to ensure that our organization has the program delivery capability it needs to implement your strategy.

5.2.2.2   Incorporate Service Excellence in the Organisational Structure, and Employee Roles and Responsibilities

Organisational functions, roles and responsibilities are aligned to the execution of the organisation's strategy, with systems for performance management to reinforce that alignment. The organisation should be guided by a four-year strategic business

plan that sets out the long-term goals and objectives of the organisation towards achieving Government's stated priorities. This strategic framework must clarify, in keeping with the long-term targets of the organisation, the measurable results to be achieved for its clients, employees and other stakeholders.

Further operational planning will then be necessary to translate the strategic framework into specific actions and operating procedures necessary for achieving the strategic objectives. Responsibilities must be assigned to ensure consistency in the planning, monitoring and review towards achievement of results, and decision-making processes clearly defined to ensure the appropriate allocation of resources.

5.2.2.3   Establish Accountability and Control Systems to address service standards

Management is responsible for implementing effective accountability and control systems to achieve a level of performance that meets and exceed customer expectations. However, no matter how well designed, implemented, or operated, an internal control system cannot provide absolute assurance that all of an organization's objectives will be met. Factors outside the control or influence of management can affect the entity's ability to achieve all of its objectives.

It is important to develop service standards that align with the needs of customers, as well as the vision, mission, values and available resources of an organization. Service standards establish the levels of performance that are critical to achieving the goals, objectives and targets set by organizations. They are helpful in enabling clients to be aware of the level of service to expect, how services will be delivered, and what mechanisms are in place for feedback about unacceptable service. Service standards also enable team members to be aware of the level of performance that is expected in attending to customers' needs.

Management is accountable for service excellence and therefore must implement the necessary systems and controls for monitoring and evaluating organizational performance that meets and exceeds customer expectations, continuously improving service delivery.

5.2.2.4   Define service-related performance metrics and measures for decision support

Effective decision-making is results oriented and data driven. To effect change and drive accountability, service excellence metrics and targets should be monitored, evaluated and addressed on an ongoing basis. Timely, relevant, credible

and objective findings based on valid and reliable data collection and analysis are essential when evaluating Service Excellence. Furthermore, it is important to share performance results with employees and clients and leverage their feedback in decision-making, designing and improving business processes.

5.2.2.5   Develop an Innovation Strategy

An innovation strategy is creating successful and unique products or services to fulfil the unmet needs of customers and maximize market share. This strategy aims at improving product features, attracting potential customers, and delivering better customer service. There are many different types of innovation, and the type of innovation will be determined by the innovation strategy. Incremental innovation is the most familiar type of innovation utilised. It leverages existing technology and introduces new and emerging types to offer greater value to the customer. For example, the addition of new features to existing services or the increased offering of services online are two ways in which innovation can be increased incrementally. The strategy will be influenced by the stage your organisa-tion has reached, where it is heading, and the desired outcome of the innovation.

5.2.3   Developing Capacity for Excellence

Organisational capacity is reflected in the operating systems and the resources that sustain them. Systems can be defined as a set of interrelated or interacting processes comprising activities through which goals and objectives are accomplished. The resources necessary to operate these systems include people, capital, relationships, knowledge and information.

Performance excellence is achieved when resources are used to create actual organisational results that consistently conform to meet or exceed targets. To produce meaningful results that consistently meet or exceed targets, an organisation should determine realistic but challenging targets, define the processes required to deliver on these and ensure that processes are documented, continually reviewed and improved, and investments made to retain the resources needed to effectively execute those processes.

People are the most valuable resource in the public sector. Significant returns can be realised from investments in employee ability to contribute to the organisation, through the application of skills, knowledge, and creativity. It is the actions taken (or not taken) by the people within an organisation, not simply the processes, which ultimately determine the quality of the results achieved. The Public Sector Learning Framework will outline the competencies required across the public

sector and among all levels of public officers and will design a Government-wide orientation programme which will ensure that all public officers have the basic knowledge necessary to effectively operate in any public sector institution. Individual organisations will, however, be required to define the specific processes required to produce their mandated results and the additional knowledge skills and training employees will need to execute these. Organisations will need to continuously develop people capacity by harnessing and distributing knowledge and learning.

To maintain the systems that support the work of the organisation, it will also be important to create learning organisations (customer, organisational, team and individual learning)[19] through the effective management of available knowledge and information resources. Relationships with key stakeholders should also be seen as a valuable resource that supports the achievement of organisational results.

5.2.3.1   Manage Talent

Talent management is a business strategy that organisations use to ensure that the skills and attributes of their staff are aligned with the wider organisational objectives, and that they retain the most valuable employees. Among the challenges currently affecting service quality in the public sector is the failure to establish a clear identification of the link between job function and service excellence.

Where employees are uncertain about how their work affects customer experience, there may be a disconnect between the goals of the organisation and what everyone sees as their role. One strategy to address this is ensuring that job descriptions clearly establish the link between what the individual is required to do and the performance of the organisation. Persons should always be clear about the role they play in customer service, regardless of their position in the organisation.

Organisations make use of tools such as psychometric testing to ensure they recruit the right best-fit- employees. Tools such as this will become part of the standard recruitment practice across MDAs. This revamped recruitment process will, over time, result in the accumulation of the right-fit skills and talent to drive performance excellence throughout the public sector.

5.2.3.2   Manage Knowledge and Information

Knowledge and information need to be managed like organisational assets

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19 Ontario Public Service Restructuring Secretariat, Cabinet Office. 1999. Framework for Action Building the Ontario Public Service for the Future: A Learning Organization. Ontario: Cabinet Office

(Kifor, 2014). Information Management (IM) is mainly concerned with people and managing their information sources for easy retrieval and dissemination.

Knowledge Management (KM) refers to the means in which organisations manage the knowledge resources created as an output to the gathered information in order to obtain business benefits. IM plays a crucial role as it represents the input for all KM processes. IM and KM strategies must be aligned to the organizational strategy in order to meet the strategic objectives set by the organization.

5.2.3.3   Manage Business Processes

Managing business processes is a huge challenge in most organizations. Organisations are not investing enough efforts in streamlining their business processes due to the lack of awareness about the repercussions. Business Process Management (BPM) is a discipline involving any combination of modelling, automation, execution, control, measurement and optimization of business activity flows, in support of enterprise goals, spanning systems, employees, customers and partners within and beyond the enterprise boundaries. BPM directly promotes increased process effectiveness through the adaptive automation and coordination of people, information, and systems.

5.2.3.4   Manage Resources

Resource management refers to processes, techniques and philosophies and the best approach for allocating resources. Understanding the resource capacity and skill sets that exist within your organisation gives you the ability to balance demand and apply the right resources at the right time. Such resources can be intangible (people and time) and tangible (equipment, materials and finances).

5.2.3.5   Manage Stakeholder Relationships

Stakeholders play a vital part in the successful service delivery and its outcomes. However, identifying stakeholders and managing their expectations takes effective leadership skills, excellent communication and an understanding of what drives the individuals involved. Good stakeholder management ensures that the working environment runs smoothly and helps to mitigate risk, align business goals and eliminate delays.

5.2.3.6   Provide Required Physical Infrastructure and Tools

Buildings and infrastructure are increasingly becoming integral to performance, productivity and efficiency of an organization. Buildings are being seen in a much

more holistic manner and in addition to the traditional focus areas like quality, material, aesthetics, ergonomics etc, technology is being deployed to enhance parameters like comfort, productivity, efficiency etc. With greater global exposure and integration, awareness levels are rising, and customers are becoming increasingly demanding.

Section 36 (3) of the Disabilities Act requires the *owner or an agent of an existing public or commercial premises shall make alterations thereto, which will cause the premises to be readily accessible and usable by a person with a disability with regard to:*
  a) Entrances
  b) Bathrooms
  c) Telephones
  d) Drinking fountains (if any)
  e) Emergency exits (if any)

Subsections (1) and (2) shall not apply where it is demonstrated by the owner or his agent to the satisfaction of the Council that
  a) *It is structurally impracticable to meet the requirements of this Act* **or**
  b) *To effect such alterations would constitute a disproportionate or undue burden.*

Organizations are willing to go that extra mile for their customers in order to maximise output from their "human resources". Factors like "ambience", "comfort" and "experience" are being used to lure customers leveraging lighting, air conditioning, music, design and layout as well as high-tech elements. Some are beginning to see the virtues of a more customer-centric mindset and are trying out the standard marketing tools routinely applied in consumer industries. To embrace customer orientation, they should seek to improve customer insight, and then adopt an operating model that enables continuous client focus and service.

5.2.4   Promoting the Excellence Culture
The culture of an organisation is dependent on the extent to which the philosophy, processes, and general standards of operation are communicated, reinforced, and managed. To conform to the organisation's systems, employees and customers must know what is required of them Therefore, entities should document their processes and disseminate information for employees, customers, and all persons that are expected to interact with the organisation's processes using multiple channels.

Employee satisfaction and engagement drive organisational performance. These

are pivotal in determining the culture of an organisation. Employee engagement can be promoted through various activities, including recognition and reward for a job well-done, and involvement in decision making. Through these routine activities the organisation signals what is important, and a culture of excellence can be created. Work in re-shaping the culture of the public sector is ongoing.

Through the PSM Programme, the OC is leading the process to redefine the public sector culture to one that is characterised by performance and achievement of results citizens desire. This new Whole-of-Government performance culture will be driven by professional and highly motivated public sector professionals, empowered to serve effectively within a public sector environment in which:

a) ***Leadership*** engenders the trust of all public sector employees
b) ***A strong focus is placed on results***, with the consistent promotion and demand for high standards of performance from staff and staff are dedicated to their roles as public sector professionals
c) ***Employees are valued***, and they in turn respect their clients and co - workers
d) ***Leaders are fair***; and respect, accountability, merit, equity, integrity and transparency are the basis of all decisions
e) ***Challenging, rewarding and mobile careers*** are built
f) ***Committed, capable, talent*** *is* attracted and retained
g) ***Employee growth and development*** are fostered
h) ***Empathetic and professional relationships*** *are fostered between employees and customers*
i) ***Services are delivered effectively, impartially and courteously*** to all
j) ***Employees and customers are free from discrimination***, their diverse backgrounds are recognised and valued
k) ***Work environments are equipped, flexible and rewarding,*** exhibiting cooperative relations based on consultation and communication.

5.2.4.1 Strengthen Communication

Effective communication should be a core competence for all employees of an organization. However, service representatives who deal directly with customers face a bigger challenge than their counterparts who deal with customers online or via telephone. The lack of key service skills can risk putting the organisation in embarrassing situations or worse yet, the business could end up losing customers due to poor customer service.

5.2.4.2   Monitor and Build Employee Engagement

Employee engagement is gaining a vast and critical importance in today's highly competitive and dynamic business environment. An engaged workforce is a vital asset for the organisation that contributes their efforts for the benefit of the organisation. Employee engagement, in fact, can make or break the business bottom line (Lockwood, 2006). Engaging employees especially by giving them participation, freedom, and trust is the most comprehensive support anticipated by employees.

What employees expect and what the organization delivers is a complex and crucial problem to be addressed by identifying such gaps. Engaged employees are physically, cognitively, and emotionally attached to their organization and highly involved in their job with great enthusiasm and performance.

5.2.4.3   Implement Systems for Reward and Recognition

Employee reward and recognition systems refer to programmes set up by an organisation to reward performance and empower employees. These programmes help to improve employee behaviour and performance, and ultimately organisational outcomes, as employees feel more valued and appreciated. Implementing these systems and aligning them to service excellence goals enable employee recognition for high performance, as well as provide tangible and intangible rewards. Rewarding performance is critical for the sustainability of service excellence.

5.2.5 Strategies and Actions for Performance Excellence

TABLE 10: PERFORMANCE EXCELLENCE ALIGNMENT OF ISSUES, STRATEGIES AND ACTIONS

Strategies	Minimum Expectations	Actions	Roles and Responsibilities
5.2.2 Managing for Excellence	5.2.2.1 Provide Strategic Leadership and Planning for Service Excellence	Establish a centralised function within the Public Sector Modernisation Division of the Office of the Cabinet to support the Whole - of - Government (WOG) service excellence thrust.	• MFPS and OC - establish focal point to monitor customer service performance in the public sector • OC – execute the organisational development work to determine the requirements functions and features of the centralise entity
		Monitor and review the implementation of standards to drive performance.	• OC - develop a User Testing Framework to monitor the implementation of service delivery standards in MDAs • MDAs – define and use a balanced set of results to review progress, provide a view of long- and short-term priorities and manage the expectations of key stakeholders • PMEB – provide technical support for the development of the User Testing Framework
		Reinforce a culture of excellence across the Public Sector.	• MDAs – Implement Change Management Framework within the entity • OC - design and monitor a Framework for managing change across the public sector • OC – develop Change Management tools / templates and provide guidelines
	5.2.2.2 Incorporate Service Excellence in the Organisational Structure, and Employee Roles and Responsibilities	Incorporate Service Excellence Dimensions in Performance Management Framework.	• OC - develop and design customer service accountability framework for all MDAs • PMEB - update Performance Management Framework to include assessment of performance against all Service Excellence Dimensions • MDAs - incorporate Service Excellence Dimensions in Strategic and Operational Plans • MDAs - incorporate service excellence specific roles and responsibilities in work plans
	5.2.2.3 Establish Accountability and Control Systems to address service standards	Report quarterly on service excellence performance.	• MDAs – prepare and submit Service Excellence quarterly reports
		Conduct internal and external audits to ensure that service excellence standards are maintained.	• OC - incorporate service excellence elements into the existing Audit Framework • MIND - conduct training with internal and external auditors around Audit Framework • MDAs – conduct periodic internal audits. • AuGD – conduct periodic external audits of MDAs. • OC – monitor and evaluate the compliance with service standards

Strategies	Minimum Expectations	Actions	Roles and Responsibilities
		Create synergistic relationships with other service providers	• MDAs - explore opportunities to improve the delivery services with interconnected and interdependent entities
		Utilitise service delivery agreements to satisfy and improve service.	• MDAs – agree service level agreements, letter of agreement and memorandum of understanding with service providers
	5.2.2.4 Define service related performance metrics and measures for decision support	Measure and track customer performance and satisfaction.	• MDAs - incorporate customer performance and satisfaction indicators into Strategic and Operational Planning and reporting
		Develop guidelines for effective Policy implementation.	• OC - design and disseminate guideline documents to MDAs to support Policy Implementation
	5.2.2.5 Develop Innovation Strategy	Prepare annual Service Excellence Report.	• MDAs - publish Service Excellence Report on the MDAs' website and social media platforms • OC - publish Whole-of-Government Service Excellence Report on the GoJ Portal and Cabinet website
		Develop innovation strategies and frameworks.	• MDAs - design and implement compliance and monitoring plans to track customer service goals and outcomes • OC – update and re-design tools and templates in keeping with changes in international best practices for improvement in service delivery • MDAs – promote and implement monitoring plans to track customer goals and outcomes
		Implement the ISO international service standards.	• MDAs – adapt and implement service standards and frameworks according to ISO guidelines (i.e. ISO 9001, ISO 10001, ISO 10002, ISO 10003 and ISO 10004)
		Establish in MDAs a Governance Framework to manage the execution of the customer experience.	• MDAs - establish Customer Service Unit or Branch to ensure continuous improvement and accountability in service delivery
		Promote and encourage Public-Private Partnerships between government and the business community.	• OC – establish ongoing engagement of the private sector.
5.2.3 Developing Capacities for Excellence	5.2.3.1 Managing Talent	Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goal.	• OC/MIND – develop Service Excellence Professional Pathway • MDAs - incorporate competencies to the job descriptions • SHRMD – approve job descriptions

Strategies	Minimum Expectations	Actions	Roles and Responsibilities
		Lead the delivery of training in Service Excellence across the Public Sector.	• OC in conjunction with MIND for Public Service Excellence to establish Centre / Institute for service excellence training. • MIND - standardise training across the public sector for all staff in service excellence competencies and delivery. (Areas of training must include: Service Excellence, Performance Coaching, Team Building, Leadership, Negotiation, Communication, Problem Solving and general job knowledge)
		Provide continuous training to staff by prioritising service delivery related training and development.	• MDAs – use customer feedback and performance review to help identify learning needs and provide continuous learning opportunities for staff
		Prioritise service delivery related training and development as part of the Ministries' overall Training Plan.	• OC - Institute this requirement and monitor MDAs for compliance. • MDAs – ensure that training and development on Service Excellence is included in the Ministries' Training Plans
		Conduct a comprehensive Learning Needs Assessment (LNA).	• OC - develop a template for TNA which will be used across the public sector. MIND - Conduct LNA for Service Excellence Professional group across the public sector MDAs - periodically assess its skills and training needs to determine that it has the right knowledge, skills, and abilities to perform effectively
		Design Learning Pathway.	• OC / MIND - design curricula and learning interventions for service excellence
	5.2.3.2 Manage Knowlege and Information	Standardise service delivery protocols.	• OC / MIND - design curricula and learning interventions for service excellence
	5.2.3.3 Manage Business Processes	Review internal process and customer needs.	• MDAs – map, redesign and implement where necessary service delivery processes
		Establish Customer Service Improvement Teams (CSITs) in all MDAs.	• Ministry - establish CSITs in Departments and Agencies • OC - provide guidance to MDAs to establish CSITs

Strategies	Minimum Expectations	Actions	Roles and Responsibilities
	5.2.3.4 Manage Resources	Improve service in all public sector organisations through the provision of appropriate budgetary allocation.	• MDAs – identify and include resource needs in their Plans and Budgets to support service excellence programmes. • Ministry of Finance and the Public Service - provide an annual budget for all MDAs to support service excellence programmes. • OC – monitor MDAs for effective management of resources for service excellence
		Re-establish Customer Service Network.	• OC – update list of all Service Excellence Professionals across the Public Sector
		Operationalise Customer Service Network.	• OC - schedule quarterly meeting with Customer Service Network • OC - train Customer Service Network to support Change Management initiatives around service delivery within their entities. • MDAs – participate in training
	5.2.3.5 Manage Stakeholder Relationships	Implement the People Engagement and Change Management and Communication Guidelines.	• MDAs – adopt and implement People Engagement and Change Management and Communication Guidelines • OC – provide guidance to MDAs to develop and implement Guidelines
	5.2.3.6 Provide Required Physical Infrastructure and Tools	Design and manage infrastructure to adapt to the evolving needs.	• MDAs– design flexible service options
		Develop and implement effective policies and procedures to improve efficiencies in service delivery.	• MDAs - revise and adapt effective policies and procedures to improve service delivery
		Reconfigure and redesign facilities to improve accessibility to the vulnerable and persons with special needs.	• MDAs – conduct infrastructure audit to ensure facilities are compliant with best practices. • MDAs - improve all facilities to optimise the accommodation provided for the vulnerable and persons with special needs
		Provide ICT infrastructure resources to satisfy planned business needs.	• MDAs - upgrade and modify ICT infrastructure to meet evolving business needs
5.2.4 Promoting the Excellence Culture	5.2.4.1 Strengthen Communication	Maintain staff awareness of service excellence standards.	• OC – develop customer service standards. • MDAs - design and develop internal Service Excellence staff engagement plans
	5.2.4.2 Monitor and Build Employee Engagement	Launch Service Excellence communication campaign.	• OC – launch Service Excellence campaigns, with input from each MDA • OC - conduct virtual media launch to educate MDAs to element of the communication campaign

Strategies	Minimum Expectations	Actions	Roles and Responsibilities
	5.2.4.3 Implement Systems for Recognition and Reward	Design and implement a Service Excellence Award and Recognition Programme.	• OC - develop Service Excellence Reward and Recognition Framework (MDAs and WOG) • OC - launch and implement WOG Service Excellence Reward and Recognition Programme • OC - plan and execute Service Excellence Award and Recognition Ceremony • OC - make budgetary provision for WOG Reward and Recognition Programme • MDAs – implement and make budgetary provision for Ministry's Reward and Recognition Programme

Source: Office of the Cabinet

| Policy Implementation

6.1   APPROVAL AND IMPLEMENTATION

The Policy shall take effect upon approval by Cabinet and promulgation by the Cabinet Secretary. The GoJ Service Excellence Policy Strategy and Implementation Plan shall guide the operationalisation of the Policy. The Service Excellence Operational Manuals will also support structured and effective implementation. These are currently being developed for validation with key stake-holders.

6.2   INSTITUTIONAL FRAMEWORK

6.2.1   Institutional Roles and Responsibilities

The Service Excellence Policy will be implemented by each MDA in the public sector. However, responsibility for its communication, oversight, and building capacity within the systems of Government, will reside in the following institutions:

6.2.1.1   Office of the Cabinet (OC)

The Office of the Cabinet has direct responsibility for the public sector and has a vision

> **"to be the leader of a world class public service that is empowered to effectively deliver on Jamaica's national objectives".**

The OC has portfolio responsibility for the Whole-of-Government Strategic Planning and Performance Management; the Performance Management of Permanent Secretaries; Public Sector Learning and Development; and Public Sector Service Excellence. The Cabinet Secretary is Head of the Public Service and will lead the OC in establishing and maintaining an institutional framework for managing and developing public sector performance and service excellence. Specifically, the OC will:

- Develop a framework for maintaining citizen satisfaction with Government Services
- Develop and distribute Service Excellence Operational Manuals
- Measure, monitor and promote the progress of the public sector in improving satisfaction with service delivery
- Undertake research into citizen and business expectations, satisfaction, and priorities for service improvement
- Support development of organisational capacity for service excellence
- Recognise and celebrate excellence in service delivery
- Act as a centre of expertise and a champion for performance and service excellence throughout the public sector.

6.2.1.2   Portfolio Ministries

All Ministries will be responsible for implementing the Service Excellence Policy across their portfolio and monitoring the quality of services delivered by their portfolio entities and will also be responsible for developing and implementing Customer Service Improvement Plans (CSIPs) that outline the steps being taken to fulfil the requirements of the policy and providing regular reports on implementation progress.

6.2.1.3   Management Institute for National Development (MIND)

MIND is mandated by the Government of Jamaica (GoJ) to provide leadership development, management training and learning solutions, which respond to the needs of the public service and GoJ priorities. MIND has a mission to:

> **"provide public servants with quality leadership development options, management training, supporting services and outreach that sustain a culture of enterprise, efficiency and responsiveness to the publics they serve".**

Critical to operationalising of the Service Excellence Framework is cultivating across Government a cadre of well-educated professionals who are able to adapt quickly to a dynamic global and local environment.

MIND is leading the development of the Public Sector Learning Framework (PSLF) which will establish public sector learning and development as a strategic priority, by providing the blueprint for building a culture of innovation within the public sector. Service Excellence has been established as a core value of the public service and will be embedded in the core competency requirements for public sector professionals.

MIND will be responsible for providing learning and development opportunities that build and reinforce public sector core competencies.

6.2.1.4   Centres of Expertise for Public Sector HRM - Office of the Services Commissions (OSC) and the Strategic Human Resource Management Division (SHRMD)

Improvement in the capacity of the public sector rests on the ability of the OSC and SHRMD to integrate Service Excellence criteria into the standards for the identification, promotion and retention of talent for the public sector. The Public Sector Learning Framework will introduce the values, competencies and professional standards required for public servants at all levels of the public sector service delivery chain. These competencies will support the Government's efforts in human capital development as it aims to improve the processes of learning and development, recruitment and selection, succession planning, career planning and performance management, and will become the benchmark for professional excellence, performance management and recognition for skills improvement.

6.2.1.5   Ministry of Finance and the Public Service

Through its responsibility for employment terms and conditions, organisational design and the implementation of the Medium-Term Results Based Budgeting (MTRBB), the Ministry will play an important role in ensuring that public sector employees and their institutions are fully supported to achieve the service delivery commitments made under the Framework.

6.2.1.6   Permanent Secretaries' Board

The Permanent Secretaries Board is convened under the chairmanship of the Cabinet Secretary and comprises Permanent Secretaries and other key heads of entities with Whole- of- Government responsibility. It meets monthly, and guides and directs the management of the public sector. It provides a forum for public sector leaders to plan cooperatively, share information, and exchange ideas. The Board will have a responsibility to ensure that their work reinforces the service excellence culture across the public sector.

6.2.1.7   Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF)

In accordance with the National Quality Policy, MICAF has established a Quality Systems Division. The Quality Systems Division is responsible for the implemen-tation of the International Organisation for Standardisation (ISO) 9001:2015 Management Standards across the public sector. Under the National Quality Policy,

the Quality Systems Division provides technical support to eligible MDAs to become ISO 9001 certified. Full adoption of the Service Excellence Framework by MDAs will provide them with the basis for becoming eligible for ISO 9001 certification.

6.3   POLICY IMPLEMENTATION ISSUES AND CHALLENGES

Given the dynamic nature of the service sector, it is important to ensure that the Policy remains relevant and adequately addresses all issues.

6.4

6.4.1. TABLE 11: PEOPLE ENGAGEMENT IMPLEMENTATION PLAN

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year/Quarter)	Technical Resource
Customer segmentation and Targeting	Define customer requirements	Procure and maintain a standard tool which public sector organisations can use to build a profile of their customers.	procure, implement and monitor standard Customer Relationship Management (CRM) System across MDAs	Customer Relationship Management	OC / Service Excellence Function	2023	e-Gov
Customer segmentation and Targeting	Define customer requirements	Develop learning products to support the development of competencies required for the collection, analysis and use of customer segmentation data to improve service design and delivery.	design and maintain learning pathway and curricula for service excellence	Training	MIND	2022	OC / Service Excellence Function
Customer segmentation and Targeting	Engage vulnerable and hard-to-reach groups	Establish an ongoing partnership with customers to ensure that their priorities and values continue to shape services and the service system.	create and facilitate an engagement platform to engage Jamaicans on service delivery	Public Education	OC / Service Excellence Function	2023	OC / Service Excellence Function
Customer segmentation and Targeting	Engage vulnerable and hard-to-reach groups	Design policies and programmes, incorporating service delivery consideration for vulnerable and hard-to-reach groups	adapt, design and implement policies and programmes to support vulnerable and hard-to-reach groups	Public Education	MDAs	2024	OC / Service Excellence Function
Customer involvement in service design and review	Provide multiple feedback and input channels	Develop qualitative and quantitative systems to collect customer feedback at least once every five years.	conduct independent Customer Satisfaction surveys across MDAs	Monitoring and Evaluation	OC / Service Excellence Function	2023	Consultancy
Customer involvement in service design and review	Provide multiple feedback and input channels	Conduct Business Process Re-engineering of relevant services.	engage customers in the re-design of services for delivery across multiple channels and improvements in accessibility and efficiency	Performance Management	MDAs	2022	OC / Service Excellence Function

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year/ Quarter)	Technical Resource
Proactive Communication	Provide service information	Develop a communication strategy and related plan which addresses all customer needs.	roll-out Service Excellence Communication and Public Education campaign	Public Education	OC / Service Excellence Function	2022	JIS / PSMD
Proactive Communication	Provide responses to feedback	Design and implement systems for responding to customer feedback and concerns about available services, and service quality.	provide framework and guidelines which the MDAs can adopt as needed	Performance Management	OC / Service Excellence Function	2022	OC / Service Excellence Function
Effective Service Recovery	Analyse customer complaints	Develop Customer Service Improvement Plans (CSIPs).	implement, monitor, evaluate and revised CSIPs as required	Monitoring and Evaluation	MDAs	2021	OC / Service Excellence Function
Effective Service Recovery	Address customer concerns	Develop and implement a clear service recovery process through which customer concerns can be escalated and addressed.	adopt and implement service recovery processes	Customer Relationship Management	MDAs	2023	OC / Service Excellence Function
Effective Service Recovery	Confirm customer satisfaction	Maintain records of customer complaints, whether those complaints have been resolved, how long it took to resolve the issue, and the actions which were needed to do so.	maintain complaints record/database in keeping with the Complaints Management Guideline	ICT	MDAs	2025	OC / Service Excellence Function

6.4.2   TABLE 12: PERFORMANCE EXCELLENCE IMPLEMENTATION PLAN

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year / Quarter)	Technical Resource
Managing for Excellence	Provide Strategic Leadership & Planning	Establish a centralised function within the Public Sector Modernisation Division of the Office of the Cabinet to support the Whole-of-Government (WOG) service excellence thrust.	implement proposed structure and recruit staff	Monitoring and Evaluation Performance Management	PSMD	2024	MFPS
Managing for Excellence	Provide Strategic Leadership & Planning	Monitor and review the implementation of standards to drive performance.	develop a User Testing Framework to monitor the implementation of service delivery standards in MDAs	Monitoring and Evaluation	OC/Service Excellence Function	2023	PMEB
Managing for Excellence	Provide Strategic Leadership & Planning	Reinforce a culture of excellence across the Public Sector.	design and monitor a Framework for managing change across the public sector	Change Management Monitoring and Evaluation	OC/Service Excellence Function	2022	OC/Service Excellence Function
Managing for Excellence	Provide Strategic Leadership & Planning	Reinforce a culture of excellence across the Public Sector.	implement Change Management Framework within the entity	Monitoring and Evaluation	MDAs	2023	OC/Service Excellence Function
Managing for Excellence	Incorporate Service Excellence in the Organisational Structure, and Employee Roles and Responsibilities	Incorporate Service Excellence Dimensions in Performance Management Framework.	update Performance Management Framework to include assessment of performance against all Service Excellence Dimensions	Performance Management	PMEB	2025	OC/Service Excellence Function
Managing for Excellence	Incorporate Service Excellence in the Organisational Structure, and Employee Roles and Responsibilities	Incorporate Service Excellence Dimensions in Performance Management Framework.	incorporate Service Excellence Dimensions in Strategic and Operational Plans	Performance Management	MDAs	2022	OC/Service Excellence Function

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year / Quarter)	Technical Resource
Managing for Excellence	Incorporate Service Excellence in the Organisational Structure, and Employee Roles and Responsibilities	Incorporate Service Excellence Dimensions in Performance Management Framework.	incorporate service excellence specific roles and responsibilities in work plans	Performance Management	MDAs	2024	OC/Service Excellence Function
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Establish and implement service standards to drive performance in all areas of the organization.	develop and disseminate minimum service delivery standards to MDAs	Performance Management	OC/Service Excellence Function	2022	BSJ
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Report quarterly on service excellence performance.	prepare and submit Service Excellence quarterly reports	Monitoring and Evaluation	MDAs	2022	OC/Service Excellence Function
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Conduct internal and external audits to ensure that service excellence standards are maintained.	incorporate service excellence elements into the existing Audit Framework	Monitoring and Evaluation	OC/Service Excellence Function	2024	AuGD
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Conduct internal and external audits to ensure that service excellence standards are maintained.	conduct internal and external audits	Monitoring and Evaluation	MDAs/AuGD	2025	OC/Service Excellence Function
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Conduct internal and external audits to ensure that service excellence standards are maintained.	conduct training with internal and external auditors around Audit Framework	Monitoring and Evaluation	OC/Service Excellence Function	2024	MIND
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Create synergistic relationships with other service providers	explore opportunities to improve the delivery services with interconnected and interdependent entities	Business Improvement	MDAs	2023	OC/Service Excellence Function
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Utilitise service delivery agreements to satisfy and improve service.	agree service level agreements, letter of agreement and memoradum of understanding with service providers	Business Improvement	MDAs	2023	OC/Service Excellence Function

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year / Quarter)	Technical Resource
Managing for Excellence	Define service related performance metrics and measures for decision support	Measure and track customer performance and satisfaction.	incorporate customer performance and satisfaction indicators into Strategic and Operational Planning and reporting	Performance Management	MDAs	2022	OC/Service Excellence Function
Managing for Excellence	Define service related performance metrics and measures for decision support	Develop guidelines for effective Policy implementation.	design and disseminate guideline documents for MDAs to support Policy Implementation	Performance Management	OC/Service Excellence Function	2022	Service Excellence Technical Working Groups
Managing for Excellence	Develop Innovation Strategy	Prepare annual Service Excellence Report	publish Service Excellence Report on the MDAs' website and social media platforms	Performance Management	MDAs	2022	OC/Service Excellence Function
Managing for Excellence	Develop Innovation Strategy	Prepare annual Service Excellence Report	publish Whole-of-Government Service Excellence Report on the GoJ Portal and Cabinet website	Performance Management	OC/Service Excellence Function	2024	OC/Service Excellence Function
Managing for Excellence	Develop Innovation Strategy	Develop innovation strategies and frameworks.	update and re-design tools and templates in keeping with changes in international best practices for improvement in service delivery	Performance Management	OC/Service Excellence Function	2025	OC/Service Excellence Function
Managing for Excellence	Develop Innovation Strategy	Implement the ISO international service standards.	adapt and implement service standards and frameworks according to ISO guidelines (i.e. ISO 9001, ISO 10001, ISO 10002, ISO 10003 and ISO 10004)	Performance Management	MDAs	2026	MIIC
Managing for Excellence	Develop Innovation Strategy	Establish in MDAs a Governance Framework to manage the execution of the customer experience.	establish Customer Service Unit or Branch to ensure continuous improvement and accountability in service delivery	Performance Management	MDAs	2024	SHRMD
Managing for Excellence	Develop Innovation Strategy	Promote and encourage Public-Private Partnerships between government and the business community.	establish an ongoing engagement with the private sector	Communication and Public Education	OC/Service Excellence Function	2021	PSOJ

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year / Quarter)	Technical Resource
Managing for Excellence	Manage Talent	Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goal.	develop Service Excellence Professional Pathway	Performance Management	OC/Service Excellence Function	2023	MIND
Developing Capacities for Excellence	Manage Talent	Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goal.	incorporate competencies to the job descriptions	Performance Management	MDAs	2024	SHRMD
Developing Capacities for Excellence	Manage Talent	Lead the delivery of training in Service Excellence across the Public Sector.	standardise training across the public sector for all staff in service excellence competencies and delivery. (Areas of training must include: Service Excellence, Performance Coaching, Team Building, Leadership, Negotiation, Communication, Problem Solving and general job knowledge)	Performance Management	MIND	2025	MIND
Developing Capacities for Excellence	Manage Talent	Provide continuous training to staff by prioriting service delivery related training and development.	use customer feedback and performance review to help identify learning needs and provide continuous learning opportunities for staff	Performance Management	MDAs	2025	MIND
Developing Capacities for Excellence	Manage Talent	Prioritise service delivery related training and development as part of the Ministries' overall Training Plan.	ensure that training and development on Service Excellence is included in the Ministries' Training Plans	Training and Development	MDAs	2023	OC/Service Excellence Function
Developing Capacities for Excellence	Manage Talent	Conduct a comprehensive Learning Needs Assessment (LNA).	conduct LNA for Service Excellence Professional group across the public sector	Training and Development	MIND	2023	OC/Service Excellence Function
Developing Capacities for Excellence	Manage Talent	Design Learning Pathway.	design curricula and learning interventions for service excellence	Training and Development	MIND	2023	OC/Service Excellence Function

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year / Quarter)	Technical Resource
Developing Capacities for Excellence	Manage Knowledge and Information	Standardise service delivery protocols.	use service delivery standards to design Standard Operating Procedures (SOPs) for all service delivery areas within the entity	Performance Management	MDAs	2023	OC/Service Excellence Function
Developing Capacities for Excellence	Manage Business Processes	Review internal processes and customer needs.	map, redesign and implement where necessary service delivery processes	Business Improvement	MDAs	2024	OC/Service Excellence Function
Developing Capacities for Excellence	Manage Business Processes	Establish Customer Service Improvement Teams (CSITs) in all MDAs.	commence establishment of CSITs in Departments and Agencies	Business Improvement	Ministry	2024	OC/Service Excellence Function
Developing Capacities for Excellence	Manage Resources	Improve service in all public sector organisations through the provision of appropriate budgetary allocation.	identify and include resource needs in Plans and Budgets to support service exellence programmes	Performance Management	MDAs	2022	MoFPS
Developing Capacities for Excellence	Manage Resources	Re-establish Customer Service Network.	update list of all Service Excellence Professionals across the Public Sector	Communication and Public Education	OC/Service Excellence Function	2022	MDAs
Developing Capacities for Excellence	Manage Resources	Operationalise Customer Service Network.	schedule quarterly meeting with Customer Service Network	Communication and Public Education	OC/Service Excellence Function	2023	MDAs
Developing Capacities for Excellence	Manage Resources	Operationalise Customer Service Network.	train Customer Service Network to support Change Management initiatives around service delivery within their entities	Change Management	OC/Service Excellence Function	2023	PSMD
Developing Capacities for Excellence	Manage Stakeholder Relations	Implement the People Engagement and Change Management and Communication Guidelines.	adopt and implement People Engagement and Change Management and Communication Guidelines	Performance Management	MDAs	2023	OC/Service Excellence Function
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Design and manage infrastructure to adapt to the evolving needs.	design flexible service options	Business Improvement	MDAs	2021	OC/Service Excellence Function
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Develop and implement effective policies and procedures to improve efficiencies in service delivery.	revise and adapt effective policies and procedures to improve service delivery	Business Improvement	MDAs	2023	OC/Service Excellence Function

Strategy	Minimum Expectation	Action	Activities	Category	Responsible Entity	When (Year / Quarter)	Technical Resource
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Reconfigure and redesign facilities to improve accessibility to the vulnerable and persons with special needs.	improve all facilities to optimise the accomodation provided for the vulnerable and persons with special needs	Business Improvement	MDAs	2022	MLGRD/MLSS
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Provide ICT infrastructure resources to satisfy planned business needs.	upgrade and modify ICT infrastructure to meet evolving business needs	ICT	MDAs	2023	OC/Service Excellence Function
Promoting the Excellence Culture	Strengthen Communication	Maintain staff awareness of service excellence standards.	design and develop internal Service Excellence staff engagement plans	Communication and Public Education	MDAs	2022	OC/Service Excellence Function
Promoting the Excellence Culture	Monitor and Build Employee Engagement	Launch Service Excellence communication campaign.	conduct virtual media launch to educate MDAs to element of the communication campaign	Communication and Public Education	OC/Service Excellence Function	2022	JIS/CPTC
Promoting the Excellence Culture	Implement Systems for Recognition and Reward	Design and implement a Service Excellence Award and Recognition Programme	develop Service Excellence Reward and Recognition Framework (MDAs and WOG)	Reward and Recognition	OC/Service Excellence Function	2022	OC/Service Excellence Function
Promoting the Excellence Culture	Implement Systems for Recognition and Reward	Design and implement a Service Excellence Award and Recognition Programme	implement Service Excellence Reward and Recognition Programme (WOG)	Reward and Recognition	OC/Service Excellence Function	2024	MDAs
Promoting the Excellence Culture	Implement Systems for Recognition and Reward	Design and implement a Service Excellence Award and Recognition Programme	implement Service Excellence Reward and Recognition Programme (MDAs)	Reward and Recognition	MDAs	2023	OC/Service Excellence Function

Source: Office of the Cabinet

Monitoring and Evaluation Framework

The OC notes that 'monitoring of the Policy implementation is a continuing function involving the regular observation and recording of activities taking place towards the implementation of the Policy' (Office of the Cabinet, u.d, p.8.).

To this end, the Policy will be supported by a robust Monitoring and Evaluation framework to assess the outputs, outcomes and the impact of the Policy, to ensure that the Policy is implemented effectively across the public sector and that the minimum standards are equitably applied.

The Framework will also ensure that key implementation targets are met, and progress is tracked to ensure transparency and accountability for the proposed strategies and actions outlined in the Policy by highlighting the reporting structure and processes to be followed.

The Monitoring and Evaluation process will be designed to effectively track the implementation of the Policy and provide evidence of efficiencies in implementation, its effectiveness and sustainability. To ensure continuous and systematic collection of performance data on the progress of implementation, the following approach will be applied:

- Specify problem statement the policy is designed to address
- Identify key implementing partners / stakeholders, their role & responsibilities
- Outline the objectives and strategies of the policy
- Identify a set of indicators to effectively track the implementation of the policy
- Identify baseline / reference points to support strategy implementation
- Conduct a comparative analysis of proposed implementation targets and actual progress of implementation activities / strategies
- Prepare half-yearly progress reports
- Identify early warning signals to inform implementers when progress is off track

• Develop policy evaluation criteria (as outlined below).

Evaluation Criteria	Descriptions
Effectiveness	The extent to which the policy objectives were achieved or are to be achieved.
Efficiency	Measures how economically resources/inputs are converted into outputs (immediate results) by comparing alternative approaches to achieving the same outputs to determine whether the most efficient process was adopted.
Relevance	The extent to which the policy objectives were achieved or are expected to be achieved.
Impact	Positive and negative primary and secondary long-term effects produced by the policy, whether directly or indirectly, intended, or unintended.
Sustainability	The continuation of benefits from the policy after it has been implemented. Sustainability is the ability of key stakeholders to sustain policy benefits with efforts that use locally available resources.

Timing

The specific monitoring activities will include:

1. Quarterly monitoring reports to be prepared by implementing entities and submitted to the relevant oversight entities

2. Annual review of implementation progress, and the extent to which the key strategic actions are reflected in the work plan of stakeholder MDAs

3. Evaluation of pilot activities recommended by the Policy, and the review of their design to ensure optimal outcomes

4. The biennial development of Strategic Action Plans with clear monitoring indicators

5. Annual Report to the relevant Cabinet Committee on progress made in implementing the Policy.

7.1 Monitoring Plan

TABLE 13: MONITORING PLAN TEMPLATE

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
People Engagement					
Customer segmentation and Targeting	Define customer requirements	Develop and maintain a standard tool which public sector organisations can use to build a profile of their customers.	procure, implement, and monitor standard Customer Relationship Management System across MDAs	% of MDAs with customer profile tools adopted and implemented	"Ministry Service Excellence Report Audit Report Customer Database Tool"
Customer segmentation and Targeting	Define customer requirements	Develop learning products to support the development of competencies required for the collection, analysis, and use of customer segmentation data to improve service design and delivery.	design and maintain learning pathway and curricula for service excellence	# of learning products developed for improving service design and delivery	"Training Curricula Training Evaluation Report Training Development Plan Training Report"
Customer segmentation and Targeting	Engage vulnerable and hard-to-reach groups	Establish an ongoing partnership with stakeholders to ensure that their priorities and values continue to shape services and the service system.	create and facilitate an engagement platform to engage Jamaicans on service delivery	functional platform (Cabinet Office website) designed to engage and connect with the public on service delivery	Report on site analytics
Customer segmentation and Targeting	Engage vulnerable and hard-to-reach groups	Design policies and programmes, incorporating service delivery consideration for vulnerable and hard-to-reach groups	adapt, design, and implement policies and programmes to support vulnerable and hard-to-reach groups	% of MDAs with mechanisms in place to engage the vulnerable, special needs and marginalised populations in the design of service delivery	" Ministry Service Excellence Report Ministry Policy and Programme Plan"

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Customer involvement in service design and review	Provide multiple feedback and input channels	Develop qualitative and quantitative systems to collect customer feedback at least once every five years.	conduct independent Customer Satisfaction surveys across MDAs	% Change in customer satisfaction score	Customer Satisfaction Survey Reports
Customer involvement in service design and review	Provide multiple feedback and input channels	Conduct Business Process Re-engineering of relevant services	engage customers in the re-design of services for delivery across multiple channels and improvements in accessibility and efficiency	% of MDAs engaging customers in the designing and re-designing of services	Ministry Service Excellence Report
Proactive Communication	Provide service information	Develop a communication strategy and related plan which addresses all customer needs.	develop Service Excellence Communication Guideline Document	% of MDAs trained to use Service Excellence Guideline Document	Training Register
Proactive Communication	Provide responses to feedback	Design and implement systems for responding to customer feedback and concerns about available services, and service quality.	provide framework and guidelines which the MDAs can adapt as needed	# of methodologies developed and used by MDAs to respond to customer feedback	"Ministry Service Excellence Report Customer Satisfaction Survey Report"
Performance Excellence					

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Effective Service Recovery	Analyse customer complaints	Develop Customer Service Improvement Plans (CSIPs).	implement, monitor, evaluate and revises CSIPs as required	# of MDAs with developed, approved and implemented Customer Service Implementation Plans (CSIPs)	Ministry Service Excellence Report
Effective Service Recovery	Address customer concerns	Develop and implement a clear service recovery process through which customer concerns can be escalated and addressed.	adapt and implement service recovery processes	# of system/tools adapted by MDAs to address customer complaints	"Ministry Service Excellence Report Customer Satisfaction Survey Report CRM Report"
Effective Service Recovery	Address customer concerns	Integrate CRM with the central communication platform (gov.jm), where complaints can be lodged, and the progress of their resolution tracked by the OoC.	integrate CRM with gov.jm platform	% of MDAs with an integrated Customer Relationship Management (CRM) System	"Ministry Service Excellence Report CRM Report"
Effective Service Recovery	Address customer concerns	Develop Customer Charter which informs the mechanism for service recovery	develop and adopt Customer Service Charter	# of MDAs with Customer Service Charter developed	"Ministry Service Excellence Report Service Level Agreement document Customer Service Charter"

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Effective Service Recovery	Confirm customer satisfaction	Maintain records of customer complaints, whether those complaints have been resolved, how long it took to resolve the issue, and the actions which were needed to do so.	maintain complaints record/database	% of MDAs with a database developed to collect and track customer complaints	Ministry Service Excellence Report
Managing for Excellence	Provide Strategic Leadership & Planning	Establish a centralised function within the Public Sector Modernisation Division of the Office of the Cabinet to support the Whole-of-Government (WOG) service excellence thrust.	implement proposed structure and recruit staff	% of recruitment activities completed as per agreed organisational design	"Staff List Establishment Book Job Descriptions"
Managing for Excellence	Provide Strategic Leadership & Planning	Define, monitor and review the implementation of standards to drive performance.	develop a User Testing Framework to monitor the implementation of service delivery standards in MDAs	% of variables within the User Testing Framework met at the required standard	"Result-Based Framework Project Schedule"
Managing for Excellence	Provide Strategic Leadership & Planning	Reinforce a culture of excellence across the Public Sector.	design and monitor a Framework for managing change across the public sector	# of milestones achieved in keeping with the plan in the development of the Change Management Framework	Ministry Service Excellence Report
Managing for Excellence	Provide Strategic Leadership & Planning	Reinforce a culture of excellence across the Public Sector.	Implement Change Management Framework within the Entity	% of MDAs that have adapted Change Management Framework	Ministry Service Excellence Report

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Managing for Excellence	Incorporate Service Excellence in the Organisational Structure, and Employee Roles & Responsibilities	Incorporate Service Excellence Dimensions in Performance Management Framework.	update Performance Management Framework to include assessment of performance against all Service Excellence Dimensions	# of service delivery performance factors included in Performance Management Framework	Entity Performance Report
Managing for Excellence	Incorporate Service Excellence in the Organisational Structure, and Employee Roles & Responsibilities	Incorporate Service Excellence Dimensions in Performance Management Framework.	incorporate Service Excellence Dimensions in Strategic and Operational Plans	% of MDAs that adapt and incorporate service excellence components in Strategic and Operational Plans	"Ministry Service Excellence Report Ministry Strategic Report"
Managing for Excellence	Incorporate Service Excellence in the Organisational Structure, and Employee Roles & Responsibilities	Incorporate Service Excellence Dimensions in Performance Management Framework.	incorporate service excellence specific roles and responsibilities in work plans	% of MDAs' staff work plan developed and incorporated service excellence specific roles and responsibilities	"Ministry Service Excellence Report Employee Performance Management Performance Evaluation Report"
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Establish and implement service standards to drive performance in all areas of the organization.	develop and disseminate minimum service delivery standards to MDAs	% of MDAs that have implemented the Service Excellence Minimum Standards	"Ministry Service Excellence Report Customer Satisfaction Report"
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Report quarterly on service excellence performance.	prepare and submit Service Excellence quarterly reports	% of MDAs that submit service excellence reports	Ministry Service Excellence Report

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Conduct internal and external audits to ensure that service excellence standards are maintained.	incorporate service excellence elements into the existing Audit Framework	% of service excellence standards incorporated into Audit Framework	"Revised Audit Framework Audit Criteria"
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Conduct internal and external audits to ensure that service excellence standards are maintained.	conduct internal and external audits	# of service excellence audits (internal and external) conducted to ensure compliance with service standards	Audit Report
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Conduct internal and external audits to ensure that service excellence standards are maintained.	conduct training with internal and external auditors around Audit Framework	% of Auditors trained in the use of Audit Criteria	"Training Register Training Report"
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Create synergistic relationships with other service providers	explore opportunities to improve the delivery of services with interconnected and interdependent entities	% of MDAs with interconnected services formalised	Ministry Service Excellence Report
Managing for Excellence	Establish Accountability & Control Systems to address service standards	Utilitise service delivery agreements to satisfy and improve service.	agree service level agreements, letter of agreement and memorandum of understanding with interconnected service providers	% of MDAs with agreements developed	"Ministry Service Excellence Report Agreement documents"

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Managing for Excellence	Define service-related performance metrics and measures for decision support	Measure and track customer performance and satisfaction.	incorporate customer performance and satisfaction indicators into Strategic and Operational Planning and reporting	% of MDAs that have service excellence performance indicators incorporated in their Strategic and Operational Plans	"Ministry Service Excellence Report Customer Service Improvement Plan (CSIP)"
Managing for Excellence	Define service-related performance metrics and measures for decision support	Develop guidelines for effective Policy implementation.	design and disseminate guideline documents for MDAs to support Policy Implementation	# of guideline documents developed and disseminated	Ministries' Guideline Documents
Managing for Excellence	Develop Innovation Strategy	Prepare annual Service Excellence Report	publish Service Excellence Report on the MDAs' website and social media platforms	% of MDAs that prepared and published their Service Excellence Report	"Ministry Service Excellence Report Ministry's website link for Report"
Managing for Excellence	Develop Innovation Strategy	Prepare annual Service Excellence Report	publish Whole-of-Government Service Excellence Report on the GoJ Portal and Cabinet website	published Whole-of-Government Service Excellence Report on the GoJ Portal and Cabinet website	GoJ Portal
Managing for Excellence	Develop Innovation Strategy	Develop innovation strategies and frameworks.	update and re-design tools and templates in keeping with changes in international best practices for improvement in service delivery	# of tools and templates updated and/or redesigned	"Ministry Service Excellence Report Customer Satisfaction Survey Report"

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Managing for Excellence	Develop Innovation Strategy	Implement the ISO international service standards.	adapt and implement service standards and frameworks according to ISO guidelines (i.e. ISO 9001, ISO 10001, ISO 10002, ISO 10003 and ISO 10004)	% of MDAs that adopted and implemented service standards and frameworks according to ISO guidelines	ISO Certification
Managing for Excellence	Develop Innovation Strategy	Establish in MDAs a Governance Framework to manage the execution of the customer experience.	establish Customer Service Unit or Branch to ensure continuous improvement and accountability in service delivery	# of MDAs with established Customer Service Unit/ Branch	"Staff List / Establishment Book / Job Descriptions"
Managing for Excellence	Develop Innovation Strategy	Promote and encourage Public-Private Partnerships between government and the business community.	establish an ongoing engagement with the private sector	Memorandum of Understanding (MoU) with Private Sector Organisation of Jamaica (PSOJ) signed	"Project Report / MoU"
Developing Capacities for Excellence	Manage Talent	Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goal.	develop Service Excellence Professional Pathway	Service Excellence Professional Pathway developed	"Service Excellence Competency Document / Job Descriptions"
Developing Capacities for Excellence	Manage Talent	Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goal.	incorporate competencies to the job descriptions	% of MDAs that incorporated service excellence competencies in job descriptions	"Ministry Service Excellence Report / Job Descriptions"

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Developing Capacities for Excellence	Manage Talent	Lead the delivery of training in Service Excellence across the Public Sector.	standardise training across the public sector for all staff in service excellence competencies and delivery. (Areas of training must include: Service Excellence, Performance Coaching, Team Building, Leadership, Negotiation, Communication, Problem Solving and general job knowledge)	# of trainings delivered as per the agreed Training Plan	"Training Evaluation Report Training Report"
Developing Capacities for Excellence	Manage Talent	Provide continuous training to staff by prioritising service delivery related training and development.	use customer feedback and performance review to help identify training needs and provide continuous training opportunities for staff	# of MDAs that have provided training opportunity for staff based on feedback from performance review	"Ministry Training Development Plan Training Register Training Evaluation Report"
Developing Capacities for Excellence	Manage Talent	Prioritise service delivery related training and development as part of the Ministries' overall Training Plan.	ensure that training and development on Service Excellence is included in the Ministries' Training Plans	% of MDAs that have included Service Excellence training in the Ministry's Training Plan	Ministry Training Development Plan
Developing Capacities for Excellence	Manage Talent	Conduct a comprehensive Learning Needs Assessment (LNA).	Conduct LNA for Service Excellence Professional group across the public sector	Learning Needs Assessment (LNA) conducted	Learning Needs Assessment Report

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Developing Capacities for Excellence	Manage Talent	Design Learning Pathway.	design curricula and learning interventions for service excellence	# of training curricula developed and implemented across MDAs	"Training Curricula Training Evaluation Report Training Development Plan Training Report"
Developing Capacities for Excellence	Manage Knowledge and Information	Standardise service delivery protocols.	use service delivery standards to design Standard Operating Procedures (SOPs) for all service delivery areas within the entity	% of MDAs that have adapted and used the minimum standards to develop their Standard Operating Procedures (SOPs)	Standard Operating Procedures Manual
Developing Capacities for Excellence	Manage Business Processes	Review internal processes and customer needs.	map, redesign and implement where necessary service delivery processes	# of Business Processes mapped, redesigned and implemented by MDAs	"Business Process Reengineering Report Business Process Reengineering GAP Analysis Report"
Developing Capacities for Excellence	Manage Business Processes	Establish Customer Service Improvement Teams (CSITs) in all MDAs.	establish CSITs in select Departments and Agencies	% of MDAs with established and approved Customer Service Improvement Team (CSIT)	"Customer Service Improvement Team (CSIT) Team Charter"

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Developing Capacities for Excellence	Manage Resources	Improve service in all public sector organisations through the provision of appropriate budgetary allocation.	identify and include resource needs in Plans and Budgets to support service excellence programmes	% of MDAs that identified and included service improvement needs in their Plans and Budgets	"Ministry Service Excellence Report Strategic Report Ministry Budget Report"
Developing Capacities for Excellence	Manage Resources	Re-establish Customer Service Network.	update list of all Service Excellence Professionals across the Public Sector	updated Customer Service Network list	Customer Service Network list reflecting positions in all MDAs
Developing Capacities for Excellence	Manage Resources	Operationalise Customer Service Network.	schedule quarterly meeting with Customer Service Network	# of network meeting held	"Meeting Register Meeting Recording Meeting Notes "
Developing Capacities for Excellence	Manage Resources	Operationalise Customer Service Network.	train Customer Service Network to support Change Management initiatives around service delivery within their entities	# of Change Management training sessions held to facilitate the Customer Service Network	"Training Register Training Evaluation Report"
Developing Capacities for Excellence	Manage Stakeholder Relationships	Implement the People Engagement and Change Management and Communication Guidelines.	adopt and implement People Engagement and Change Management and Communication Guidelines	% of MDAs adopted and implemented the People Engagement and Change Management and Communication Guidelines	"Ministry Service Excellence Report Change Management and Communication Guideline Document People Engagement Guideline Document"

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Design and manage infrastructure to adapt to the evolving needs.	design flexible service options	% of MDAs who have commenced offering flexible service options	Ministry Service Excellence Report
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Develop and implement effective policies and procedures to improve efficiencies in service delivery.	revise and adopt effective policies and procedures to improve service delivery	# of policies and procedures revised and adopted to improve service delivery	Ministry Service Excellence Report
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Reconfigure and redesign facilities to improve accessibility to the vulnerable and persons with special needs.	improve all facilities to optimise the accommodation provided for the vulnerable and persons with special needs	% of MDAs that improved their facilities to provide for the vulnerable and special needs	"Ministry Service Excellence Report Service Excellence Customer Satisfaction Survey Report"
Developing Capacities for Excellence	Provide required physical infrastructure and tools	Provide ICT infrastructure resources to satisfy planned business needs.	upgrade and modify ICT infrastructure to meet evolving business needs	% of MDAs that have upgraded and modified ICT infrastructure for service delivery	Ministry Service Excellence Report

Strategy	Minimum Expectations	Action	Activities	Key Performance Indicator(s)	Source of Data / Means of Verification
Promoting the Excellence Culture	Strengthen Communication	Maintain staff awareness of service excellence standards.	design and develop internal service excellence staff engagement plans	% of MDAs that developed and implemented a Staff Engagement Plan	"Ministry Service Excellence Report Service Excellence Customer Satisfaction Survey Report Staff Engagement Plan"
Promoting the Excellence Culture	Monitor and Build Employee Engagement	Launch Service Excellence communication campaign.	conduct virtual media launch to educate MDAs to element of the communication campaign	virtual launch for communication campaign conducted	Communication Campaign Materials
Promoting the Excellence Culture	Implement Systems for Recognition and Reward	Design and implement a Service Excellence Award and Recognition Programme	develop Service Excellence Reward and Recognition Framework (MDAs and WOG)	Service Excellence Rewards and Recognition Framework developed	"Ministry Service Excellence Report Criteria Checklist"
Promoting the Excellence Culture	Implement Systems for Recognition and Reward	Design and implement a Service Excellence Award and Recognition Programme	implement Service Excellence Reward and Recognition Programme (WOG)	Service Excellence Rewards and Recognition Programme implemented	"Ministry Service Excellence Report Reward and Recognition Ceremony Ministry Operational Plan Ministry Budget Sheet"
Promoting the Excellence Culture	Implement Systems for Recognition and Reward	Design and implement a Service Excellence Award and Recognition Programme	implement Service Excellence Reward and Recognition Programme (MDAs)	% of MDAs that have adopted and implemented Service Excellence Rewards and Recognition Programme	"Ministry Service Excellence Report Reward and Recognition Programme Reward and Recognition Ceremony Ministry Operational Plan Ministry Budget Sheet"

Source: Office of the Cabinet

7.2

TABLE 14: EVALUATION PLAN TEMPLATE

Evaluation Criteria	Evaluation Questions	Timing
Effectiveness	1. What have been the (qualitative and quantitative) effects of the policy? How does this compare to what was planned? 2. What factors influenced the achievements observed? To what extent? 3. To what extent do the observed effects correspond to the stated objectives? To what extent can these changes/effects be credited to the policy? 4. How many public sector entities have adopted and utilized the policy and its requirements? 5. To what extent are deliverables being completed to comply with programme time-tables? 6. Is the work plan realistic in terms of timing, staffing and resources? 7. How well are internal systems working to implement the strategy (to time and budget)? 8. How are platforms being used by relevant groups? 9. If there are significant differences in how the policy and its requirements are being applied between stakeholder groups, what is causing them? 10. Are outputs aligned with strategies? 11. Were all outputs relevant in achieving the desired activity outcome? If not, could the outputs have been reduced or refined to achieve the same outcome?	Annually
Relevance	1. To what extent has this policy intervention addressed an identified need? 2. How well does the policy intervention align with government and agency priorities? 3. To what extent is the policy still relevant? 4. To what extent have the objectives and strategies proved to be appropriate for the policy in question? 5. How well do the objectives correspond to the needs within the public sector? 6. How well adapted is the policy to current performance management systems? 7. How relevant is the policy to public sector workers?	After 3 Years
Coherence	1. To what extent is this policy intervention consistent with other interventions which have similar objectives? 2. To what extent is the policy intervention internally coherent? 3. To what extent is the policy intervention consistent with wider regional policy? 4. To what extent is the policy intervention consistent with international best practices?	Annually

Source: Office of the Cabinet

Evaluation Criteria	Evaluation Questions	Timing
Impact	1. Is the intervention impacting positively on key groups and issues that have been identified as important in policy design – particularly gender, indigenous, youth, vulnerable, special need, senior citizens, hard-to-reach, environment etc?	
	2. How has the policy intervention influenced the appropriate stakeholder community, and what capacities has it built?	
	3. What range of outcomes (intended and unintended) has the policy intervention contributed to – taking account of each of social, economic, environmental and cultural considerations?	
	4. Are there any negative impacts – if so can they be minimised?	
	5. Are there any positive impacts – if so can they be maximised?	
	6. To what extent has this activity contributed towards the broader program objectives and key result areas?	
	7. Have effective partnerships been established as a result of the activity	
	8. To what extent has the policy influenced changes in transparency and accountability across the public sector?	
	9. To what extent does the application of the policy support the realization of the Mission, Vision and Mandate of MDAs?	
	10. To what extent does the policy improve the quality of life of Jamaicans?	
Sustainability	1. Is the activity financially and/or technically sustainable?	Annually
	2. What is the level of ownership of the activity by local partners and will the activity continue after support from OC?	
	3. What is the level of support provided and the degree of interaction between the activity and policy level?	
	4. How well is the activity contributing to institutional and management capacity?	
Efficiency	1. How well is the implementation of activities managed?	Annually
	2. To what extent are the costs involved justified given the changes/effects which have been achieved? (Cost-benefit analysis)	
	3. What has been done to ensure responsible financial management?	
	4. Is the policy providing value for money? How?	
	5. To what extent has the policy been cost effective? (cost/effectiveness analysis)	
	6. What factors influenced the efficiency with which the achievements observed were attained? (Readiness Assessments)	
	7. If there are significant differences in how the policy and its requirements are being applied between stakeholder groups, what is causing them?	
	8. Is budget spent against plans? If not, why not?	
	9. To what extent are the outputs being delivered in a way that represents value for money?	

7.3 Risk Matrix

Table 15 below details the general risk to the implementation of the Service Excellence Policy

TABLE 15: RISK MANAGEMENT PLAN

LIKELIHOOD	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Rare (1)	Low	Low	Low	Low	Low
Unlikely (2)	Low	Low	Low	Medium	Medium
Possible (3)	Low	Low	Medium	Medium	Medium
Likely (4)	Low	Medium	Medium	High	High
Almost certain (5)	Low	Medium	Medium	High	Extreme

Source: Office of the Cabinet

TABLE 16: LIKELIHOOD OF RISK

Level	Likelihood	Expected or actual frequency experienced
1	Rare	May only occur in exceptional circumstances; simple process; no previous incidence of non-compliance
2	Unlikely	Could occur at some time; less than 25% chance of occurring; non-complex process &/or existence of checks and balances
3	Possible	Might occur at some time; 25 – 50% chance of occurring; previous audits/reports indicate non-compliance; complex process with extensive checks & balances; impacting factors outside control of organisation
4	Likely	Will probably occur in most circumstances; 50-75% chance of occurring; complex process with some checks & balances; impacting factors outside control of organisation
5	Almost certain	Can be expected to occur in most circumstances; more than 75% chance of occurring; complex process with minimal checks & balances; impacting factors outside control of organisation

Source: Office of the Cabinet

TABLE 17: RISK MATRIX

	Risk	Impact Type	Risk Type	Severity of Impact	Likelihood	Risk Response	Risk Owner
1.	Capacity of the entities to support multiple Projects	Time, Scope	External	High	Likely	• Constant engagement and involvement of entities with partnerships with agreements on targets • Appropriate and sufficient political sponsorship and a consequent focus on potential service delivery improvements as well as cost savings; • Articulation of expected service • Improvements at an agency level, so that • individual agencies are able to weigh benefits against their risks, including the risk of loss of control	MDAs
2.	Lack of sufficient funding to implement the Policy	Time	External / Internal	Very High	Likely	• Identify additional sources of Funding and execute project on a phased basis to maximize results • Early exploration of possible sources of funding • Ensure the capital budgeting for Service Improvement is credible	OC
3.	Lack of strategic leadership / ownership by the key stakeholders	Quality	Techni-cal	High	Moderate	• Involvement of Beneficiaries in setting targets • Engage stakeholders and agree on specific roles and functions among MDAs • Define and agree on suitable operating model	MDAs
4.	Breakdown of communi-cation on related Service Excellence activities at all levels	Quality	Internal	Very High	Almost Certain	• Identify a conduit/focal point for communication on Service Excellence activities and direction	MDAs
5.	Lack of understanding of the concept of Service Excellence	Scope	External / Internal	Moderate	Likely	• Develop communication plan & strategy • Perform stakeholder analysis and management	MDAs
6.	Culture of resistance to change	Quality	External	High	Likely	• Effect change management	OC
7.	Policy implementation is delayed due to procurement issues	Time	External / Internal	Very High	Almost Certain	• Development and Monitoring of a Comprehensive Procurement Plan	OC
8.	Timeframe for imple-mentation is too rigid	Quality	External / Internal	Very High	Almost Certain	• Negotiate possible revisions to timeline	OC
9.	Stakeholder scepticism due to protracted period of programme implementation	Quality, Scope	External	High	Likely	• Develop communication plan & strategy. • Perform stakeholder analysis and management	MDAs
10.	There is a risk that conflicting demands on the time and attention of stakeholders may preclude their full engagement with this initiative.			High	Possible	• Ensure prioritisation of the Policy as part of Pro-gramme Plans and Strategic Plans of the MDAs.	MDAs

	Risk	Impact Type	Risk Type	Severity of Impact	Likelihood	Risk Response	Risk Owner
11.	Delays caused by changes in government which produce lengthy reviews of policies, programmes, etc	Quality	Internal	Very	Possible	• Preparation of project plans (to give project definition and scope), MOUs, TORs that help to integrate the relevant functions and give clarity on the direction to be taken	MDAs
12.	Inadequate resources – human and material for implementation of Service Excellence	Time	External/ Internal	Very High	Likely	• Quickly determine strategy to have dedicated personnel assigned to project implementation. • Properly identify resource requirements and possible sources	MDAs
13.	Limited emphasis on the importance of ICT in the implementation of Service Excellence	Cost	Internal	Very High	Likely	• Incorporate plans for ICT Transformation into Service Excellence project plans and implementation	MDAs
14.	Limited focus on change management	Quality, Scope	Internal	Very High	Likely	• Develop communication plan & strategy. • Perform stakeholder analysis and management. • Execute change management	OC
15.	Lack of clarity on implementation roles by key stakeholders	Time	External	Moderate	Unlikely	• Comprehensive change management programme underpinned by robust communication strategies and immediate implementation of engagement strategies	MDAs

Source: Office of the Cabinet

The Policy Environment And Policy Coherence

This Policy is part of the overall policy framework of the Government of Jamaica toward the achievement of the goals established in the Vision 2030 Jamaica: National Development Plan, and internationally, in the Sustainable Development Goals (SDGs). It is an addition to a policy and legislative environment which supports the promotion of service excellence in a variety of ways through the following existing and proposed initiatives.

a. A policy on Employee Performance Management (EPM) is being finalised as a critical building block towards achieving the new culture. The policy will provide a vision of the public sector of the future, the goals and the specific objectives, strategies and actions which will be set and pursued to create a performance culture throughout the public sector. The proposed EPM Policy has three specific goals:

   • The alignment of organisational and employee performance management systems

   • The development of public sector employees to become high performing professionals

   • The fair and unbiased recognition and reward of employees for contributing to the performance of the organisation.

b. MIND is working with key stakeholders to implement a Public Sector Learning Framework (PSLF). The Framework represents the GoJ's blueprint for building a culture of continuous learning and innovation within the public sector, and reflects the Government's commitment to investing in human capital development. The PSLF, when fully implemented, will provide standards, instruments and processes which will strengthen and integrate systems for training, development, recruitment, appointment, and promotion. This will ensure that persons within the public sector are recruited, promoted and developed in

keeping with required competencies and skills for a modern public sector. The PSLF when implemented will bring together new and on-going public sector training and development initiatives within a common infrastructure, with the suitable delivery mechanisms and administrative linkages to support an efficient and effective human resource development environment. It is geared towards creating a culture of learning, and greater efficiency and responsiveness across the sector. In keeping with the PSLF, this new culture will be based on a public sector leadership philosophy, which will require all public sector officers to recognise themselves as leaders able to effect positive change regardless of title and/or role in the sector.

c. The development of the Integrated Results Based Management (IRBM) Policy was approved by way of Cabinet Decision No. 34/17 dated 11th September 2017. The Policy, when finalised, will define the operating framework, the general management guidelines and processes at all levels of the public sector to support the integration of strategy, resources (financial and personnel), measurements, assessment, evaluation and reporting processes to improve decision making, transparency, and accountability, to support the achievement of national out-comes. This will thus facilitate the development of a performing state — one "that continuously reads its environment and adjusts how and what it does in response to new information". The proposed IRBM Policy will outline strategies, actions and processes which, when implemented, will strengthen and fully inte-grate the existing systems for planning, budgeting, resource management, and the monitoring and evaluation of performance at individual, organisational and sectoral levels. In so doing, the proposed Policy will provide a robust platform for strengthening strategic decision-making, increasing accountability of MDAs and managing the performance of Government as a whole.

In addition, measures outlined by the Policy will:

d. Support the main objects of the Disabilities Act, 2014. Among these objectives are to reinforce the fact that persons with disabilities have the same rights as other Jamaicans, and to promote the individual dignity, autonomy, and indepen-dence of persons with disabilities. By requiring that MDAs ensure that services are accessible to all persons with disabilities, this Policy affirms these goals of the Act.

e. Support the implementation of the Consumer Protection (Amendment) Act, 2012. The Act is devised to ensure the promotion and protection of consumer interests in relation to both the supply of goods and the provisions of services.

f. Benefit from the implementation of the EPM system across the public sector. The system will support the efforts of the GoJ to build capacities for excellence and promote a new culture of accountability and excellence in MDAs.

| Policy Review

This Policy is designed to continue for ten (10) years. However, the policy will be reviewed by the OC every three years to ensure that it appropriately reflects new research and operational developments in the advancement of service excellence.

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| Appendix 1: Glossary of Terms

Accessible: Easy to approach, reach, enter, speak with, or use.

Accountability: Where the performance of tasks or functions by an individual or body, is subject to another's oversight, direction, or request that they provide information or justification for their actions.

Benchmarking: A measurement and analysis methodology that an organization can use to search for the best practices inside and outside the organization, with the aim of improving its performance and innovative practices. Benchmarking can be applied to policies, strategies and objectives, processes and their operations, products and services, or the organization's structures.

Citizen: A person who is a member of a particular country and who has rights because of being born there or because of being given rights, or a person who lives in a particular town or city.

Clients: Those that engage the services of the organisation.

Complaint: Expression of dissatisfaction made to an organization, related to its product or service, or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected. [20]

Corporate Social Responsibility: Meeting the needs of present and future stakeholders, thereby exceeding legal requirements, by integrating the economic, social and environmental impact of an organisation's operations within the organisation's strategy.

Customer Experience: The sum of all the experiences a customer has with an organisation and its products and services.

Customer Needs: The problem or issue the customer intends to address by purchasing, or accessing, a good or service. It also includes the terms and conditions — e.g. timeliness and cost under which the customer is willing, or would prefer, to purchase or access the good or service.

Customer Requirements: The performance, features and general characteristics of a product and service as defined by customers.

Customer Satisfaction: Customer's perception of the degree to which the customer's expectations have been fulfilled[21].

Customer Segmentation: Information that service providers collect on their clients / customers which helps in differentiating the needs of various customer groups and thus improves the services they provide to specific groups.

Customer Service: Customer service is the help and support provided to customer before, during and after purchase of a product or service.

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20 ISO 90001:2015

21 ISO 9000:2015

Customer: Person or organization that could or does receive a product or a service that is intended for or required by this person or organization.

Efficiency: The extent to which an organisation, policy, programmes or initiative produces outputs in relation to the resources used.

Employee Engagement: The extent of employees' commitment to the organisation's mission, vision and values.

Environment: The natural world, as a whole or in a particular geographical area, especially as affected by human activity

Excellence: Outstanding practice in managing the organisation and achieving results based on a set of Fundamental Concepts which will include: results orientation, customer focus, leadership and constancy of purpose, management by process and facts, people development and involvement, continuous learning, innovation and improvement, partnership development, corporate social responsibility.

Executive Agencies: Executive Agencies are Government entities which focus primarily on the delivery of services with a results-oriented approach to Governance. In exchange for delegated managerial autonomy, the CEO of each Executive Agency is held accountable for achieving stated results: economically, efficiently and effectively.

External Resources: represents what traditionally are named suppliers, vendors, partners and joint-ventures, as well as universities, public organisations, regulatory boards, local communities: whenever they are used to provide products and services (which, in some cases, may be less tangible such as know-how and information) required to accomplish a given task for the organisation.

Feedback: The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful

so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.

Front-line staff: Front-line staff are defined as workers who are either directly responsible for or closely support the delivery of services to the public. This can include staff who are quite senior (e.g. managers within services) or highly qualified (e.g. social workers), however, most respondents were below managerial level.

Goal: The higher-order objective or results to which a development intervention is intended to contribute. Goal refers to a statement of result or achievement to which effort is directed. Goals can be long or short-term and may be expressed specifically or broadly. Progress against goals should be monitored using a suite of supporting indicators.

Governance: The traditions, institutions and processes that determine how power is shared and exercised, how decisions are made and how authority responds to issues of public concern. Transparent and inclusive governance practices support organisational efficiency, one of the key elements of service excellence.

Indicators: Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a programme.

Infrastructure: System of facilities, equipment and services needed for the operation of an organization[22].

Innovation: The process of translating an idea or invention into a product or service that creates value for which customers will pay. Innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources and includes all processes by which new ideas are

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22 ISO 9000:2015

generated and converted into marketable products or services. In business, innovation often comes about when ideas are applied by an organisation in order to further satisfy the higher needs and expectations of customers.

Key Performance Indicators: A measure that tells you what to do to increase performance dramatically.

Knowledge: The insights harnessed from relevant information to create value. It could be explicit or tacit:

"Explicit knowledge" is knowledge documented or encoded in print, electronic, or audio-visual formats or embedded in prototype, equipment or technology (e.g. intranet, manuals)

"Information" refers to collated data on indicators of process and organisational performance

"Tacit knowledge" is undocumented or unstructured information (e.g. expertise, past experiences and knowledge from employees, sentiment analysis).

Leaders: The people who coordinate and balance the interests of all who have a stake in the organisation, including: the executive team, all other managers and those in team leadership positions or with a subject leadership role.

Learning and Development: The development of workforce capabilities, skills or competencies required to ensure a sustainable and successful organisation.

Monitoring: An on-going activity that uses the systemic collection of data on specified indicators to provide management with an indication of the extent to which, physical and financial progress has been made on a planning programme, project or policy initiative.

National Outcome: The long-term and enduring benefits to citizens that more than one Ministry, Department or Agency are working to achieve.

Network of external resources: A wider view of the supply chain, including the relationships that external resources may have which are not directly linked to

providing the goods and services to the organisation.

Note: evaluation information is reliable when repeated observations using similar instruments under similar conditions produce similar results.

Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Objective: Specific result(s) that the organisation aims to achieve.

Organisational Culture: Organizational culture is a system of shared beliefs and values, which shape how people behave in organisations. It can strongly influence the attitudes to work, productivity, the level of service to customers.

Outcome: The likely or achieved medium-term effects of an intervention's outputs.

Partners: The external parties which the organisation collaborates with.

Partnership: A working relationship between two or more parties creating added value for the customer, involving a commitment over an extended time period, a mutual sharing of information and a sharing of risks and rewards resulting from the relationship. Partners can include suppliers, distributors, joint ventures, and alliances. Note: Suppliers may not always be recognised as formal partners.

Performance Management: Performance management is an ongoing process of assessment and communication between a supervisor and an employee, in support of accomplishing the strategic objectives of the organization. The process includes clarifying expectations, setting organisational and individual performance objectives, identifying goals, providing feedback, and reviewing results.

Performance Monitoring: The on-going, systematic process of collecting, analysing and using performance information to assess and report on an organisation's progress in

meeting expected results and, if necessary, make adjustments to ensure these results are achieved.

Performance: The proficiency of an agency or authority in acquiring resources economically and using those resources efficiently (input-output) and effectively (output - outcome) in achieving performance targets.

Policy: A course of action by Government to address a given problem or related set of problems. A statement of principles by Government that informs legislation, regulation, official guidelines and operating practices intended to influence behaviour towards a stated outcome.

Process: A sequence of activities that adds value by producing required outputs from a variety of inputs.

Processes: The processes which are critical to the running of the organisation

Public Engagement: The process of having a purposeful dialogue between the Government and the public to discuss and gain an understanding of emerging opportunities and issues, and to involve the public by clarifying issues, identifying alternatives, or partnering in decision making.

Relevance: The extent to which the objectives of a Government intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.

Reliability: Consistency or dependability of data and evaluation judgements, with reference to the quality of the instruments, procedures and analyses used to collect and interpret evaluation data.

Result: The output, outcome, or impact (intended or unintended, positive and/or negative) of a development intervention.

Reward: Something that is given in return for good behaviour or given for some service or attainment.

Rewards and Recognition: A system of acknowledging employee or organisational achievement of milestones, key goals, and objectives. The acknowledgement can be tangible rewards, or through activities which highlight accomplishments.

Senior Executives: The organisation's top management and those reporting directly to them.

Service: Output of an organization with at least one activity necessarily performed between the organization and the customer[23].

Social Infrastructure: the construction and maintenance of facilities that support social services. Types of social infrastructure include healthcare (hospitals), education (schools and universities), public facilities (community housing and prisons) and transportation (railways and roads).

Society: All those who are, or believe they are, affected by the organisation, other than its people, customers and partners.

Stakeholder: Person or organization that can affect, be affected by, or perceive itself, to be affected by a decision or activity[24]. This may include, but are not limited to: owners, trustees, employees / workers, associations, trade unions, customers, members, partners, suppliers, competitors, government, regulators, the electorate, non-governmental organisations (NGOs)/not for profit organisations, pressure groups and influencers and communities.

Standards: An acceptable level of quality or achievement. Standards help to define customer expectations and set targets for organisations and employees to achieve.

Strategic Objectives: A broadly defined objective that an organisation must achieve to make its strategy succeed. It provides a clear sense of direction for the organisation and its employees. It is also referenced to targets that can be measured.

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23 ISO 9000:2015

24 Ibid

Strategic Planning: Determines the general direction and goals of the organisation in both the short and long-term; the process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

Strategies: Strategy refers to a plan of action designed to achieve a particular goal.

Strategy: The organisation's positioning and plans to direct and address its mission and vision. It may include new business models, products, services and markets.

Talent Management: The strategies or systems to attract, develop, retain and deploy people with the required skills and aptitude to meet current and future organisational needs, as well as drive organisational productivity and performance.

Target: A measurable performance or success level that an organisation, programme or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative and are appropriate for both outputs and outcomes.

Transparency: Openness and honesty in all the operations of an organisation.

Value: The understandings and expectations that describe how the organi-sation's people behave and upon which all business relationships are based (e.g., trust, support and truth).

Vision Statement: An aspirational statement describing the level of service the public sector aims to deliver in the future. This provides the framework for strategic planning and target setting across the public sector.

Vision: The future desired state of the organisation. It describes where the organisation is headed, what it intends to be, or how it wishes to be perceived in the future.

Vulnerable: A person in need of special care, support, or protection because of age, disability, or risk of abuse or neglect.

Whole-of-Government: All Ministries, Departments, and Agencies including Statutory Bodies (Public Sector Enterprises/Public Bodies) working across portfolio boundaries to achieve a shared goal and an integrated Government response to particular issues. This approach requires MDAs using formal and informal strategies to achieve effective outcomes of policy development, programme management and service delivery.

Appendix 2: Technical Working Groups (TWGs)

Four TWGs in the following thematic areas were convened to provide input in the Service Excellence Policy and the Framework:

1. **Public Engagement:** Public Engagement in the context of service excellence relates to how organisations view their customers and communicate with them. Increasingly, customers want an input in deciding on how services should be provided. Strategies must therefore be developed to provide citizens, particularly vulnerable groups, with a voice in determining the channels used to deliver services to them. It is therefore important to understand the needs of customers, and the different groups of customers that are served, in order to design processes that will enhance their experience.

   The engagement of the public will allow public sector managers the opportunity to manage customers' expectations, facilitate an understanding of the organizational direction and garner the support required in achieving those goals. Of critical importance is the development of strategies that will ensure participation of socially excluded groups and those whose voices are seldom heard.

2. **Governance and Performance Management:** This thematic area addressed the issue of public sector organisations being held accountable at the strategic level, and to their customers, on their performance in the provision of customer service and service delivery, as this is intrinsically linked to the attainment of Vision 2030 Jamaica. It explores how the Performance Monitoring and Evaluation System Framework will incorporate indicators to measure the key components of the service excellence model which should be included in all business plans in order to report on Government performance in this area, which links spending and results. The thematic areas are predicated on the principle that Performance Reports on customer

service and service delivery should be published and subject to Parliamentary Reviews and public scrutiny to demonstrate the critical importance of being accountable for resources being provided and the outcomes achieved.

3. **Standards, and Rewards and Recognition:** Research has shown that if employees hold a positive attitude about their organization and their direct manager, service-oriented behaviours are much more likely to happen. The rewards and recognition group examined strategies to develop positive employee attitudes across the public sector.

4. **Institutional Framework and Capacity Building:** Service excellence is sustained on strong institutional support, and the organisation's capacity to deliver service at the level required by the customer. While service improvements can occur with some adjustments to procedures and approach in most organisations, service excellence requires the embedding of a culture of efficiency and high-level performance throughout the organisation. This means that the organisation is constantly evaluating its practices, its systems, and its resources to focus on improving the customer interface and experience.

Appendix 3: Consultations Conducted

The sessions were facilitated by the Social Development Commission and participating entities are listed below:

Office Of The Prime Minister Visioning Sessions
March 7th - 9th, 2017

- Office of the Prime Minister
- Office of the Cabinet
- Jamaica Information Service
- Management Institute for National Development

Public Sector Visioning Sessions
April 25th - May 5th, 20217

- Accountant Generals Department
- Administrator General's Department
- Auditor General's Department
- Bureau of Gender Affairs
- Child Development Agency
- Clarendon Municipal Corporation
- Court Management Services
- Department of Correctional Services
- E-Gov Jamaica Limited
- Firearms Licensing Authority
- Forestry Department
- Hanover Municipal Corporation
- Human Employment and Resource Training/HEART Trust/NTA

- Institute of Jamaica
- Jamaica Business Development Centre
- Jamaica Council for Persons with Disabilities
- Jamaica Cultural Development Commission
- Jamaica Customs Agency
- Jamaica Defence Force
- Jamaica Library Service
- Jamaica Post
- Jamaica Productivity Centre
- Jamaica Social Investment Fund
- Jamaica Teaching Council
- Management Institute for National Development (MIND)
- Manchester Municipal Corporation
- Ministry of Economic Growth and Job Creation
- Ministry of Education
- Ministry of Finance & Public Service
- Ministry of Foreign Affairs and Foreign Trade
- Ministry of Health
- Ministry of Industry, Commerce, Agriculture and Fisheries
- Ministry of Local Government
- Ministry of Science, Energy and Technology
- National Council for Senior Citizens
- National Health Fund
- National Housing Trust
- National Insurance Scheme
- National Irrigation Commission
- National Land Agency
- National Works Agency
- North East Health Authority
- Nursing Council
- Office of Public Defender
- Office of the Cabinet
- Office of the Prime Minister
- Passport Immigration and Citizenship Agency
- Percy Junior Hospital
- Planning Institute of Jamaica
- Portland Municipal Corporation
- Registrar General's Department
- Social Development Commission

- South East Regional Health Authority
- Southern Regional Health Authority
- Spanish Town Hospital
- St. Thomas Municipal Corporation
- Statistical Institute of Jamaica
- Students Loan Bureau
- Tax Administration Jamaica
- Transport Authority
- University Council of Jamaica
- University of Technology
- University of the West Indies
- Urban Development Corporation
- Western Regional Health Authority

Civil Society Visioning Sessions
May 25th, 2017

- Association of Development Agencies
- Bank of Nova Scotia Jamaica Limited (Foundation)
- Combined Disability Association
- Council of Voluntary Social Services/United Way of Jamaica
- Dispute Resolution Foundation
- Girls Brigade Jamaica
- Jamaica Association for the Deaf
- Jamaica Civil Society Coalition
- Jamaica Council of Churches
- Jamaica Red Cross
- Jamaica Returning Residents Association Limited
- Jamaica Union of Seventh Day Adventists
- Jamaica Youth Advocacy Network
- JARRR
- J-FLAG
- JN Plus
- Kingston & St. Andrew Parish Development Committee
- K-YWCA
- LIME Foundation Jamaica
- Manchester Parish Development Committee
- Mustard Seed Community

- National Development Foundation of Jamaica
- National Youth Council of Jamaica
- NCB Foundation
- NWU
- Parish Development Committee
- PEACE Management Initiative
- Portland Parish Development Committee
- RISE Life Management Services
- Salvation Army
- The Grace & Staff Community Development Corporation
- Trelawny Parish Development Committee
- Women's Centre for Jamaica Foundation
- Young Entrepreneurs Association of Jamaica
- Young Men's Christian Association
- Young Women's Christian Association

Private Sector Visioning Session
July 27th, 2017

- Credit Union Fund Management Company
- Custom Brokers Association
- DHL
- DIGICEL
- Dot Personnel
- Facey Law
- HEART Trust / NTA
- Insurance Company of the West Indies
- Jamaica Customer Service Association
- Jamaica Public Service Company
- JAMALCO
- Key Insurance Company Limited
- Medium Small and Micro Enterprises (MSME) Alliance
- Orion Insurance Brokers Limited
- Paramount Trading Jamaica
- Private Sector Organization of Jamaica
- RUBIS Energy Jamaica Limited
- Trafalgar Travel

Technical Working Groups (TWGS) Members
January - March 2018

MINISTRY / DEPARTMENT / AGENCY / ORGANIZATION
PEOPLE ENGAGEMENT
• Ministry of Health
• Ministry of Local Government and Community Development
• Ministry of Labour and Social Security
• Social Development Commission
• Rural Agriculture Development Authority
• Ministry of Foreign Affairs & Foreign Trade
• National Youth Council of Jamaica
• GraceKennedy Limited
• Sarifa Insurance Brokers Limited
• Jamaica Council for Persons with Disabilities
• Key Insurance Company Limited
• Dot Personnel
GOVERNANCE AND PERFORMANCE MANAGEMENT
• Tax Administration Jamaica
• Office of the Cabinet
• Office of Utilities Regulation
• Jamaica Civil Society Coalition
• Jamaica Civil Society Coalition
• Credit Union Fund Management Company Limited
• National Housing Trust
• Private Sector Organisation of Jamaica
• Association for Development Agencies
• Returning Residents' Association
• Caribbean Policy Research Institute
• National Integrity Action
• Auditor General's Department
INSTITUTIONAL FRAMEWORK AND CAPACITY BUILDING
• Ministry of Education, Youth and Information
• Office of the Public Defender

MINISTRY / DEPARTMENT / AGENCY / ORGANIZATION
• National Health Fund
• Management Institute for National Development
• Legal Reform Department
• Ministry of National Security
• Strategic Human Resource Management Division
• Ministry of Science, Energy and Technology
• National Development Foundation of Jamaica
STANDARDS, REWARDS AND RECOGNITION
• Consumer Affairs Commission
• Bureau of Standards Jamaica
• Jamaica Council for Persons with Disabilities
• Jamaica Customer Service Association
• Office of the Prime Minister
• Jamaica Confederation of Trade Unions
• Jamaica Productivity Centre
• National Council for Senior Citizens
• Ministry of Tourism

Focus Group Sessions

Entity	Date
National Council For Senior Citizens	May 22, 2018
National Secondary Students' Council	May 24, 2018

Public Sector Consultation Session
Day 1: August 9, 2018

Ministry/Department/Agency
Ministry of Labour & Social Security
Ministry of Economic Growth & Job Creation
Ministry of Transport & Mining
Ministry of Justice
Ministry of National Security
Ministry of Local Government & Community Development
Office of the Cabinet
Office of the Prime Minister
Ministry of Finance & the Public Service
National Solid Waste Management Authority
National Water Commission
Jamaica Bauxite Institute
ReThink Social Development Limited

Public Sector Consultation Session
Day 2: August 10, 2018

Ministry/Department/Agency
National Water Commission
Ministry of Education, Youth & Information
Ministry of Foreign Affairs & Foreign Trade
Office of the Cabinet
Ministry of Health
National Housing Trust
Ministry of Culture, Gender, Entertainment & Sport
Ministry of Tourism
Ministry of Science & Technology
Jamaica Civil Service Association
Jamaica Urban Transit Company
Urban Development Corporation
Union of Clerical Administrative & Supervisory Employees
Jamaica Fire Brigade

Ministry/Department/Agency
Jamaica Cultural Development Commission
Union of Schools' Agricultural & Allied Workers
Jamaica Workers Union
Jamaica Association of Local Government Officers
United Union of Jamaica
ReThink Social Development Limited

Public-Wide Consultation Sessions
Region 1: St. James. August 14, 2018

Organization
Albert Town DAC
Barneyside CDC
Bethel Town
Bethel Town CDC
Cacoon Community Development Committee (CDC)
Consumer Affairs Commission
Cornwall Disabilities Association
Duncans DAC
Falmouth Development Area Committee (DAC)
Forever Young Club
Galloway Citizens Association
Glendevon CDC
Green Island Development Area Committee (DAC)
Grotto CDC
Hanover PDC
Kiwanis/Lay Magistrate
Lucea CDC
Ministry of Education Youth and Information/YAPD
Negril Community Development Committee (CDC)
Pell River CDC & Green Island DAC
ReThink Social Development Limited
Sandy Bay CDC
SDC – St. James
St. James Ministers Fraternal

Organization
St. James PDC
Trelawny Inter Agency Network
Trelawny Lay Magistrate
Trelawny PDC
Woodland CDC/Hopewell DAC

Public-Wide Consultation Sessions
Region 2: St. Ann. August 16, 2018

Organization
Annotto Bay Community Development & Environmental Benevolent Society
Boundbrook
Breastworks Community Development Committee (CDC)
Enfield CDC Benevolent Society
Gibraltar Development Area Committee (DAC)
Highgate Police Youth Club
Jeffery Town P.U.P.X.C
Mile Gully Benevolent
Moneague College
National Environment and Planning Agency
Oracabessa DAC
Portland (Gold Charity)
Portland Parish Library
Portland PDC
Portland SDC
Portland THS PTA
Prospect CDC
PTAA
ReThink Social Development Limited
Richmond Community Consultative Committee
SDC – St. Ann
SDC – St. Mary
St. Ann Municipal Corporation
TPDCo

Public-Wide Consultation Sessions
Region 3: Kingston & St. Andrew. August 22, 2018

Organization
Agency for Inner City Renewal
All Hellshire Leadership Council
Arcadia CDC
Barking Lodge CDC
Bernard Lodge CDC
Bridgeport CDC
Cumberland CDC
Dalvey CDC
Grace and Staff Community Development Foundation
Grants Pen Ministers Fraternal
Jamaica Association for the Deaf
Jamaica Civil Society Coalition
Jamaica AIDS Support for Life
JCF
JCW
Linstead DAC
Morant Bay
Morant District
Naggo Head CDC
NHT – St. Thomas Inter Agency Network
NKCA
Planning Institute of Jamaica /CRP
Port Morant CDC
Portmore
Red Hills CDC
Red Hills DAC
ReThink Social Development Limited
Rotary Club of Morant Bay
SDC - KSA
SDC/CDC-KSA
SDC-Portmore
Spanish Town CDC

Organization
St. Catherine PDC
Three Miles DAC
Trinityville DAC
United Church Jamaica
Vineyard Town CDC
Wilmington CDC
Women's Centre of Jamaica Foundation

Public-Wide Consultation Sessions
Region 4: Mandeville. August 29, 2018

Organization
Ballards Valley CDC
Belle Plain Citizens Association
Black River DAC
Chamber of Commerce – May Pen
Christiana Ministers Fraternal
Clarendon PYC Council
DRF – Clarendon Inter Agency Network
Frankfield DAC
Ginger Hill Benevolent Society
Goshen CDC
HEART Trust/NTA – VTDI Mandeville
Jamaica Government Pension Association (JGPA)
Jamaica Government Pensioner (Manchester)
JCF – May Pen
Longville Park CDC
Manchester Chamber of Commerce
Manchester Parish Development Committee
Mandeville DAC
May Pen DAC/Longville Park CDC
May Pen Ministers Fraternal
Clarendon Municipal Corporation
Mulgrave CDC

Organization
National Council Senior Citizen
New Market DAC
Olivie Park Neighbourhood Watch
ReThink Social Development Limited
Rhudleigh CDC
Rural Family Support Organization
Santa Cruz DAC
St. Elizabeth Youth Representative - Youth on Rise

Appendix 4: OC & SDC Project Team Members

Office Of The Cabinet (OC)
Principal Director Public Sector Modernization Programme Implementation Unit
Modernisation Specialist Modernisation Programme Implementation Unit
Principal Director Modernisation Policy Development Unit
Modernisation Projects Coordinator Modernisation Programme Implementation Unit
Executive Secretary Modernisation Programme Implementation Unit

Social Development Commission (SDC)
Deputy Executive Director Community Research and National Development Priorities
Deputy Executive Director Strategic Planning and Communications
Director of Governance
Director of Local Economic Development & Community Projects
Capacity Development Manager
Governance Coordinator
Research Coordinator

Appendix 5: Service Excellence CSIP Key Performance Indicators (KPIs)

Service Dimension	Service Variables	Key Performance Indicators	Standard
Responsiveness - Service / Product Delivery	Timely delivery of Service	• % of processes completed within 5 working days • % of customers satisfied with the time taken for the service to be delivered • % of email correspondences replied to within 2 working days • % of letter correspondences replied to within 5 working days • % of incoming customer service requests completed/processed within 1-5 business days • % of customer service complaints resolved quarterly	Product / Service Specific as agreed
	Number of contacts to receive service	• Average Number of contacts needed in order to access each service / products	≤ 3
	Problem Resolution Time (Average time to resolving an issue. Consider weighting problems and solve the most critical ones first. Make a list of the most common problems requiring a resolution and rank them from most to least important to resolve based on urgency of time.)	• Average time taken to resolve issues • Average # of different staff contacts made throughout the resolution process • # of contacts made before arriving at a resolution	≤ 2 days [Net Promoter Score (NPS=Promoters-Detractors) amongst public sector- This was explored as a KPI that could be applicable for public sector entities' reputation for delivering good service. However, it will be considered at a later time when more literature can yield more definitive results/findings as to its relevance in improving customer service performance amongst public entities.
	First Contact Resolution (FCR) (The FCR performance indicator gives you insights on how good your agents are at understanding and addressing a problem without needing multiple interactions. It refers to the number of issues resolved with the first contact, divided by the number of issues that needed more replies. Global Standard of 75%)	• % of issues which can be resolved by first contact with a representative of the entity • % of issues resolved which required 2 or more contacts with representatives from the entity	
	Average Resolution Time (ART) (Total time taken to resolve a customer issue)	Average total time taken to resolve customer issues (sum of all times to achieve the resolution/total # of cases resolved)	≥ 80% average wait time for acknowledgement should be ≤ 5 mins
	First Response Time (The FRT refers to the time between customer arrival and acknowledgement by Customer Service Rep OR The average time taken for your customers to receive the first answer to an inquiry)	Average time to the first response is reduced to a standard of 5 minutes or less.	≤ 5 minutes
	Waiting Time	Average wait time to receive service Average time waiting in line to receive products / services Average time for walk-ins without appointments is 15 minutes.	≥ 80% of customers receive service within 30 mins - Satifaction < 15 minutes
	Response to clients / customers' service requests	% of customer requests that were solved by phone call	
	Response to customers' feedback / complaints on service / product delivery	• # of customer complaints received quarterly • # of customer complaints acknowledged within 5 working days • # of customer complaints resolved within 10-15 working days	
	Customer's Perception of Staff	• % of staff were empathetic • % of staff were courteous • % of staff were competent and knowledgeable of services / products of the entity	≥80%
Quality & Reliability - Service Standards	Effective and Efficient Service Provision	• # of process reviews conducted with the engagement of the client, within the last five (5) years • % of Customer satisfied with quality of service delivery • # of customer service processes documented within the last five (5) years • % of stakeholder engagement sessions conducted relating to process reviews within the last five (5) years • % of Customers who experienced difficulties/ challenges whilst accessing the service (Customer Effort Score - CES)	• ≥ 5% • 5% • > 95%

Service Dimension	Service Variables	Key Performance Indicators	Standard
Access & Facilities	Flexible, ease of doing business and inclusive services	• 50% of Flexible/extended business hours • 50% of Safe, spacious and secure parking area by Q4 FY 2023-2024 • 50% of Safe and convenient locations • At least 50% of identified areas requiring retrofitting in keeping with requirements from the OSHA to accommodate volume of clientele Q4 FY 2023-2024 (parking spaces, ramps, fire extinguishers, rails in restrooms, elevators, etc) • % of clients who can conveniently access service • % of waiting areas adequately retrofitted with comfortable furniture and amenities by Q4 FY 2022 - 2023 • # of strategically placed directional signs (internal and external) by Q4 FY 2022 - 2023 • % of accessible services online by Q4 FY 2023-2024 • % of online services tailored for persons with special needs by Q4 FY 2023-2024 • % of processes that are automated • % of services that facilitate online/telephone appointments	Occupational Safety and Health Administration (OSHA) standards-fire extinguishers, air quality, building structure, retrofitted facilities such as rails in restrooms for vulnerable and special needs group, etc Voice interactive devices.
Communication	Availability of information	• # of methods available and used to communicate with the public • # of methods used to communicate with the staff • # of products and services designed to communicate with persons with disabilities and special needs • # of public education materials revised periodically to reflect updated information as required. • # of information on product/service or public education material on website that is current	>3 or more
	Clear and concise information	• % Effectiveness of Channel performance • # of public education materials available in a clear and concise manner • # of documents (e.g. forms) produced in a clear and concise manner • # of procedural guidelines established and accessible to customers by Q4 2023/2024 • # of communication products targeted to specific customer groups by Q4 2023/2024 • # of designated staff assigned to address complaints within the established time-frame	
Cost	Efficient billing / payment	• Average time spent paying for products and services reduced to < 5 minutes • # of payment methods available to customers • # of customers satisfied with payment process	< 5 minutes
	Reasonable cost	% of Customers satisfied with cost	
People Engagement	People engagement for service improvement	• # of consultation sessions held annually • # of feedback channels used to assess entities service delivery and to register customer satisfaction/dissatisfaction • % of clients/customers engaged in the design of products and services • Approved Customer Service Charters by FY 2022-2023	≥ 2
Governance	Roles and Responsibilities for Service Excellence	• Service excellence standards reflected in the operational plan • Service excellence standards and responsibilities reflected in job description by end FY 2022-2023	
Performance Excellence / Management	• Service Excellence KPIs (Signed CSIP monitored on a quarterly basis) • Service Recovery Strategy (how the entity deals with services not delivered to standard, role of every officer in correcting service delivery problems) • Performance Reporting Framework for Service Excellence • Rights and responsibilities	• # of Quarterly monitoring and evaluation reports submitted annually • # of published customer satisfaction reports • Service charter reviewed and published biennially • # of service recovery strategies developed and implemented • % of employees work plan that reflects Service delivery component • # of sessions facilitating employee engagement	At least one every 2 years
Reward and Recognition	Basic Customer Service Measures	% of employees formally rewarded for meeting and exceeding service targets	
	Reward and Recognition Framework	• % of Service Excellence Reward and Recognition programmes developed by FY 2023-2024 • # of Rewards and Recognition initiatives conducted	
Institutional Framework and Capacity Building	Institutional Service Excellence initiatives	• # of Change Initiatives (training, sensitization sessions, workshops, etc) undertaken • # of staff members trained in service delivery	