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# Government of Jamaica Service Delivery Minimum Standards

To Support the Implementation of the Government of Jamaica Service Excellence Policy



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## LIST OF ABBREVIATIONS

|      |                                      |
|------|--------------------------------------|
| CMT  | Common Measurement Tool              |
| GOJ  | Government of Jamaica                |
| PSMD | Public Sector Modernisation Division |
| KPI  | Key Performance Indicators           |
| SOPs | Standard Operating Procedures        |

# 1 INTRODUCTION

## 1.1 PURPOSE

This document presents the Government of Jamaica (GoJ) Service Delivery Minimum Standards. The GoJ Service Delivery Minimum Standards are a commitment to excellence, which provide a minimum level of service expectation for all who engage with our public sector entities. As such, they provide public sector entities with a clear benchmark for assessing their service quality and establish a threshold for service delivery, below which no public sector entity should fall.

## 1.2 CONTEXT

These Service Delivery Minimum Standards have been developed in keeping with the requirements under the GoJ Service Excellence Policy. The Service Excellence Policy, approved by Cabinet on March 7, 2022, requires public sector entities to operate against clearly defined and openly communicated performance standards. As established by the policy, service excellence is achieved when the delivery of services against established standards becomes the principal criteria for decisions and actions for an entity, and the primary basis for the design and management of its organisational systems, policies and practices<sup>1</sup>.

The Service Excellence Policy elaborates the requirements for operationalising the Service Excellence Framework. The Service Excellence Framework defines the principles and elements that the Government of Jamaica will prioritise to ensure customer satisfaction. As reflected in Figure 1, the framework is based on two pillars - People Engagement and Performance Excellence.

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<sup>1</sup> Office of the Cabinet, 'Government of Jamaica Service Excellence Policy' (Government of Jamaica, March 2022), <https://cabinet.gov.jm/wp-content/uploads/2022/07/2022-ServiceExcellencePolicy-WEB.pdf>.



**Figure 1: The GoJ Service Excellence Framework**

The People Engagement Pillar reinforces a people-centric philosophy of keeping people at the centre of the services we offer and ensuring that the design and delivery of our services reflect this. Effective engagement between people affected by the services provided and people responsible for the delivery of those services will lead to a public sector that better meets the needs of our customers. There are four (4) strategies for People Engagement, customer segmentation and targeting, customer involvement in service design and review, proactive communication and effective service recovery.

The Performance Excellence Pillar addresses public sector operational excellence and is included in the Service Excellence Framework on the basis that service excellence can only occur in an environment of strong institutional capacity. Operational excellence is achieved when organisations take a systematic approach to standard setting and capacity improvement. However, 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. Defining 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. There are three (3) strategies for Performance Excellence, managing excellence, developing capacities for excellence and promoting the excellence culture.

Under the Managing for Excellence strategy, the Service Excellence Policy makes clear that each entity will need to develop service standards specific to the nature of their services and operational requirements and publish these in their Customer Service Charter. The Service Excellence Policy also requires the Public Sector Modernisation Division (PSMD) to publish service delivery minimum standards

which will provide a basic set of expectations for all who do business with public sector entities and provide public sector entities with a clear benchmark for assessing their service quality.

The GoJ Minimum Service Delivery Standards are designed around dimensions of the service experience, from here on referred to as *service dimensions*. Service dimensions categorise the areas of service that are potential drivers of customer satisfaction. The five service dimensions being monitored by the GoJ are **Communication, Access and Facilities, Responsiveness, Quality and Reliability, and Cost and Payment Processes**. The standards established around these five service dimensions will allow public sector entities to systematically evaluate and enhance the factors that most directly influence customer satisfaction.

### 1.3 TARGET AUDIENCE AND PHASES OF IMPLEMENTATION

#### Initial Phase

In the first two years of its publication, the primary audience for these standards will be public sector entities. The standards will establish the level of service delivery performance against which all public sector entities will be assessed. However, in the interest of transparency and public accountability, a summary version of these standards will be published on the website of the PSMD.

During the first two years of the initial publication public sector entities are expected to reorganise their processes as necessary and put in place the relevant mechanisms to ensure they are able to meet the standards. This period will serve as an internal alignment phase, during which, entities will use the standards to inform individual, divisional, and organisational performance targets as part of their strategic planning and employee performance management systems.

#### Public Phase

Two years after its initial publication, the full set of standards will be widely communicated to the public. At that time, the standards will be made accessible on the government's online portal [www.gov.jm](http://www.gov.jm) and all ministry websites.

#### Accountability

Heads of entities and corporate planners responsible for planning and performance accountability must pay attention to these standards and take responsibility for ensuring they are integrated into the operational systems of the entity. This should be done through the development of an entity-specific



Service Excellence Programme Plan<sup>2</sup>. However, all staff in the entity will need to know and be accountable for their contribution in allowing the entity to meet or exceed the specific standards. This should be done by incorporating the standards into the operational planning for the organisation and cascading relevant responsibilities into the work plans of employees.

## Considerations

While capability and resources vary across the public service, these service delivery minimum standards are set to be achievable for all entities, even those with limited resources. They are not aspirations but firm commitments, representing the baseline of what every customer should expect. Entities must prioritise resources to not only meet but strive to exceed these standards.

## 1.4 NAVIGATING THE DOCUMENT

### Terminology

References in this and related documents use 'customer' instead of 'citizen.' While our primary accountability is to citizens, we recognise our responsibility to provide quality service to both citizens and non-citizens. Unlike private-sector customers, government's customers often engage with public sector entities out of obligation rather than choice. This terminology does not diminish our commitment to delivering the highest quality of service with fairness and transparency to all our customers, whether voluntary or involuntary.

### Structure

This document is organised to present the service delivery minimum standards under the five (5) service dimensions. The core of this document is therefore Section Two, which is divided into five subsections, representing each of the five service dimensions: **Communication, Access and Facilities, Responsiveness, Quality and Reliability, and Cost and Payment Processes.**

For ease of reference, the standards under each dimension are numbered using the first letter of the respective dimension. For example, the ten (10) standards under the Communications Dimension are numbered C-1 to C-10. Similarly, the standards for the other dimensions follow this pattern, such as the

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<sup>2</sup> {Reference}

four standards numbered Q-1 to Q-5 under the Quality and Reliability Dimension. As there are two dimensions - Communications, and Cost and Payment Processes – which both start with the letter ‘C’, to avoid confusion, the standards for Cost and Payment Processes use ‘CP’ (i.e., CP-1 to CP-5). There are thirty-eight (38) standards in all.

Service dimensions are aligned to Key Performance Indicators (KPI) which will be tracked by the PSMD, MFPS. The complete set of GoJ Service Excellence KPIs, which are the core metrics for regular reporting, are presented in this document as 0.






## 1.5 SOURCE OF THE STANDARDS

In 2015, the PSMD, Office of the Cabinet (OC)<sup>3</sup> undertook an assessment of service delivery across the GoJ. The assessment covered fourteen (14) services across seven (7) government sectors. The assessment allowed the PSMD to establish an empirical baseline for service delivery in the sectors assessed.

The customer service assessment indicated that customer satisfaction across the public sector was rated sixty per cent (60%). The goal is to have a public sector that provides no less than eighty-five per cent (85%) customer satisfaction. The standards in this document address the service dimensions that customers identified in the assessment as most important. These five (5) services dimensions are depicted in Figure 2 and elaborated in the remainder of this section.

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<sup>3</sup> The Public Sector Modernisation Division (PSMD) was transferred from the Office of the Cabinet (OC), to the Ministry of Finance and the Public Service (MFPS) on April 1, 2024.

|  |   |  |   |  |
|--|---|--|---|--|
|   |    |   |             |                                       |
| <b>Communication</b><br>ensuring clarity, accuracy, and the accessibility of information provided to customers, and effective means of receiving feedback. | <b>Access &amp; Facilities</b><br>addressing the ease and convenience with which customers can access services, whether in person or online | <b>Quality &amp; Reliability</b><br>ensuring the consistent application and maintenance of established standards across customer experiences | <b>Responsiveness</b><br>addressing the drivers of timeliness, efficiency, and attentiveness. | <b>Costs &amp; Payment Processes</b><br>ensuring transparency, efficiency, and fairness of payment methods and processes |

**Figure 2: The Five Service Dimensions**

## 2 GOJ SERVICE DIMENSIONS AND SERVICE DELIVERY MINIMUM STANDARDS

The service delivery minimum standards which have been developed by reviewing the basic standards established under the previous Customer Service Programme, internationally accepted benchmarks<sup>4</sup>, and the reports of previous customer service assessments conducted in key service sectors across the public service<sup>5</sup>.

The service dimensions categorise the areas of service considered drivers of customer satisfaction. Developing standards around the five service dimensions allows public sector entities to systematically evaluate and enhance the factors that most directly influence customer satisfaction. It is important to note that the dimensions are not isolated silos but are rather interconnected elements that influence each other in a dynamic way.

The following subsections outline the service delivery minimum standards that apply across the GoJ, organised according to the five (5) Service Dimensions: **Communication, Access and Facilities, Responsiveness, Quality and Reliability, and Cost and Payment Processes.**

The standards are designed to be achievable, setting a baseline level of service that all entities should meet or exceed. The standards presented in this section represent the minimum level of service that the public should expect when interacting with any public sector entity. By adhering to these standards, the GoJ aims to ensure a consistent, high-quality experience for all, thereby fulfilling our mandate for service excellence across the public sector.

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<sup>4</sup>International Organization for Standardization. 2015. ISO 9001:2015: Quality Manual Template. Geneva, Switzerland: International Organization for Standardization; International Organization for Standardization. 2015. ISO 9001:2015: Quality Management Systems — Requirements. Geneva, Switzerland: International Organization for Standardization; International Organization for Standardization. 2015. ISO 9000:2015: Principles of Quality Management. Geneva, Switzerland: International Organization for Standardization; International Organization for Standardization. 2018. ISO 10002:2018: Quality management — Customer satisfaction — Guidelines for complaints handling in organizations. Geneva, Switzerland: International Organization for Standardization.

<sup>5</sup> deCastro, Marilyn, Foster, Ryan, Gubiani, Julien, and Hurwich, Michael. 2015. 'An Assessment of Public Sector Customer Service: Summary Baseline Measurements and Action Plan for Service Innovation'. Consultant Deliverable Contract No. 2014/004. Hurwich & Co. Inc for Cabinet Office.; Social Development Commission. 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'. Report for the Cabinet Office.

## 2.1 COMMUNICATIONS DIMENSION



This service dimension categorises the customer satisfaction drivers of clarity, accuracy, and the accessibility of information provided to customers. It includes the ways in which customers are informed about services and the availability of information in various formats and the effectiveness of communication channels.

Providing proactive<sup>6</sup>, clear and open communication fosters understanding and satisfaction by ensuring that customers are well-informed and providing monitored and effectual mechanisms that encourage feedback will ensure that customers feel heard and valued.

This dimension reinforces that effective two-way communication is vital, addressing not only how information is provided to customers but also how their feedback and inquiries are handled.

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**Under this service dimension all public sector entities must:**

- C-1 Ensure information on services offered is accessible and easy to understand by customers: Communicate with customers using multiple formats and channels to share messages about services, including online platforms, printed materials, and through customer service representatives. Brochures, flyers, or other printed materials, using plain language, must be readily available at service locations.
- C-2 Ensure the currency and accuracy of the service information available to customers: Public sector entities should regularly update publicly available information on their services and maintain their online environments in accordance with the relevant GoJ data management policies, standards and guidelines, including the Open Data Policy<sup>7</sup> and the PSG Manual<sup>8</sup>.
- C-3 Establish mechanisms to actively solicit and use customer feedback: Entities must establish procedures to ensure customers are encouraged to express their opinions on services and the way in which they are delivered. Multiple options must be made available for customers to provide

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<sup>6</sup> Where proactive disclosure on official documents is absent, citizens may request information from the relevant government authority by way of the Access to Information Act (2002). The Act however, outlines nine (9) exemptions to the provision of information requested. These are detailed in sections 14-22 of the Act.

<sup>7</sup> Ministry of Science Energy and Technology. 'The Government of Jamaica Open Data Policy'. Policy. Government of Jamaica, 2021. <https://www.mset.gov.jm/wp-content/uploads/2019/09/GOJ-Open-Data-Policy-July-2021.pdf>.

<sup>8</sup> Office of the Chief Information Officer. 'PSG Manual: ICT Policies, Standards & Guidelines'. ICT Transformation Programme, February 2018. <https://www.mset.gov.jm/wp-content/uploads/2019/09/GOJ-ICT-Policies-Standards-and-Guidelines-Manual.pdf>.

feedback, including surveys, comment boxes, and social media. This feedback should be actively used to inform service improvement.

- C-4 **Share survey results:** Regularly conduct customer satisfaction surveys and publish the results, advising on timelines for any resulting actions.
- C-5 **Respond to feedback:** Monitor, acknowledge and respond to customer feedback, including on social media platforms.
- C-6 **Maintain transparency:** Clearly communicate to customers in a timely and transparent manner changes to services or policies and advise customers on how they should expect their inquiries and feedback to be handled.
- C-7 **Implement a two-way communication strategy:** Develop and implement a service excellence Communication Strategy that identifies various ways customers can communicate with the organisation and how the organisation will communicate changes and listen to and act on customer feedback.

## 2.2 ACCESS AND FACILITIES DIMENSION



The Access and Facilities service dimension addresses the ease and convenience with which customers can access services, whether in person or online. The dimension combines drivers of customer satisfaction such as location, user-friendly design of virtual platforms, the overall comfort and functionality of physical spaces and accessibility for all individuals. By establishing the importance of ensuring access for all, the dimension reinforces the principles of Vision 2023, Jamaica's National Vision, aimed at addressing the quality of life for the most vulnerable, including children, the elderly, persons with disabilities<sup>9</sup>, poor households, and homeless persons, among others<sup>10</sup>. Ensuring easy access to services and having well-designed facilities enhances the overall customer experience and satisfaction.

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<sup>9</sup> 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, and many government entities have not implemented measures to ensure access for persons with disabilities. It should be noted that the said section 37 applies in respect of newly constructed premises where the construction began on or after the appointed day and imposes no positive obligation in respect of premises which were existing prior to the appointed day. Nevertheless, the Act imposes several positive obligations on the owner or agent of a public premises, outlining obligations in respect of persons with disabilities, this is outlined in section 36(2)

<sup>10</sup> Planning Institute of Jamaica. 2009. *Vision 2030 Jamaica – National Development Plan*. Kingston: PIOJ, 77. Available at [www.vision2030.gov.jm](http://www.vision2030.gov.jm)

This dimension emphasises inclusivity, ensuring that all customers, regardless of their abilities or means of access, have an equally satisfying and convenient experience.

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**Under this service dimension all public sector entities must:**

- A-1 Provide, at a minimum, four contact options for customers: All public sector entities should be easy to contact for initial queries, to initiate the service process, or for follow-up information on services received. Four contact options are acknowledged: in-person, telephone, online and postal<sup>11</sup>. All public sector entities must provide customers with these four options for contacting them and engaging with the services they offer, though it is accepted that the actual delivery of specific services may require a particular method of contact. All contact options must be monitored and tracked to ensure service delivery expectations are being met<sup>12</sup>.
- A-2 Establish a policy that addresses the special needs and vulnerabilities of their customers in accessing their services: Public sector entities must develop, implement and publish an organisational policy, in keeping with the Disabilities Act, 2014 that addresses and makes provisions to provide service to persons with special needs, including the elderly and those with disabilities.
- A-3 Ensure the physical accessibility and safety of their service locations: Public sector entities must design, or retrofit as necessary, in keeping with the Building Act, 2021, all public-facing locations to be inclusive, accessible and safe for everyone, including individuals with disabilities.
- A-4 Ensure safety compliance: Entities must comply with the Occupational Safety and Health Act, 2017 (OSHA) and implement and maintain all safety measures such as providing features such as ramps, fire extinguishers, and restroom rails.
- A-5 Provide parking for persons with disabilities: Entities must designate and clearly mark parking spaces close to the entrance for persons with disabilities.
- A-6 Address emergency preparedness: Entities must establish and communicate an emergency policy to all staff and customers.
- A-7 Provide options for accessing services that respond to the convenience of customers: Public sector entities must offer flexible service options to meet diverse customer needs. These might include variable or extended hours, remote or mobile services.

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<sup>11</sup> Definitions for each contact point are elaborated in the Glossary.

<sup>12</sup> See Appendix 2 for details on the service delivery expectations for each contact option, and 0 for different approaches to monitoring contact points.

- A-8 **Ensure online accessibility:** Public sector entities must ensure that their online services comply with the GoJ website policy, social media standards and guidelines for web accessibility to ensure that they are accessible to all, including individuals with disabilities.
- A-9 **Create a customer-friendly environment:** Public sector entities must design their physical facilities to be welcoming and comfortable for customers, with adequate seating, ventilation and bathroom facilities.
- A-10 **Ensure clear signage:** Public sector entities should provide clear and visible signage to guide customers through physical locations.

## 2.3 RESPONSIVENESS DIMENSION



Responsiveness measures the extent to which customers are satisfied with the timeliness, efficiency, and attentiveness of their service experience. It includes factors such as the speed of service delivery, the willingness of staff to assist and their ability to adapt to customer needs.

This dimension encompasses the customer's contact experience with staff delivering services. Standards under this dimension therefore ensure that every customer interaction is handled with care and efficiency and customers know that they can expect to be treated promptly and with a positive attitude.

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### **Under this service dimension all public sector entities must:**

- R-1 **Acknowledge customer contact promptly:** All customer contacts must be acknowledged, even when a complete response cannot be immediately provided. See Appendix 2 for specific responsiveness standards for each of the four contact options entities are required to make available to customers.
- R-2 **Specify response times and abide by them:** Public Sector entities should be respectful of the customer's time. Entities must establish and adhere to specific timeframes for responding to customers and their inquiries. Customers should expect a prompt and efficient response when they engage with a public sector entity.
- R-3 **Inform customers about wait times:** If services cannot be provided within the published timeframes, customers must be informed and provided with an estimated time for service delivery and options to reduce their wait.
- R-4 **Make expedited services transparent:** Publish information on how to access expedited services. If an expedited service is offered at an additional cost to allow faster response to customers'



personal emergencies, the associated fees and conditions should be transparently communicated.

## 2.4 QUALITY AND RELIABILITY DIMENSION



Quality and Reliability focuses on the consistency and excellence of service delivery. It emphasises the consistent application and maintenance of established standards<sup>13</sup> across customer experiences, ensuring that the product or service performs optimally in keeping with its design specifications and is delivered satisfactorily on every occasion.

The drivers of customer satisfaction captured under this dimension are vital for building trust and confidence in the service, ensuring that customers receive the same high level of service every time they engage with the public sector entity.

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### **Under this service dimension all public sector entities must:**

- Q-1 Document, make available, and maintain information on their services: All services offered by public sector entities to external customers must be fully documented, prominently posted in varying service locations, and accessible on the Government's online portal at [www.gov.jm](http://www.gov.jm).
- Q-2 Document standard operating procedures: All public sector entities must have standard operating procedures (SOPs) in place for the delivery of the various services they offer. Entities must ensure that all relevant staff members have access to and are trained according to the SOPs.
- Q-3 Create and publicise a customer service charter that indicates entity-specific service delivery standards: In addition to the service delivery minimum standards set out in this document, all entities must publish and make accessible to customers their standards for the delivery of specific services. These standards must be published in a Customer Service Charter. The Customer Service Charter must be displayed at the service location and communicated as widely as possible to all customers.

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<sup>13</sup> The specific standards referred to here are the ISO 9001:2015 for Quality Management Systems (QMS). This is the international standard for which organization's can be certified; demonstrating their ability to consistently deliver services that adhere to customer and other procedural requirements.

- Q-4 Establish and maintain standard operating procedures for identifying and addressing emergency requests:** All public sector entities must outline a process for identifying and responding to emergency requests. This process should include clear criteria for what constitutes an emergency request and a designated point of contact or method for submitting such requests. Entities must commit to responding to emergency requests within a specified time frame (e.g., within 2 hours). Entities must ensure that all relevant staff members are trained to recognise and handle emergency requests according to the organisation's processes.
- Q-5 Regularly assess and publish performance against standards:** Entities must assess their performance against standards annually and conduct a customer satisfaction assessment at least biennially. The results of these assessments must be published and made publicly available.
- Q-6 Ensure staff maintain professionalism when engaging customers:** All staff interacting with customers must conduct themselves in a professional manner - identifying themselves, either through name badges in person or clear identification in digital and voice communications and displaying courtesy, respect, and empathy in their interactions.
- Q-7 Establish an organisational policy that addresses customer privacy and the security of their information:** Customer information must be handled securely and confidentially across all contact channels, in keeping with the provisions of the Data Protection Act, 2020. Staff must ensure that they confirm the identity of customers before discussing personal or sensitive information.
- Q-8 Establish and maintain a complaints management system:** All public sector entities must establish and operate a complaints management system with clear, documented processes for responding to complaints. The process should enable customer complaints to be acknowledged as soon as they are received and allow customers to be advised on how the complaint will be addressed and be provided with the name and contact information of the officer responsible for addressing their complaint. For complaints requiring investigation or multiple levels of approval, customers should receive a detailed pathway to resolution within ten (10) business days. This pathway should include the steps to be taken by both the entity and the customer, along with estimated time frames.

## 2.5 COSTS AND PAYMENT PROCESSES DIMENSION



This service dimension addresses the transparency, efficiency, and fairness of payment methods and related processes. It considers drivers such as the availability of various payment options, the accuracy of invoicing, and customer satisfaction with fees (where applicable). Ensuring a smooth and transparent payment process contributes to a positive perception of value for money and overall satisfaction with the service.

Addressing the standards under this dimension ensures that customers are fully informed and never feel surprised or confused about the costs associated with a service. It reinforces the role of transparency in all cost-related matters, contributing to the customers' positive perception of the service and its value for money.

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**Under this service dimension all public sector entities which charge fees, of any kind, must:**

**CP-1 Clearly communicate all costs:** Ensure that all fees and charges associated with a service are transparently communicated to customers in advance.

**CP-2 Provide convenient payment options:** Entities should provide customers with at least two different payment options including but not limited to cash, card, and online methods. Payment processes should be streamlined to be as efficient as possible, minimising the time and effort required for customers to complete transactions.

- **Ensure invoice accuracy:** All invoices must be accurate and itemised to show all costs, including penalties and applicable taxes.
- **Document and communicate the entity's policy on providing refunds:** Establish clearly the circumstances that qualify for a refund and provide customers with information on when and how refunds can be accessed.

### 3 CONCLUSION

This document establishes service delivery minimum standards across the entire public sector. These minimum standards apply universally to all public sector entities regardless of the specific service they offer. Compliance with these minimum standards is expected to elevate the quality of service, enhance transparency, and foster a culture of continuous improvement and service excellence.

The standards are organised around five service dimensions—Communications, Access and Facilities, Responsiveness, Quality and Reliability, and Costs and Payment Process. Each dimension is designed to address potential drivers of customer satisfaction.

Achieving these standards is a collective effort that requires the active participation of all stakeholders. Public sector entities are responsible for implementing these standards, and customers have their role to play in facilitating effective service delivery and providing timely feedback. Central to this collaborative effort is the cultivation of mutually respectful relationships between public sector staff and customers. Such relationships not only enhance the quality of interactions but also contribute to a more empathetic and effective public service environment.

We urge all public sector organisations to familiarise themselves with these standards and begin the process of implementation. These standards are not just a guideline, but a framework for how we can all contribute to a more efficient and responsive public service.

For our customers of public sector services, your role is crucial in this journey towards service excellence. We encourage you to understand these standards, provide your valuable feedback, and collaborate with public sector entities in achieving these benchmarks. Your active participation is not just welcomed—it is essential.

#### 3.1 MONITORING, REPORTING AND EVALUATION

The Service Excellence Policy mandates the creation of accountability and control systems for service standards, including these service delivery minimum standards. These systems must be established at all levels of public sector administration. This section outlines the specific roles and responsibilities at each level of accountability and serves as a guide for both public sector entities and the general public on what to expect in terms of accountability for maintaining the service delivery standards:

## Public Sector Modernisation Division (PSMD)

At the whole-of-government level, the PSMD within the Ministry of Finance and the Public Service is accountable for ensuring that public sector service delivery standards are established and reinforced. To fulfil this accountability, the PSMD, MFPS will submit an annual report to Parliament through the Cabinet. This report, due before the end of the first quarter each year, will detail the government's overall service performance. This report will be publicly accessible and published on the government's online portal at [www.gov.jm](http://www.gov.jm), inviting public scrutiny and feedback.

To fulfil this accountability requirement, the PSMD will monitor whole-of-government adherence to the service delivery standards and the Service Excellence Policy in general through each portfolio Ministry.

The PSMD will conduct periodic independent assessments to determine how well the service delivery standards are being met. These assessments will include audits and customer surveys to determine the extent to which the standards are being met consistently, and customer expectations are being met. The assessments will allow the PSMD to identify and address systemic issues affecting customer experiences with public sector entities, and work with Portfolio Ministries and Heads of Entities to implement any necessary improvements. The findings of these assessments will be submitted to the Cabinet for presentation to Parliament.

## Portfolio Ministries

Accountability at the ministry level resides with the assigned Minister, who relies on the administrative functions of the portfolio ministry, overseen by the Permanent Secretary, to fulfil this role. The Minister's accountability is executed through the ministry's reporting relationship to the PSMD, MFPS. Each ministry is required to:

- Submit an annual report to the PSMD, MFPS by March 31, detailing the performance of their portfolio against the Key Performance Indicators for each Service Dimension. The report templates can be obtained from the Public Sector Modernisation Division.
- Maintain up-to-date Customer Satisfaction data for each entity within their portfolio, with records being no older than three years.

In addition to submitting reports to the PSMD, MFPS, ministries will also publish their Service Excellence Reports on their websites ensuring transparency and inviting public engagement.

Ministries will conduct bi-annual evaluations of service delivery across their portfolio, using customer feedback and performance data to assess the extent to which customer expectations are being met.

### Heads of Entities

To enable ministries to meet their reporting obligations, heads of entities under each ministerial portfolio are required to:

- Report to their respective ministries on their adherence to both the Service Excellence Policy and the specific service delivery minimum standards.
- Conduct quarterly self-assessments against these standards as part of their planning and organisational performance review processes.
- Periodically collect data on customer perception of service delivery using the Common Measurements Tool.
- Publish annual Service Excellence Reports on their website for public review and feedback.

The PSMD, MFPS will provide all entities with a self-assessment checklist to serve as the basis for these reports.

### Public Feedback and Transparency

The public is encouraged to provide feedback on services they receive from public sector entities. This feedback will be assessed and incorporated into service delivery evaluations and service improvement planning as relevant, to ensure the public sector remains responsive to the needs and expectations of those we serve.

## 3.2 NEXT STEPS

All public sector entities must ensure that they define roles and responsibilities to manage implementation and monitoring of systems and procedures to achieve the standards outlined in this document.

The Ministry with responsibility for the Public Service will support entities in obtaining the physical, technical and human resources needed to improve the quality of services they deliver to the public.

The rollout of these standards across the public sector will therefore be accompanied by training and resource allocation, followed by monitoring, evaluation and public reporting. In addition to the scheduled review of these standards, every five years, regular assessments and updates will be undertaken to ensure they remain relevant and effective.

## GLOSSARY

|  |  |
|--|--|
| <b>Benchmark:</b>                      | A standard or point of reference against which performance or achievements can be compared.  |
| <b>Common Measurements Tool (CMT):</b> | The CMT is a measurement tool developed in various forms by the public sectors in Australia, Canada, and the U.K. and adapted for Jamaica to provide consistent quality information and to enable the comparison of results over time and across agencies. The CMT is used for quantitative customer service research and will allow the Government of Jamaica to maintain consistency in data collection and provide a foundation for baseline measurement.   |
| <b>Complaints:</b>                     | Formal expressions of dissatisfaction or concern from customers regarding the service they have received or the conduct of service delivery staff.   |
| <b>Contact Options:</b>                | <p>These refer to the primary methods through which customers can interact with a public sector entity to inquire about or access services. The GoJ Service Delivery Minimum Standards recognise four main contact options:</p> <p><b><i>In-person Contact:</i></b> This involves direct, face-to-face interactions between customers and service delivery staff at a designated physical location for service provision.</p> <p><b><i>Telephone Contact:</i></b> This mode allows for voice interactions between customers and service delivery staff, facilitated through either landline or mobile phone connections.</p> |

**Online Contact:** This encompasses interactions between customers and service delivery staff via various digital platforms, including but not limited to, email, social media, and web chat services.

**Postal mail Contact:** This refers to interactions facilitated through traditional mail services, which may include courier services or hand-delivered mail.

**Customer:** A customer is any individual, unit, or organisation (public, private, nongovernmental organisation, etc.), that requires a product or service. Customers are both internal and external to the organisation delivering the product or service. The uniqueness of public sector customers should however be acknowledged as most are involuntary customers, doing business with government entities because they must, owing to their obligations as citizens

**Customer Service Charter:** A formal document that outlines the commitments, responsibilities, and standards that a public sector entity pledges to uphold in its interactions with customers. The charter serves as a public declaration of the level of service that customers can expect, including response times, quality of service, and avenues for feedback and redress. It aims to enhance transparency, accountability, and mutual understanding between the service provider and the customer

**Customer Satisfaction:** A measure of how well a service meets or exceeds the expectations of the customer

**Drivers of Satisfaction:** Those elements or attributes of the service experience which, when delivered optimally, contribute significantly to high levels of customer satisfaction



|                                    |  |
|------------------------------------|--|
| <b>Emergency:</b>                  | These are extraordinary situations that require immediate attention due to their urgent or sensitive nature, whether it is a public safety issue, a severe service disruption, or a customer's personal emergency.   |
| <b>Expectations of Customers:</b>  | The responsibilities and behaviours that customers are encouraged to adopt to facilitate effective service delivery and meaningful interactions with service providers   |
| <b>Feedback Mechanisms:</b>        | Established channels or methods for collecting opinions, comments, or complaints from customers for the purpose of service improvement   |
| <b>Invoice Accuracy:</b>           | The degree to which financial statements, such as invoices, correctly reflect the services provided, including all charges, fees, and taxes  |
| <b>Key Performance Indicators:</b> | Quantifiable metrics used to evaluate the effectiveness and efficiency of specific activities or processes in achieving defined objectives. In the context of public service delivery, KPIs serve as measurable benchmarks that assess how well a public sector entity is performing in relation to the established service delivery standards. They provide a basis for monitoring progress, driving improvements, and holding entities accountable for their performance   |
| <b>Public Sector Entities:</b>     | Ministries, departments, agencies, statutory bodies, offices, commissions and all other institutions and organisations that operate under the jurisdiction and control of the government. Such entities are responsible for the management and implementation of public policies and programmes, and the delivery of services. Public sector entities may be funded through a variety of different means, including but not limited to receiving subventions from the consolidated fund, the charging of fees, or commercial activities. |

**Service Dimensions:** A broad category of service delivery reflecting potential drivers of customer satisfaction. The five service dimensions pursued under the GoJ Service Excellence Policy are:

***Communications:*** The methods and channels used to convey information to customers, as well as the mechanisms for receiving and responding to customer feedback.

***Access and Facilities:*** The ease and convenience with which customers can engage with or benefit from services, including both physical locations and online platforms.

***Responsiveness:*** The ability of a service provider to promptly acknowledge, address, and meet the needs and requests of customers.

***Quality and Reliability:*** The degree to which a service meets the required standards and specifications and is consistently delivered in a dependable manner.

***Access and Facilities:*** The ease and convenience with which customers can use or benefit from services, including both physical locations and online platforms.

***Costs and Payment Processes:*** The transparency, efficiency, and fairness associated with the financial aspects of accessing a service, including fees, invoicing, and payment options.

**Service Excellence:** The result of moving away from the ‘product-centred’ ways of organising products, processes and services, and moving towards innovating to ensure that clients have positive service experiences that allow them to meet their desired objectives.

As indicated by the GoJ’s Service Excellence Policy, service excellence occurs when the principal criteria for decisions and actions, and the primary basis for the design and management of organisational systems, policies and practices is the delivery of services against established standards in a manner

which effectively satisfies customers' needs and provides value for our citizens.

|                               |  |
|-------------------------------|--|
| <b>Service Experience:</b>    | The cumulative perception and emotional response of a customer resulting from interactions with a service provider which shapes the customer's overall satisfaction. Determinants of the service experience include, but are not limited to initial contact, service delivery process, staff behaviour, and the quality of the service or product received. The five service dimensions covered by the GoJ Service Delivery Minimum Standards aim to address the drivers of customer satisfaction and provide customers with the best possible experience that the public sector is able to offer. |
| <b>Stakeholders:</b>          | These are individuals, groups, or organisations that have an interest or concern in the activities and outcomes of a public sector entity.<br>Stakeholders include customers, employees, other government agencies, and the general public   |
| <b>Transparency:</b>          | The quality of being open, honest, and straightforward in all communications and transactions.   |
| <b>Two-Way Communication:</b> | A form of communication where both parties are actively participating, not only in the dissemination of messages but also in the understanding and interpretation of meaningful responses  |

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## APPENDIX 1. SERVICE EXCELLENCE KEY PERFORMANCE INDICATORS

### SERVICE DELIVERY KEY PERFORMANCE INDICATORS

**Background:** Service Excellence is defined as “the delivery of services in accordance with established standards, effectively addressing customer needs, and delivering value to our citizens.” It stands as the principal criterion guiding decisions and actions, forming the foundation for the design and management of organizational systems, policies, and practices. The public sector is required to consistently provide the highest quality of service to all its customers while implementing mechanisms to enhance the efficiency of the Government of Jamaica's (GoJ) operations.

Public sector professionals will rely on key performance indicators (KPIs) to gauge the performance of service excellence initiatives, that will play a pivotal role in the assessment of the effectiveness of these initiatives across various customer contact points. They also serve the following purposes:

- i) Measurement of both short- and long-term performance
- ii) Simplicity and comprehensibility in usage
- iii) Offering insights into the overall health of the program

The Service Excellence KPIs have a specific mission: to track progress toward targets and objectives by providing crucial data to determine whether those targets are being met. This document encompasses KPIs that are crafted around the five Service Dimensions: Responsiveness, Quality & Reliability, Access & Facilities, Communication, and Cost & Payment Processes, along with concise definitions. These KPIs draw inspiration from the approved Service Excellence policy (2022), industry standards from various jurisdictions, the Hurwich report (2015), the Common Measurement Tool (CMT), Minimum Standard guideline document, observations, feedback, and various team meetings. The Hurwich report (2015) recommends regular measurement of customer satisfaction through interviews, focus groups, or questionnaires to obtain feedback for service improvement priorities.

The KPIs form an integral component of the Service Excellence toolkit, supporting service improvement initiatives across our Ministries, Departments, and Agencies (MDAs).

| Service Dimension | Service Variables          | Key Performance Indicators   | Target |
|-------------------|----------------------------|--|--------|
| 1.Responsiveness  | Timely delivery of service | 1. % of service delivery processes completed within the agreed time standard by the organization | > 85%  |

| Service Dimension   | Service Variables  | Key Performance Indicators  | Target |
|---|--|---|--------|
| (Timeliness in Service/ Product Delivery)   | Service Recovery   | 2. % of resolutions achieved within the agreed timeframe  | 100%   |
| 2.Quality & Reliability<br><br>(Maintenance of established standards of customer experience in service/product delivery)                    | Service/ product inspection and control                  | 3. % of products/ services delivered error-free   | >85%   |
|   | Courtesy   | 4. % satisfaction with level of respect and politeness of interaction with the Service Provider               | 100%   |
| 3.Access & Facilities<br><br>(Addresses the ease & convenience with which customers can access services, including virtual/physical spaces) | Physical/virtual sites are suitable and easy to navigate | 5. # of appropriate and visible directional signage   | > 90%  |
|   |  | 6. % of services offered with flexible access options/ Convenient hours                                       |        |
| 4.Communication   | Availability and dissemination of product/service        | 7. Information on all products/services are readily available and (accessible) via all communication channels | 100%   |

| Service Dimension  | Service Variables                                | Key Performance Indicators   | Target |
|--|--|--|--------|
| (Customer Satisfaction drivers of clarity, accuracy and the accessibility of information shared between the organisation & its customers effectively across its communication channels ) | Clear and Accurate Communication                 | 8. Customer satisfaction rate regarding the accuracy of the entity's service/product information | ≥85%   |
|  | Customer Feedback Mechanisms                     | 9. # of established customer feedback mechanisms   | ≥ 3    |
| 5. Costs & Payment Process<br><br>(Addresses the accuracy and efficiency of payment methods and related processes. )   | Convenient and Efficient billing/payment options | 10. # of payment methods available to Customers incl. an online option                           | ≥2     |
|  |  | 11. % of customers satisfied with payment process  | 100%   |










**Non-negotiables to be done within the First Year of CSIP Implementation:**

- Visible Directional Signage
- Database of service delivered by the Ministry
- Intranet and Notice Board in prominent/strategic area within Ministry where staff can view etc.
- Dedicated Information/Help Desk/Customer Service Representative at entrance to Ministry
- Operational PBX System
- Nametags for Customer Service Reps

- *Framed SE Mission and Vision Statements placed in Prominent and Strategic Areas of the Ministries*
- *Process Mapping and Business Process Re-engineering (SOP and process maps) and Customer Service Charter*
- *Complaints Management/Resolution System (for example, chat bots on website)*
- *Hospitality Service (water cooler, hot beverage station, screen displaying information)*
- *Improved Access for PWD (phased implementation; at least one thing for PWDs)*
- *Sensitization and Communication Plan for all Ministry staff around the commitments made in the CSIP.*



## APPENDIX 2. RESPONSIVENESS STANDARDS ACROSS CONTACT OPTIONS

| <b>Standard</b>   | <b>In-person</b>                  | <b>Telephone</b>  | <b>Online</b>      | <b>Postal Mail</b>    |
|---|--|--|---|--|
| <b>R-1.1</b><br>   | Customers should be attended to and service provision initiated within 20 minutes of arrival during opening hours. | All incoming calls must be answered within three (3) rings or 12 seconds.                          | All email correspondence and online inquiries should be acknowledged within twenty-four (24) hours. | All postal mail should be <i>acknowledged</i> within five (5) business days of receipt.                  |
| <b>R-1.2</b><br>   | All front-facing service delivery staff should be easily identified by a visible name badge.                       | Employees must state the name of the organisation and identify themselves.                         | Maintain the same level of professionalism as in-person or telephone interactions.                  | Ensure that any written correspondence is professional and includes the name and position of the sender. |
| <b>R-1.3</b><br> | Confidential information should only be accessed by authorised personnel   | Confirm the identity of the customer before discussing any personal or sensitive information.      | Ensure that any personal or sensitive information is transmitted and stored securely.               | All received mail should be securely stored until it is processed.                                       |
| <b>R-1.4</b><br> | If services cannot be provided within 20 minutes, customers must be informed and provided with an estimated time.  | If a customer needs to be placed on hold, they should be informed of the estimated wait time.      | Clearly state the expected response time for different types of inquiries.                          | Clearly state the expected response time for different types of postal mail inquiries.                   |
| <b>R-1.7</b><br> | Gather customer feedback specifically on the number of contact points.   | Provide an option be for customers to leave feedback on their telephone experience.                | Provide an option for customers to leave feedback on their online experience.                       | Include a method for customers to provide feedback on their postal mail experience.                      |

## Monitoring Different Types of Contact Points

| Type of Contact Point | Monitoring Mechanism  |
|-----------------------|---|
| In-person contact     | <b>1) Foot Traffic Analysis:</b> Sensors or cameras can count the number of people entering and leaving, and how long they stay.  |
| Telephone contact     | <b>2) Using a PBX or Call Tracking Software:</b> <ul style="list-style-type: none"> <li>a) Calls can be recorded and reviewed for quality assurance.</li> <li>b) The system can track how long customers are put on hold or how often calls are dropped.</li> </ul> <b>3) Manual Tracking:</b> <ul style="list-style-type: none"> <li>a) Staff can manually log details of each call, including the duration, nature of the inquiry, and resolution status. This can later be reviewed for patterns or issues.</li> <li>b) Supervisors can occasionally listen in on calls to assess the quality of service being provided.</li> <li>c) Post-call surveys can be conducted to gauge customer satisfaction. This could be as simple as a follow-up call or SMS asking the customer to rate their experience.</li> <li>d) A record of complaints received about the telephone service can be maintained and reviewed regularly.</li> <li>e) Staff feedback on their handling of calls can provide insights into common issues or challenges.</li> </ul> |
| Online contact        | <b>1) Email:</b> <ul style="list-style-type: none"> <li>a) Email management software to measure the average time it takes for staff to respond to customer emails and track the average time it takes to fully resolve a customer's issue or inquiry after the first email is received.</li> <li>b) Random sampling of email interactions by a supervisor or through a quality assurance team.</li> </ul> <b>2) Website:</b> Tools (like Google Analytics) can be used to track how quickly staff respond to live chat requests or update website information. <b>3) Social media:</b> Platform management tools can be used to monitor how customers are responded to on social media platforms  |
| Postal mail contact   | Mail tracking to monitor mail received and how long it takes for responses to go out  |

## APPENDIX 3. COMMON MEASUREMENTS TOOL (CMT)

### Background

While many tools can be used to obtain feedback, the key one for measuring Customer Service Performance & Expectations will be the Common Measurements Tool (CMT). The CMT was introduced to the GoJ Public-Sector Customer Service Programme as the National Assessment Tool in the mid-2000s. The tool was developed by the Canadian Centre for Management Development in 1998 as part of the Citizen-Centred Service effort. The Tool is used at all levels of the Canadian Government and has been adopted internationally, most notably by the Governments of Australia, Kenya, Namibia, New Zealand, Singapore, and the United Arab Emirates. Since 2010 the tool has been updated and is made available from the Institute for Citizen-Centred Service (ICCS) under a subscription license which allows full access to the instrument and associated services. .

The CMT provides questions around five Service Dimensions:

1. Communication: Extent to which client is provided with accurate, understandable and relevant information
2. Access and facilities: Ease with which service is provided
3. Responsiveness: Extent to which service responds to clients' needs
4. Reliability: Extent to which service delivered is as promised
5. Costs and Payment Processes: Extent of client satisfaction with user fees and value for services provided, and the related processes of billing and payment

Using the CMT, managers are able to conduct a client satisfaction survey by selecting the questions that meet the needs of their organization. The CMT assists in this process by identifying a set of “core” questions that measure the key drivers of satisfaction – those elements or attributes of the service experience which, when present, ensure high levels of satisfaction.

The CMT should be used to allow entities to capture, for each Service Dimension, the following

1. Client expectations
2. Perceptions of service experience
3. Level of importance
4. Level of satisfaction
5. Priorities for improvement

The data gleaned from the CMT will allow public sector managers to understand client expectations, assess levels of satisfaction, and identify priorities for improvement. By using the questions set out in the CMT, jurisdictions can also compare their results against peer organisations, identifying best practices internationally and sharing lessons learned.

Using a five-point scale, the CMT also assesses where service delivery exceeds, meets, or lags behind customer expectations. It includes focused questions on the service dimension but also allows room for customers to provide general comments on service delivery issues. Agencies can add further questions or drop irrelevant ones, as the case may be, provided they maintain consistency in style and measurement. There will however be a core set of government-wide questions to provide benchmarks for comparison over time and across agencies.

## Using the CMT

### 1. Choose the Core Questions that Best Meet Your Research Objectives

The CMT defines Core Questions for each service dimension. The core questions are “core” partly because they are central to any investigation of client satisfaction. Each core question is designed to explore one of the “drivers of satisfaction” – those elements or attributes of the service experience which, when present, ensure high levels of satisfaction. Further, each driver of satisfaction is reflected in at least one of the core questions.

Since the core questions are directly related to the drivers of satisfaction, it is strongly recommended that they be used in all client surveys.

The second function of the core questions is to facilitate benchmarking. This function demands that surveys use the questions exactly as they are stated in the CMT. Standard wording of questions and standard response formats are necessary for the accurate comparison of results over time and across jurisdictions.

Once adjustment to wording is permitted: you may specify the product or service that the survey addresses, for example: It is important to note that the core questions differ slightly across service delivery channels – telephone, Internet, over-the-counter services and so on. A typical survey will incorporate eight or ten core questions appropriate to the service delivery channel. Since a complete survey would likely have anywhere from 30 to 60 questions, the core questions form a relatively small but essential part of the questionnaire.

### 2. Supplement the Core Questions with Other CMT Questions Relevant to Your Research Objectives

Questions in the CMT appear in content areas. You can select relevant questions from any section and should not feel bound by the order of the questions.

When choosing additional questions, be very selective. There are far more questions in the CMT than will appear in any finished survey. **No actual survey will use all of the questions in the CMT!** In fact, no section should be imported in its entirety, since each section contains alternative and optional questions.

The CMT often presents alternative ways of approaching an issue. When constructing a survey, you would choose **one** of these questions (or none, if frequency of use is not of interest). Don’t cover the same ground twice respondents are quick to sense that you are wasting their time.

### 3. Design and Add Custom Questions to Meet Research Objectives that Cannot be Met Using CMT Questions

The CMT addresses widely shared elements of service delivery, but it does not contain specific content that distinguishes satisfaction with transportation from tax advice or campgrounds. Therefore, you will no doubt wish to add your own custom questions – and you are encouraged to do so. One advantage of this flexibility is that it allows you to add questions from surveys you have used in the past so that you can make a smooth transition to using the CMT. Phrase custom questions carefully and **always** pre-test them with your staff and/or with customers.

An apparently straightforward question can be interpreted in entirely unanticipated ways. Custom questions can be inserted at any point in your questionnaire. The key is to make the entire survey flow effectively so that respondents provide the information you need.

#### 4. Design the Questionnaire

Obtain the template and core questions from the Public Sector Modernisation Division (PSMD). The survey should be divided as follows:

1. Communications
2. Access and Facilities
3. Responsiveness
4. Quality and Reliability
5. Costs and Payment Processes (where applicable)
6. Information about the User
7. General Questions