

2018



GOVERNMENT OF JAMAICA
SERVICE EXCELLENCE
FRAMEWORK

...creating a culture of service within the Public Sector

Office of the Cabinet

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LIST OF ACRONYMS

BSJ	Bureau of Standards Jamaica
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
CMT	Common Measurement Tool
CSIT	Customer Service Improvement Team
DFID	Department for International Development
GOJ	Government of Jamaica
HRM	Human Resource Management
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
ISO	International Organisation for Standardisation
MDAs	Ministries, Departments, and Agencies
MIND	Management Institute for National Development
NDP	National Development Plan
NPS	Net Promoter Score
OD	Organisational Development
OoC	Office of the Cabinet
OPM	Office of the Prime Minister
OSC	Office of the Services Commission
PIOJ	Planning Institute of Jamaica
PLA	Participatory Learning and Action
PMEB	Performance Management and Evaluation Branch
PS	Permanent Secretary
PSCF	Public Sector Competency Framework
PSLF	Public Sector Learning Framework
PSTMD	Public Sector Transformation and Modernisation Division
PSTMP	Public Sector Transformation and Modernisation Programme
PSTC	Public Sector Transformation Committee
SDC	Social Development Commission
SDG	Sustainable Development Goals
SHRMD	Strategic Human Resource Management Division
TNA	Training Needs Assessment
TWG	Technical Working Group
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

RATIONALE FOR SERVICE EXCELLENCE

- 1 The Government of Jamaica (GoJ) is committed to transforming the culture of the public sector to one that is performance-oriented and focused on consistently providing value for our citizens. Changing demographics, improvements in service in the private sector, and access to information and global experiences all challenge governments to keep pace with citizens' demand for new and more flexible services to meet their needs (McKinsey, 2018). To be more responsive to the needs of our customers and ensure that the work of the public sector is designed with the benefit of the citizenry in mind, the GoJ will redefine our service delivery culture. We will do this by establishing a service management approach and related standards which will guide us in redesigning our operations, and inform the investments that must be made for the orientation and continued development of our public sector professionals. This Whole-of-Government approach to service management will support public sector managers to maintain a focus on delivering the best quality of service to their customers within the constraints of available resources, encouraging creative thinking and innovation, while ensuring the provision of value to our citizens. By adopting a new approach to service management, the GoJ is recommitting to removing unnecessary bureaucracy across the public sector, improving the efficiency of our processes, and increasing the quality of our products and services.
- 2 The GoJ must change the way we deliver our services. We must therefore start with redefining the culture of the public sector to one that is based on listening and responding to our clients, engaging and empowering our employees, collaborating across organisational and institutional boundaries, proactively providing information and generally making the effort to simplify and reduce the time for doing business with government entities.
- 3 The quality of the products and services delivered to our customers are not the sole responsibility of our front-line staff. There is a need to move away from a concept of customer service within our organisations as a separate set of processes and interactions between specific front-line staff and customers. We must instead move towards the creation of a service culture that cascades throughout our organisations, and across the government-as-a-whole and becomes embedded in the approach to leadership and management within and across our public sector organisations. We must adopt a culture of Service Excellence that ensures that all public sector professionals, wherever we are in the delivery chain, whether setting strategic direction, designing and implementing projects and programmes or directly interfacing with the public, understand our responsibility and contribution to the quality of the services that are eventually received by our customers.
- 4 In response to this need for change, the Office of the Cabinet (OoC) working closely with the Social Development Commission (SDC) and other key stakeholders across the public sector, the private sector, trade unions and civil society, have defined a Service Excellence Framework as a first step towards facilitating the emergence of a new service culture across the public service.

SUSTAINABLE DEVELOPMENT GOALS AND THE NATIONAL DEVELOPMENT PLAN: VISION 2030

5 The achievement of the Sustainable Development Goals (SDGs) to which the Government is committed, and our own vision of Jamaica, as ‘the place of choice to live, work, raise families, and do business’ carries explicit assumptions about the quality of service that must be delivered by the Public Sector if we are to enhance the quality of life for all Jamaicans. All public sector professionals must be guided by our National Development priorities and the results that must be achieved by their organisations if we are to realise Vision 2030.

VISION FOR PUBLIC SECTOR TRANSFORMATION AND MODERNISATION

6 The Government of Jamaica has outlined its Vision for a Transformed Public Sector¹, the achievement of which rests on the rationalisation of the public service, increasing the professionalism of public sector professionals, and changing the government’s culture and operating environment to increase effectiveness, efficiency, accountability and responsiveness to citizens’ needs. The Public Sector Transformation and Modernisation (PSTM) Programme led by the Office of the Cabinet, is contributing to the achievement of this vision through the implementation of projects and initiatives that will lead to the creation of ***a dynamic public service that is responsive to the changing needs of the Jamaican Society and delivers the professionalism, performance and service excellence, which brings to life the National Vision for Jamaica.*** This requires the public sector to be client-focused, results-oriented and constantly seeking ways to improve the delivery of public services.

THE SERVICE EXCELLENCE FRAMEWORK

7 Between March 17, 2017 and March 31, 2018, consultations were held with public sector, private sector, trade union and civil society stakeholders, and special working group sessions conducted to propose and review strategies for changing the public-sector culture. Through that process a Service Excellence Framework has been articulated, which provides a definition and vision of the new service culture in the public sector and the guiding principles and organisational expectations. These are outlined below:

DEFINITION OF SERVICE EXCELLENCE TO BE ADOPTED BY THE PUBLIC SECTOR

7.1 The GoJ has defined Service Excellence as *the delivery of services against established standards in a manner which effectively satisfies customers’ needs and provides value to our citizens.* Service excellence will become embedded in our Public Sector when *the satisfaction of customer needs and the provision of value for our citizens* are used as the principal criteria for the decisions and actions of all public sector professionals, and the primary reference for the design and management of our organisational systems, policies and practices.

¹ Speech on Public Sector Transformation, by the Prime Minister Andrew Holness, Thursday January 5, 2017.

THE VISION OF SERVICE EXCELLENCE IN THE PUBLIC SECTOR

7.2 a Public Sector that “*satisfies our customers’ needs by delivering integrated, responsive and accessible services through expert, respected, and accountable professionals*”; and where:

- 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.

PRINCIPLES TO GOVERN THE OPERATIONS OF PUBLIC SECTOR ENTITIES IN THE DELIVERY OF SERVICE EXCELLENCE

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

7.4 **Customer-focused:** Effective service delivery is determined by the extent to which the customer’s needs are met, and public sector professionals must therefore operate with the goal of meeting and, and where possible, exceeding customer expectations. This customer-focus requires that public sector professionals 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.

7.5 **Integrity and Transparency:** All public sector professionals have a duty to be open, consistent, honest and accountable in the provision of all goods and services. 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 Jamaicans. Public sector entities will make their service standards known and will make things right by delivering appropriate service recovery when services fail to meet the published standard.

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

7.7 **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 for all Heads of entities and will hold them accountable for the level of service provided to the public.

SERVICE EXCELLENCE FRAMEWORK: ELEMENTS REQUIRED FOR CREATING A SERVICE EXCELLENCE CULTURE

7.8 Based on an extensive literature review, the assessment of public sector service quality and consultations with public sector, private sector and civil society stakeholders, a conceptual framework for improving public sector service delivery has been developed. The Framework identifies the main elements of focus for creating a culture of service excellence within the public sector. The Framework attempts to present in a clear and easily understandable way the primary components of service excellence and their relationship to each other.

7.9 The Service Excellence Framework has two key pillars: 1) **People Engagement and, 2) Performance Excellence Culture**

PEOPLE ENGAGEMENT

7.10 People are at the centre of every interaction, whether they are external customers, internal customers or service providers. So, the first pillar of the Service Excellence Framework is centred around the engagement of our people. All that we do, we do for our people, and all that we do requires the dedication and commitment of our people. The engagement of all people in the service design and delivery processes is therefore important as it allows different perspectives, needs and expectations from all affected individuals and groups to come together. When fully engaged, people are able to participate in addressing issues of common importance, solve shared problems, and bring about positive change. In this environment, the customers, the service delivery staff and the decision makers within the organisation become partners, among which problems are identified, new thinking is explored, and solutions are uncovered. Within the Service Excellence Framework, the process of People Engagement involves:

- segmentation & targeting,
- involvement in service design & review,
- proactive communication,
- effective service recovery

PERFORMANCE EXCELLENCE CULTURE

7.11 The second pillar of the Service Excellence Framework is centred on our public sector organisations and the systems that support them at the whole-of-government level. 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. This will require operating the organisation so that it is constantly improving its practices, its systems, and use of resources

and maintaining a focus on defining, measuring and evaluating performance. The GoJ and its institutions must be so redesigned. Numerous models of organisational and operational excellence exist, which identify the areas of management that must be addressed if an organisation is to consistently deliver results. Important to all excellence models is customer focus, strong leadership, the development and involvement of staff, gathering, analysing and using information to make decisions, and process management. The Service Excellence Framework addresses these elements within three categories:

- establishing accountability and management systems for service excellence
- creating capacities for embedding service excellence
- promoting the service excellence culture

INSTITUTIONALISING THE SERVICE EXCELLENCE FRAMEWORK

7.12 The Office of the Cabinet (OoC) has a vision to be a leader of a world class public service that is empowered to effectively deliver on Jamaica's national objectives. With an objective to improve the quality, coherence and responsiveness of public services, the OoC sees the satisfaction of our customers as a primary indicator of our performance. The approach to service excellence outlined in this Framework will allow the OoC to better work with our public sector institutions to ensure they are focussed on delivering quality services that matter to their customers.

7.13 This Framework is the first step to changing our public sector service culture and will integrate with all other public sector transformation and modernisation initiatives as part of a coordinated approach to changing the way we do business in the public sector. The design of the Service Excellence Framework builds on efforts already underway to improve public sector management and service delivery and relies on the successful implementation of many whole-of-government transformation and modernisation initiatives related to, inter alia:

- Human Resource Management Transformation, particularly the Public Sector Learning Framework and Employee Performance Management,
- Integrated Results Based Management,
- Information and Communication Technologies (ICT) Transformation, specifically the integration and management of ICT across the Public Sector and the improvement of our Records and Information Management systems, and
- Shared Corporate Services

7.14 The Service Excellence Framework will provide the context within which all these various initiatives will continue to be rolled out across the public sector. Implementation of the Framework will be achieved through specific strategies and actions and the development of operational policies and guidelines to govern each pillar and element, all of which will be guided by the Office of the Cabinet.

INTRODUCTION

- 8 The Office of the Cabinet (OoC) has developed a Framework for institutionalising service excellence which focuses on creating the culture required for achieving real and lasting improvements in the quality of service delivered across the Public Sector.
- 9 The implementation of the Service Excellence Framework will redefine the current culture to one that is performance-oriented, and customer-focussed, and which provides value for our citizens by removing unnecessary bureaucracy, improving efficiency, and increasing the quality and accessibility of our products and services.
- 10 The Service Excellence Framework is integrated with all other elements proposed for the transformed public sector and supports the values of Accountability, Service Excellence, Innovation, Integrity and Inclusivity, that form the foundation of the new public-sector culture as defined under the Public Sector Learning Framework. It is therefore expected that all public-sector entities will reflect these values in the design and execution of their processes, practices, policies, approaches and initiatives, and that each public servant will express these values in our attitudes, actions and behaviours, with a specific commitment to:
 - consistently challenge ourselves to execute flawlessly and deliver the highest quality of service to our citizens,
 - demonstrate the best talent, promote personal and professional development and aim to exceed our goals and the expectations of our clients, colleagues and stakeholders, and
 - respect and honour each customer regardless of age, position, expertise, or affiliations. Our customers take primacy and so we provide efficient service, help them to solve problems, and ensure they obtain the value they deserve from the public service.

WHY SERVICE EXCELLENCE?

- 11 The public sector is the country's largest service provider, and any improvement in service quality will have a positive impact on our millions of citizens, residents, members of the diaspora and our investors. Perspectives are changing, from the traditional notion of the public sector as an instrument for administering social policy and legislation, to one in which the public sector is a provider of services for which our citizens and investors pay taxes.
- 12 The Customer Service Assessment commissioned by the Office of the Cabinet (OoC) in 2015² indicated an overall positive impression of the various sectors from both the agencies and their customers who primarily ranked most entities as performing well or very well across a number of customer service initiatives. The assessment however concluded that there is much work to be done in developing and improving upon the existing customer service experiences in order to

² The OoC contracted Hurwich & Co. to undertake a quantitative and qualitative assessment of customer service and service delivery across seven sectors, (Health, Social Welfare, Agriculture, National Security & Immigration, Justice, Revenue Services, and Investment & Industry). Approximately 825 quantitative interviews were conducted with service users and approximately fifty (50) Sector and Agency Heads were interviewed.

become world class (deCastro, Foster, Gubiani, & Hurwich, 2015). The Assessment revealed that citizens have two priorities for improving Government service delivery:

- Easier, more convenient, more seamless access to government services; and
- Higher levels of quality and performance in service delivery by government entities

- 13 These findings were confirmed in the workshops held by the OoC with the support of the Social Development Commission (SDC) between March and July, 2017³. Two hundred and sixty-four (264) participants across four stakeholder groups identified the need for the public sector to become “...more focussed on the needs of its clients, customers and citizens [...] developing standards and delivering services of the highest quality” (Social Development Commission, 2017)
- 14 Ensuring customer satisfaction with Government services is not a ‘nice to have’, it is an essential indicator of Government effectiveness. Public sector entities have a responsibility to ensure that customers are satisfied with the quality of the services they deliver.
- 15 Public sector entities 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).
- 16 As the environment changes, and government is asked to do more and perform better, with less resources, our public-sector entities will become increasingly challenged to respond. However, focus must be placed on the extent to which the people we serve obtain value from the work we do. This needs to become our definition of performance – the extent to which we are improving the quality of citizen experiences.
- 17 Improving quality of service delivery should not be done on an ad-hoc basis either. 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). It will not be easy, as research shows that only twenty percent (20%) of major public-sector change projects succeed in meeting their objectives. But with, committed leadership; clarity of purpose; coordinated action; continuous, two-way communication and a focus on developing and continuously improving capability, we can create a public sector in which public confidence is high and excellence in service delivery becomes standard (Allas, et al., 2018).

³ The Social Development Commission (SDC) has partnered with the OoC to ensure the participatory nature of the process for developing the Service Excellence Framework and Policy. Appendix 3 provides a summary of the process methodology and findings from the consultations undertaken to define the Framework.

DEFINITION OF SERVICE EXCELLENCE

- 18 For the purpose of this Framework, the GOJ will define service excellence as establishing ***“the satisfaction of customer needs and the provision of value for our citizens”*** as the principal criteria for decisions and actions, and the primary reference for the design and management of organisational systems, policies and practices.
- 19 Service excellence occurs when we move away from the ‘product-centred’ ways of organising processes and services, to more innovative ways of working 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 to be delivered is paramount, and the rules of the process or policy that governs the delivery of the product or service and the system of delivery are all considered ahead of the service to the customer. In a customer-focussed paradigm the concerns of the customer come first. The service, the system and the policy are designed to meet the needs of the customer, and the delivery process must involve their feedback.
- 20 Achieving service excellence therefore requires crafting and delivering customer experiences that meet customer needs, and where possible, exceed their expectations. For businesses this is done primarily with the goal of attracting and retaining customers so that they will spend ever increasing amounts of money. However, in the public-sector, citizen-satisfaction is the end goal. ‘Customers’ of government services are not the same as customers in the private sector, they are usually taxpayers whose relationship with the service is not one of choice, but of obligation. In the public sector, meeting the customers’ needs is often about assisting them to fulfil a civic obligation or obtain 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).
- 21 The customer consumes a service, which is produced by the organisation, and delivered by the employee. Hence, the customer’s evaluation of the quality of the service is driven by the quality of the interaction with the employee – there is therefore no separation between the service quality and the effectiveness of the employee, which is driven by the systems, policies, and practices, which shape the organisation’s culture. Customer satisfaction and excellence in service delivery are, in this framework, inescapably linked (Solnet, Kandampully, & Kralj, 2010)..
- 22 While there are several Service Excellence Frameworks using different rubrics to guide the delivery of excellent service⁴, all are conceptualised with the customer at the core of the model (Umar, Kasim, & Martin, 2013). These frameworks also affirm service excellence as being directly related to the attention placed on the customer by well trained, knowledgeable, and accessible staff in adequately resourced organisations that provide consistent, yet flexible service.

⁴ See Appendix 1 for a summary of various excellence frameworks

Ultimately, the goal of the service excellence organisation is to 'deliver remarkable and unforgettable moments to clients, not only incidentally, but at all relevant opportunities' (Thomassen & de Haan, 2016).

23 Based on the literature reviewed, the core precepts of service excellence are:

- i. Understanding what customers value, now and in the future.
- ii. Alignment of organisational processes to meet customers' needs.
- iii. Establishing an effective system of service recovery, which includes a simple accessible method of feedback for both internal and external customers.
- iv. Effective use of data to drive organisational responsiveness to customer needs.
- v. Establishing clear service standards, which are communicated widely among all internal and external customers, allowing organisational alignment and a focus on achievement of these standards.
- vi. Ensuring the sustainability of organisational systems to consistently meet and overtime exceed customer needs.
- vii. Implementing systems for the reward, recognition, development and engagement of employees.

SUSTAINABLE DEVELOPMENT GOALS AND VISION 2030: JAMAICA'S NATIONAL DEVELOPMENT PLAN

24 Delivering service excellence cannot be separated from our commitment to deliver on the vision for the country.

25 Jamaica's current development priorities are embodied in Vision 2030 Jamaica: National Development Plan (NDP) which provides the roadmap for becoming a society in which:

- we ensure equitable access to modern education and training appropriate to the needs of each person and the nation,
- we provide quality and timely healthcare for the mental, physical and emotional wellbeing of our people,
- our children and our children's children can continue to enjoy the unique environmental and cultural treasures of our island home,
- we seek out and support the entrepreneurial talents and creativity of our people,
- we create prosperity through the sustainable use and management of our natural resources
- we create and advance national prosperity and security by vigorously seeking, learning, generating, and applying scientific and technological knowledge,
- we provide full access to efficient and reliable infrastructure and services,
- we are the premier destination to visit and do business,
- we hold to and build on those positive core values and attitudes that have made us distinctly Jamaican,
- we resolve conflicts through dialogue and mediation,
- we treat each other with respect and dignity,
- we all have a meaningful voice in the decision-making of our country,
- we create a safe and secure society,
- we know our rights and responsibilities and stand equal before the law,
- our families contribute positively to the society and nurture, protect, encourage and support their members,
- we especially seek to create a secure future for our vulnerable population in ensuring that:
 - each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection,
 - our youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong,
 - our elderly and persons with disabilities are fully integrated within society, have access to appropriate care and support services and are treated as valuable human resources,

- no one falls into, or remains in poverty for lack of adequate support,
- ...and by so doing we will create Jamaica as a place of choice to live, work, raise families and do business (Planning Institute of Jamaica, 2009).

26 Delivering service excellence therefore means committing to delivering on this vision.

SUSTAINABLE DEVELOPMENT GOALS

27 The GoJ is committed to achieving the United Nations 2030 Agenda for Sustainable Development which outlines seventeen (17) Sustainable Development Goals (SDGs), that ultimately aim to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. The achievement of the SDGs will be realised through Vision 2030, and the related Medium-Term Socio-Economic Framework which is the vehicle for implementation of the Agenda. The Roadmap for SDG Implementation, the findings from which have been integrated into the next Medium-Term Framework for achievement of Vision 2030 emphasises the need for the strengthening of institutions and the building of capacities across the public sector if these goals are to be realised. The Service Excellence Framework will help in addressing this under the Performance Excellence Pillar.

28 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 at the national level, are adequate to support preparedness for the achievement of the SDGs, identified that while institutional arrangements have been established, targeted strategies for vulnerable groups are still needed and stakeholder engagement around the SDGs are required to build greater awareness. The Service Excellence Framework takes this into account under the People Engagement Pillar.

NATIONAL GOALS AND OUTCOMES

29 The National Development Plan (NDP) 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).

30 The attainment of the vision will be made possible by a focus on four specific goals and fifteen (15) related outcomes as listed in the table below.

Table 1: Vision 2030: National Development Outcomes

National Goals	National Outcomes	2030 Agenda Sustainable Development Goals
1. Jamaicans are empowered to achieve	1. A healthy and stable population	SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture SDG 3: Ensure healthy lives and promote well-being for all at all ages

National Goals	National Outcomes	2030 Agenda Sustainable Development Goals
their fullest potential		SDG 6: Ensure availability and sustainable management of water and sanitation for all
	2. World-class education and training	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	3. Effective social protection	SDG 1: End poverty in all its forms everywhere SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture SDG 10: Reduce inequality within and among countries
	4. Authentic and transformational culture	With Agenda 2030, culture is viewed as a cross-cutting theme
2. The Jamaican society is safe cohesive and just	5. Security and Safety	SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	6. Effective Governance	SDG 5: Achieve gender equality and empower all women and girls SDG 10: Reduce inequality within and among countries
3. Jamaica's economy is prosperous	7. A stable macro economy	SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work
	8. An enabling business environment	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work
	9. Strong economic infrastructure	SDG 6: Ensure availability and sustainable management of water and sanitation for all SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	10. Energy security and efficiency	SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable SDG 12: Ensure sustainable consumption and production patterns
	11. A technology-enabled society	SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	12. Internationally competitive industry structures	SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

National Goals	National Outcomes	2030 Agenda Sustainable Development Goals
		SDG 12: Ensure sustainable consumption and production patterns SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
4. Jamaica has a healthy natural environment	13. Sustainable management and use of environmental and natural resources	SDG 6: Ensure availability and sustainable management of water and sanitation for all SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable SDG 12: Ensure sustainable consumption and production patterns SDG 13: Take urgent action to combat climate change and its impacts SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combats desertification, and halt and reverse land degradation and halt biodiversity loss
	14. Hazard risk reduction and adaptation to climate change	SDG 12: Ensure sustainable consumption and production patterns SDG 13: Take urgent action to combat climate change and its impacts SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combats desertification, and halt and reverse land degradation and halt biodiversity loss
	15. Sustainable urban and rural development.	SDG 1: End poverty in all its forms everywhere SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable SDG 12: Ensure sustainable consumption and production patterns

Source: Planning Institute of Jamaica (2009): Vision 2030 Jamaica National Development Plan

31 Vision 2030 speaks to how the GoJ will drive national development by empowering Jamaicans to achieve their full potential (Goal 1) and creating a cohesive and just society (Goal 2) with a prosperous economy (Goal 3) in a healthy natural environment (Goal 4). The vision seeks to reposition Jamaica, moving from dependence on primary natural and agricultural resources, to an economy driven by the quality 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 important to the development of 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.

32 Achieving the outcomes detailed in Table 2, requires that the GoJ delivers results in a number of specific areas:

Table 2: Vision 2030 and Service excellence

Outcome # and Name	Service Excellence Related Strategic Actions in Vision 2030
1: A healthy and stable society	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Achieve almost universal literacy (98%), • Improve education and training system to meet the demands of the population
3: Effective Social Protection	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Improve relationship between law enforcement and communities. • Provide adequate security and rehabilitation of those in correctional facilities
6: Effective Governance	<ul style="list-style-type: none"> • Improve accountability in state institutions to reduce waste and corruption, build trust, and improve quality of service to citizens.
8: An Enabling Business Environment	<ul style="list-style-type: none"> • Create a competitive and enabling business environment by improving bureaucratic process and strengthening e-commerce.
9: Strong Economic Infrastructure	<ul style="list-style-type: none"> • Expand and improve public transport system • Provide adequate and safe water supply

Source: (Planning Institute of Jamaica, 2009)

PUBLIC SECTOR TRANSFORMATION AND MODERNISATION

33 The Public-Sector Transformation and Modernisation (PSTM) Programme is a rolling five-year programme within the OoC which has been on-going since 1996⁵. 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.

⁵The 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/>

- 34 It is acknowledged that previous efforts to streamline public sector institutions and bureaucratic processes have been largely designed as companion policies to 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.
- 35 Service Excellence will inform the approach to further roll-out of the PSTM Programme 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.

CREATING THE NEW PUBLIC-SECTOR CULTURE

- 36 Through the PSTM Programme, the OoC is leading the process to redefine the public-sector culture to one that is characterised by performance and achievement of results that our citizens want. 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) **strong focus is placed on results**, with the consistent promotion and demand for high standards of performance from staff;
 - b) **employees are valued**, and they in turn respect their clients and co-workers;
 - c) fairness, respect, accountability, merit, equity, integrity and transparency are the basis of all employment decisions;
 - d) challenging, rewarding and mobile careers are built;
 - e) **committed people of the highest calibre**, with talent and imagination, are attracted and retained;
 - f) **growth and development** are provided for employees;
 - g) **a sense of caring** is demonstrated for both employees and customers;
 - h) services are delivered fairly, effectively, impartially and courteously to the Jamaican public;
 - i) **the highest quality leadership and excellence** exists in the management of human resources, with systems that engender the trust of all public sector professionals;
 - j) **employees are free from discrimination**; the diverse backgrounds of the Jamaican public servant are recognised and the differences that people bring to the service are valued; and
 - k) **working environments are fair, flexible and rewarding**, exhibiting cooperative relations based on consultation and communication.
- 37 To fulfil the commitment to transforming the public sector to one that is focused on results and creating value for the citizenry, the OoC is pursuing several initiatives, some of which are outlined below:

STANDARDISING EMPLOYEE PERFORMANCE MANAGEMENT ACROSS THE PUBLIC SECTOR

- 38 A policy on employee performance management 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.

- 39 The proposed Employee Performance Management (EPM) Policy has three specific goals:
- a) The alignment of organisational and employee performance management systems
 - b) The development of public sector professionals to become high performing professionals, and
 - c) The fair and unbiased recognition and reward of employees for contributing to the performance of the organisation.

IMPROVING PUBLIC SECTOR LEARNING AND DEVELOPMENT

- 40 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.
- 41 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.
- 42 In keeping with the PSLF, this new culture will be based on a public-sector leadership philosophy, which will require all public officers to recognise themselves as leaders able to effect positive change regardless of title and/or role in the sector.

INTEGRATED RESULTS BASED MANAGEMENT

- 43 Cabinet has approved the development of an Integrated Results Based Management (IRBM) Policy. 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 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”*.
- 44 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 Ministries, Departments and agencies (MDAs) and managing the performance of Government as a whole.

CUSTOMER SERVICE IN THE JAMAICAN PUBLIC-SECTOR

- 45 The Government of Jamaica (GoJ) over the past twenty (20) years has introduced a number of customer service initiatives, including the Citizens Charter Programme (1994), the Customer Service Competition (2002), and more recently the Customer Service Monitoring and Evaluation Framework (2010). While there is some evidence that these initiatives have had some impact in individual public-sector entities, there is a general impression, reinforced by reported customer experiences that the quality of customer service in the public sector is in need of significant improvement. This means that though service quality across government has evolved, continuous improvement needs to be a constant theme as our citizens are “more informed, educated and have higher expectations for the quality, efficiency and effectiveness of public services delivered”.
- 46 Ensuring customer satisfaction with Government services is not a ‘nice to have’, it is an essential indicator of Government effectiveness. Public sector entities therefore have a responsibility to ensure that customers are satisfied with the quality of the services they deliver.
- 47 As the environment changes, and Government is asked to do more and perform better, with less resources, our public-sector entities will become increasingly challenged to respond. However, focus must be placed on the extent to which the people we serve obtain value from the work we do. This needs to become our definition of performance – the extent to which we are improving the quality of citizen experiences.
- 48 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 OoC- the Assessment of Customer Service in the Public Sector, feedback from the Service Excellence Visioning Workshops, and the work of Service Excellence Technical Working Groups (TWGs).
- 49 The OoC’s most recent commissioned assessment of the customer service experiences and culture in the Jamaican public sector (deCastro, Foster, Gubiani, & Hurwich, 2015), found that customer experience of persons doing business with the Jamaican public sector was undermined by the absence of basic systems and procedures such as:
- a) an ordered queuing or a numbering system, to ensure that customers are attended to in a reasonable period of time,
 - b) making information available to customers without them asking,
 - c) sufficient space in waiting areas for customers,
 - d) convenient opening hours,
 - e) efficient fee-paying systems,
 - f) appropriate management of critical data,
 - g) consideration of the needs of persons with disabilities, and hard to reach/special interest populations.
- 50 The assessment recognised that behind these ‘front office’ issues were institutional factors that were impediments to efficiency and service excellence. Although the staff in these entities were found to be ‘highly motivated, passionate and vibrant’ (p.8), the review found that there were ‘loose service and support structures (p.13) 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 meant that customers often had to return to the point of initial contact in order to have business transacted or provide new documentation at a new location.

- 51 In addition to the issues that relate to direct service provision, customer service quality was compromised by systemic shortcomings in the procedures and policies driving service in the public sector. In some instances, though staff members had 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.
- 52 Additionally, there was insufficient use of partnerships to leverage complementarity 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. Hence, organisations that could integrate their services to provide the final product for a customer often fail to do so (e.g. securing a Tax Compliance Certificate (TCC)). Consequently, customers are required to visit more than one agency to complete separate processes towards obtaining a single product.
- 53 The lack of adequate resources and persons with the required competencies 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.
- 54 These findings were reflected in the issues raised by several stakeholder groups in a series of Visioning Workshops to support the development of this Framework. The Social Development Commission (SDC) facilitated a series of five (5) workshops, which covered four (4) important stakeholder groups:
- a) Staff within the Public Sector
 - b) Trade Unions
 - c) Civil Society
 - d) Private Sector
- 55 The main objective of these workshops was to arrive at a vision of service excellence in the public sector. Participants were asked to share their views on the 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 change in public sector culture. Although forward looking, these workshops included sessions that examined the current state of service in the public sector. Participants identified the following as negative features of current culture of customer service in the Jamaican public sector:
- a) Delays in service delivery, decision making, and providing feedback,
 - b) Lengthy turn-around times,
 - c) Failure to innovate and go the extra mile to address customer needs,
 - d) Fragmented service design- limited integration of service delivery across MDA's
 - e) Lack of respect and indifference,
 - f) Inconsistency in service quality and information provided,

- g) No mechanism to facilitate communication with persons with disabilities, and persons with other special needs,
- h) Inadequate/deteriorated infrastructure; insufficient parking, unkempt restrooms, and limited seating in waiting areas,
- i) No clear customer service standards or systems to address customer concerns,
- j) Lack of clearly communicated systems and procedures in some agencies.
- k) Discrimination based on perceived socio-economic status,
- l) Point of first contact (receptionist/security guard) not always polite and knowledgeable).

56 Further insights into the current customer experience were shared by the Technical Working Groups (TWGs) established to support the development of this Framework and the Service Excellence Policy. Four TWGs were convened, each focused on one of the following thematic areas:

- a) **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.
- b) **Governance and Performance Management:** This thematic area addressed the issue of public sector organisations being held accountable at the strategic level, and to their clients, on their performance in the provision of customer service and service delivery, as this is intrinsically linked to the attainment of Vision 2030. 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 is linked to budget and results. This thematic area is predicated on the principle that Performance Reports on customer service and service delivery should be published and subject to Parliamentary Review and public scrutiny to demonstrate the critical importance of being accountable for resources being provided and the outcomes achieved.
- c) **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.
- d) **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.

57 Discussions in each group highlighted the challenges in developing a service excellence culture throughout public sector organisations, and in establishing systems to ensure effective public engagement. The organisational issues currently affecting the quality of service delivered to the public are set out in Figure 2.

Figure 2: factors affecting service quality in the Jamaican public sector: Views of the TWGs



THE SERVICE EXCELLENCE FRAMEWORK

58 The Service Excellence Framework responds to the current issues in public sector customer service, and identifies requirements for the future by outlining the following:

1. Vision for Service Excellence
2. Guiding Principles
3. Service Excellence Pillars and Elements

SERVICE EXCELLENCE VISION

59 Seven key elements of Service Excellence were derived from the perspectives shared at the Visioning Workshops. These are presented in Box 1, below.

Box 1: Defining Elements of Service Excellence

- a) **Timeliness & Effectiveness:** Prompt and accurate service which responds to the time-bound needs of the client.
- b) **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. This is critical before, during and after the point of service delivery.
- c) **Proficiency & Competency:** Service delivery personnel must have the requisite technical expertise and knowledge, as well as customer service skills to satisfy the customers' needs
- d) **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 the clients.
- e) **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. This includes recognizing the importance of including service delivery staff in decision making processes, and that their wellbeing is crucial to service excellence.
- f) **Professionalism:** This speaks to the attitudes that are pervasive throughout the culture of the organization. At minimum this includes respect and courtesy to both internal and external customers.
- g) **Service Standards:** Government wide standards to be developed by the public sector that are applied to each Ministry/Department Agency, and for which service delivery representatives 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

60 Guided by these elements, and the work of the Technical Working Groups, the Service Excellence Vision has been crafted as below:

A Public Sector that “*satisfies our customers’ needs by delivering integrated, responsive and accessible services through expert, respected, and accountable professionals*”; and where:

- 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.

GUIDING PRINCIPLES

61 This Service Excellence Framework and Policy will be guided by the following core principles:

- A. Citizen-centred:** All public-sector entities exist to provide services that should ultimately contribute to improving the quality of life of Jamaicans. All public sector professionals must therefore constantly challenge themselves to ensure the goods and services they provide are designed and delivered with the benefits to the citizen in mind.
- B. Customer-focused:** Effective service delivery is determined by the extent to which the customer’s needs are met, and public sector professionals must therefore operate with the goal of meeting and, where possible, exceeding customer expectations. This customer-focus requires that public sector professionals 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 policies 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.
- C. Integrity and Transparency:** All public sector professionals have a duty to Jamaicans to be open, consistent, honest and accountable in the provision of all goods and services. The Service Excellence Policy Framework 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 Jamaicans. Public sector entities will make their service standards known and will make things right by delivering appropriate service recovery when services fail to meet the published standard.
- D. 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 Framework affirms this entitlement and recognises that service should not be delivered in any way which adversely affects the rights and dignity of customers.
- E. 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 for all Heads of entities and will hold them accountable for the level of service provided to the public.

PILLARS OF THE FRAMEWORK

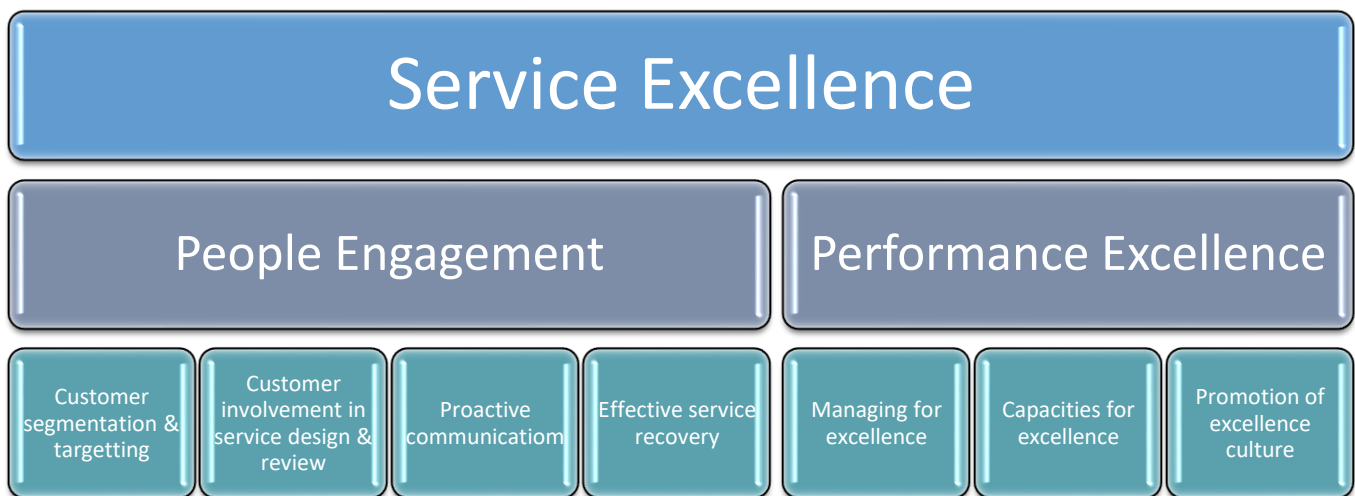
- 62 Based on extensive literature review, the assessment of public sector service quality and consultations with public sector, private sector and civil society stakeholders, a conceptual framework for improving public sector service delivery has been developed. The framework identifies the main elements of focus for creating a culture of service excellence within the public service. The framework attempts to present in a clear and easily understandable way the primary components of service excellence and their relationship to each other. The elements of the framework are meant to be instructive and not exhaustive. To operationalise each element, specific policies, strategies, and or guidelines will need to be developed, and processes and mechanisms for institutionalisation designed. The Framework provides the ‘what’ of Service Excellence, not the ‘how’.
- 63 By establishing the Framework, the Government underscores its commitment to ensuring that all persons who require service from public sector organisations will have their needs met. 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. The Framework attempts to address all aspects of culture and is designed to engineer a new organisational mindset that will ultimately affect the quality of the services delivered.
- 64 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.
- 65 In constructing the Framework, feedback from the Technical Working Groups (TWGs) was obtained to identify those elements of the service culture impacting the public sector. The work of the TWGs focused on identifying 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 this gap.
- 66 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 the issues being examined by the TWGs addressing institutional capacity, rewards and recognition, and governance and performance management drive this organisational excellence culture.
- 67 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 frameworks 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. The Public Engagement TWG investigated approaches and strategies for engaging those affected by the operations of public sector entities. Such strategies would support information provision, obtaining feedback, and acting on the feedback to design responsive and satisfying service experiences.

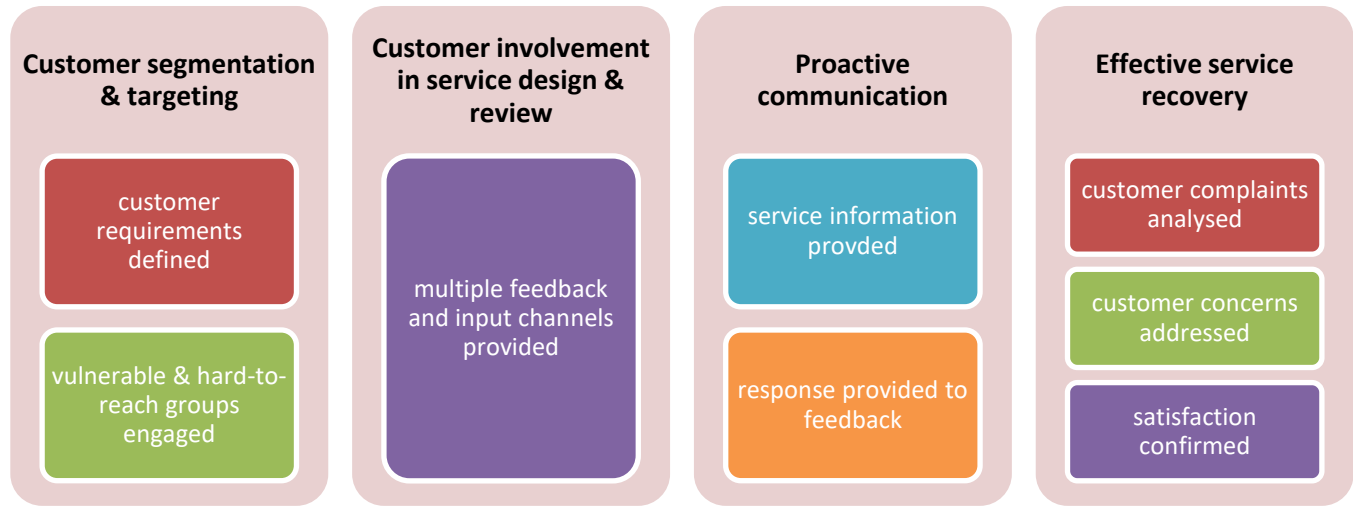
68 Taken together, the establishment of a service excellence culture, and a deliberate focus on engaging the people to be served, provide the foundation on which to elaborate the service excellence framework and policy for the GoJ.

69 Based on the results of consultation and the work of the TWG, the Service Excellence Framework will be built on two key pillars: 1) **People Engagement** and, 2) **Performance Excellence** (Figure 3).

Figure 3: The Public-Sector Pillars of Service Excellence



People Engagement



70 People Engagement includes all activities and processes to connect the public and public institutions to solve problems, and ultimately achieve service excellence. People engagement is about actively involving people in dialogue and partnership to design and implement services that satisfy their needs. This requires a process that brings individuals and groups together to address issues of common importance, solve shared problems, and bring about positive change. In this environment, the customer becomes a valued partner with whom problems are identified, new thinking is explored, and solutions are uncovered. The following will guide the approach of the Public Sector to entrench the pillar of people engagement in the organisations:

CUSTOMER SEGMENTATION AND TARGETING

- 71 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 offered, so that current and future customer needs can be appropriately addressed (Bauer, Duffy, & Westcott, 2006).
- 72 The application of the concept to public service delivery acknowledges that customers of public services often reflect a heterogenous grouping with varying needs, attitudes and motivations. By allowing entities to develop profiles for their customer groups, segmentation provides entities with 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.

73 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).

CUSTOMER INVOLVEMENT IN SERVICE DESIGN AND REVIEW

74 Maintaining good customer relations, require entities to have 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. Customer feedback can be obtained through multiple channels, including customer satisfaction surveys, which can be administered through a variety of ways, from telephone to one-on-one interviews; transaction data; or from direct feedback to staff with whom they interact. Staff are a key source of customer feedback where the customer is concerned, these persons are ‘the organisation’ and will often make their demands directly to them (Pyzdek & Keller, 2013). Staff will therefore need to be empowered to engage with customers and be trained to positively handle the feedback received.

75 In the public sector, the reality of shrinking resources is ever present. Knowing what is important to the customer is therefore vital to determining the most important processes to prioritise for improvement, or which new delivery modes may need to be introduced. Understanding the customers’ requirements will ensure that resources are targeted to improving or changing those elements of the service that truly matter to the customer.

PROACTIVE COMMUNICATION

76 Customers need to know what services they can and cannot receive from an entity. It is therefore important that public-sector entities proactively inform customers about available services. Communication is a requirement for successful relationship management, making customer satisfaction and customer communication positively correlated. Entities should anticipate the information needs of customers, make the information accessible and be ready to respond well when customers contact them. Customers want to easily access information on the services offered by public sector entities and want to receive prompt responses to questions and feedback. Entities must provide customers with consistent quality and accuracy of information across all available communication channels, whether through email, website, telephone or walk-in (Oracle, 2012).

EFFECTIVE SERVICE RECOVERY

77 While prevention of service issues should be an ongoing preoccupation, through process management, review and improvement, things will happen from time to time that may cause service commitments to be broken. It has been proven that a customer’s satisfaction is often greatly improved when problems are quickly resolved (Bauer, Duffy, & Westcott, 2006). Effective recovery is therefore very important for maintaining customer satisfaction (Pyzdek & Keller, 2013). Public sector entities will need to establish systems that allow for prompt and courteous resolution of service

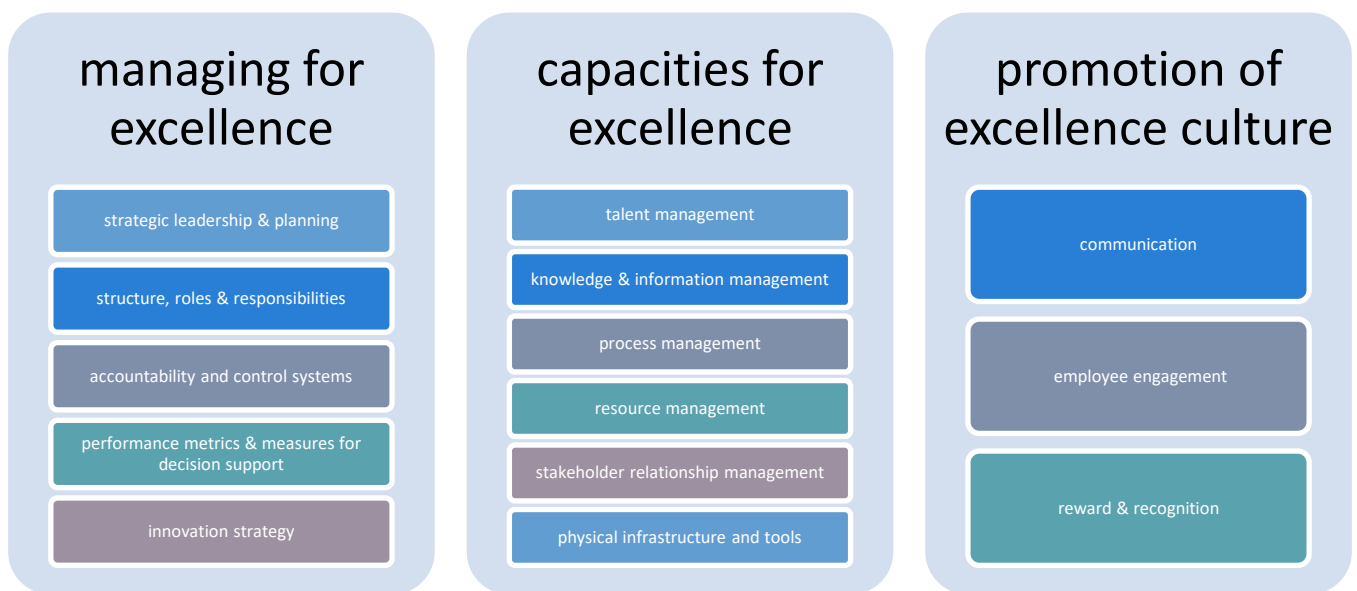
failures, as the response to failures has been proven to have a greater impact on customer satisfaction than receiving faultless service in the first instance (Blazey, 2013).

78 By proactively engaging the people affected by their services and responding to the needs of their customers, public institutions can strengthen the legitimacy of their operations and bolster accountability and governance in the public sector. Strategies to engage the public, which will be detailed in the Service Excellence Policy, will be geared towards the following key desired outcomes:

- The public will be aware of the multiple opportunities to provide feedback and get involved in service design and product development;
- Information will be provided to assist citizens and stakeholders in understanding issues, alternatives, solutions and/or decisions in a service area;
- Clear, relevant background and technical information will be provided as appropriate;
- Relevant results of the public engagement processes will be reported to customers;
- A clear service recovery process will be developed and implemented in each MDA which allows customer concerns to be escalated and addressed;
- Activities targeting hard-to-reach groups (e.g. deep rural, low literacy, technologically excluded) will be part of all customer engagement strategy of all relevant public-sector organisations.

PILLAR 2: PERFORMANCE EXCELLENCE

Performance Excellence



79 Excellent organisations achieve and sustain outstanding results (Morgan 2007). 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. This will require operating the organisation so that it is constantly improving its practices, its systems, and use of resources and maintaining a focus on defining, measuring and evaluating performance. Numerous models of organisational and operational excellence exist, which identify the areas of management that must be addressed if an organisation is to consistently deliver results. Important to all excellence models is strong organisational leadership; customer focus; development and involvement of staff; gathering, analysing and using information to make decisions; and process management. These can be captured under the three broad categories of management, capacity, and promotion of culture:

MANAGING FOR EXCELLENCE

- 80 All public sector entities will be held accountable for the delivery of quality services to its clients. Therefore, the identification, collection and evaluation of service performance information and the establishment of systems to manage these will be important to the effective delivery of service excellence.
- 81 Every public-sector entity has a mandate to meet the needs of a specific set of stakeholders. The satisfaction of these stakeholders with the results being delivered by these organisations must be the constant preoccupation of the senior leadership. This category of organisational attributes takes into the account the importance of strong leadership that can provide clear strategic direction, 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 compliance and control to reinforce that alignment.
- 82 In keeping with the Performance Monitoring and Evaluation System (PMES) all MDAs must be guided by a three-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.
- 83 Responsibilities must be assigned within the organisation to ensure consistency in the planning, monitoring and review of the Strategic Plan towards achievement of results, and decision-making processes must be clearly defined to ensure the appropriate allocation of resources.
- 84 Public sector entities will need to ensure that their organisational structures support the delivery of their mandate in a way that meets their service quality commitments, and that roles, responsibilities, and accountabilities are clearly defined and reinforced to ensure these commitments are maintained.

CAPACITIES FOR EXCELLENCE

- 85 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 comprised of activities which will lead to the production of results. 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 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.
- 86 Within the Public Sector, our people are our most valuable resource. Significant returns can be realised from investments in their ability to contribute to the organisation, through the application of their skills, knowledge and creativity. It is the actions taken (or not taken) by the people within an organisation in executing 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.
- 87 To maintain the systems that support the work of the organisation, it will also be important to embed within the organization a culture of learning. One which emphasises learning 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.

PROMOTING THE CULTURE OF EXCELLENCE

- 88 The culture of an organisation is dependent on the extent to which the philosophy, processes, and general standards of operation are communicated, reinforced and controlled. In order to conform to the organisation's systems, employees and customers must know what is required of them. Therefore, entities should not only document their processes but ensure that there is wide multi-channel dissemination of information for employees as well as customers, and all persons that are expected to interact with the organisation's processes.
- 89 Employee satisfaction and engagement drive organisational performance. Employee engagement can be promoted through various activities, including recognition and reward for a job well-done. Recognition should be used to reinforce positive behaviours and actions, clearly indicating to employees and customers alike, what the organisation considers important.

IMPLEMENTATION OF THE SERVICE EXCELLENCE FRAMEWORK

90 Strategies to support the implementation of the attributes of performance excellence will be further outlined in the Service Excellence Policy as indicated below:

- Accountability and management systems established for service excellence:
 - Appropriate structures in place with roles, responsibilities, and accountabilities clearly defined and reinforced,
 - Identification, collection and evaluation of service performance information, with metrics and measures used for decision support.

- Capacities created for embedding service excellence:
 - Required talent (people) identified and continuously developed,
 - Knowledge and training managed to support the creation of a learning organisation,
 - Work processes defined, managed and continuously improved to ensure the proper interaction and linkage of workflows.

- Promote the culture:
 - Monitor performance against service dimensions,
 - Reinforce excellence through appropriate rewards and recognition.

ROLES AND RESPONSIBILITIES

91 The Service Excellence Framework 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:

OFFICE OF THE CABINET (OOC)

92 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”*

93 The OoC has portfolio responsibility for Whole of Government Strategic Planning and Performance Management; the Performance Management of Permanent Secretaries; Public Sector Learning and Development; and Public-Sector Service Excellence

94 The Cabinet Secretary is Head of the Public-Service and will lead the OoC in establishing and maintaining an institutional framework for managing and developing public sector performance and service excellence. Specifically, the OoC will:

- a) develop a framework for maintaining citizen satisfaction with Government Services;
- b) measure, monitor and promote the progress of the public sector in improving satisfaction with service delivery;
- c) undertake research into citizen and business expectations, satisfaction, and priorities for service improvement,
- d) support development of organisational capacity for service excellence,
- e) recognise and celebrate excellence in service delivery, and
- f) act as a centre of expertise and a champion for performance and service excellence throughout the public sector

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT (MIND)

95 MIND as an Agency of the OoC 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.

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

MINISTRY OF FINANCE AND THE PUBLIC SERVICE

97 Through its responsibility for employment terms and conditions, and organisational design, the Ministry will play an important role in ensuring that public sector professionals and their institutions are fully supported to achieve the service delivery commitments made under the Framework.

CENTRES OF EXPERTISE FOR PUBLIC SECTOR HRM - STRATEGIC HUMAN RESOURCE MANAGEMENT DIVISION (SHRMD) AND OFFICE OF THE SERVICES COMMISSIONS

98 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 sector professionals 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.

PERMANENT SECRETARIES' BOARD

99 The Permanent Secretaries Board is convened under the chairmanship of the Cabinet Secretary and is comprised of 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.

MINISTRY OF INDUSTRY, COMMERCE, AGRICULTURE AND FISHERIES (MICAFA)

100 In accordance with the National Quality Policy, MICAFA has established a Quality Systems Division. The Quality Systems Division is responsible for the implementation 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.

MONITORING THE SERVICE EXCELLENCE FRAMEWORK

- 101 The Service Excellence Framework will provide the OoC with a comprehensive mechanism for measuring the capacity of the public service for delivering service excellence. Monitoring will be done to assess the extent to which the public sector improves its levels of customer satisfaction. Each public-sector entity will be required to collect and report against customer satisfaction and employee engagement data as the primary indicators of the extent to which the Government is satisfying internal and external customers.
- 102 All Ministries will be required to implement the Framework across their portfolio. Ministries will conduct ongoing assessment of their service delivery performance and that of their portfolio entities and maintain Service Improvement Plans that identify actions and initiatives to address performance around the elements Framework that require improvement.
- 103 The Common Measurement Tool (CMT) will be introduced for use across all public-sector entities to collect quantitative customer service data. The CMT is a measurement tool developed in various forms by the public sectors in New Zealand, Australia, Canada, and the UK and adapted for Jamaica to provide consistent quality information and to enable the comparison of results over time and across agencies.
- 104 Using a five-point scale, the CMT also assesses where service delivery exceeds, meets, or lags behind customer expectations. It includes focused questions in the areas of service/product delivery, access and facilities, communication and cost, but also allows room for general comments on these issues. These questions will help entities address the experience of Customer with services, their expectations, and their priorities for service improvement.
- 105 Entities will be able to customise the questionnaire, provided they maintain consistency of style and measurement and include a core set of government-wide questions to provide benchmarks for comparison over time and across entities.
- 106 Ministries will be required to collect service delivery performance data annually, and to update their service improvement plans to address priorities for improvement based on the results of the assessments.
- 107 The OoC will be responsible for assessing public sector capacity for service excellence at a whole of government level and developing a strategy for ongoing improvement.

GLOSSARY OF TERMS

Accountability: The obligation to demonstrate and take responsibility both for the means used and the results achieved in light of agreed expectations.

Benchmark: Reference point or standard against which performance or achievements can be assessed.

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: The measure of how products and services supplied by an organisation meets or surpasses customer expectations.

Effectiveness: The extent to which an organisation, policy, programmes or initiatives is meeting its expected results.

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

Evaluation: The systematic collection and analysis of evidence on the outcomes of programmes to make judgements about their relevance, performance and alternative ways to deliver them or to achieve the same results.

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

Employee 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.

Excellence: Outstanding practice in managing the organisation and achieving results based on a set 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.

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 lesson from experience.

Front-line staff: Front-line staff are defined as workers who are either directly responsible, for closely Supporting, 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.

Governance: The processes and structures through which decision-making authority is exercised. Eg, an effective governance structure ensures individuals or groups of individuals are responsible for setting policy directions, priorities, taking investment decisions, re-allocating resources and designing programmes.

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.

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 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.

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.

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.

Partnership: 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 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.

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.

Project: A task or planned programme of work that has a start and end date and requires significant time and effort in initiating, planning, executing and monitoring to complete.

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.

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.

Stakeholders: those groups who affect or are affected by the organisation and its activities. 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 Business Plan: The SBP presents the long-term objectives an agency hopes to accomplish, set at the beginning of the Financial Year. It describes general and long-term goals the agency aims to achieve, what actions the agency will take to realize those goals and how the agency will deal with the challenges likely to be barriers to achieving the desired results. An agency's SBP should provide the context for decisions about performance goals, priorities and budget planning, and should provide the framework for the detail provided in agency annual plans and reports.

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. In setting and communicating targets where auditability/available, entities must include baseline value for which the target change is included.

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

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

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.

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, program management and service delivery.

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APPENDIX 1: VISIONING FOR SERVICE EXCELLENCE – PROCESS METHODOLOGY

Consistent with the Public Sector Code of Consultation, which seeks to use a participatory approach to engage all stakeholders in the policy development process, a qualitative consultative approach was used. This approach embodied the principles of Facilitation and Participatory Learning and Action (PLA).

Facilitation is “an inclusive, guided participatory group process of learning and change, and is characterized by a group which shares ideas, opinions, experiences and expertise in search of a common goal” (**SDC Core Competency Training Manual, 2012**). Operating in a framework where relationships are built, processes implemented and high-quality results, Facilitation allows for the management of group discussion processes from a point of divergence around a topic of discussion, to a convergence of ideas or decision points. Facilitation also allows participants to discover and explore issues, resulting in them being empowered to plan for and implement change.

PLA is an interactive and engaging qualitative research methodology that allows for the sharing and analysis of information/knowledge across diverse interest and expertise towards creating change to existing conditions. PLA allows for dual and cumulative learning through the use of tools (charts, diagrams, etc.) which promotes interaction and serves as a catalyst for action through fusing the sharing of insights with the analysis of information garnered.

The SDC facilitated five (5) visioning workshops with four (4) stakeholder groups:

1. Staff of the OoC and OPM – March 7 – 9, 2017
2. The wider Public Sector
 - Members of the Customer Service Network – April 25, 2017
 - Members of the Steering Committee and Technical Working Groups – May 4, 2017
3. Civil Society – May 25, 2017
4. The Private Sector – July 27, 2017

Participatory Learning and Action (PLA) techniques and tools such as Brainstorming, Card Storming, Visioning and Consensus building were used by a team of Facilitators from the SDC to guide participants of each stakeholder group to:

1. Identify critical elements/characteristics that could form a definition of service excellence
2. Review the current realities of service delivery in the public sector in Jamaica
3. Identify Values, Standards and Principles – those existing, requiring improvement, or needing to be created - which are important to service delivery
4. Propose strategies and actions for a Service Excellence Policy including the roles of each stakeholder

Each session was guided using a set of established/agreed focus questions outlined in the SDC Facilitators’ Guide prepared for each group. During each of the above outlined four (4) segments of the consultations, notes were captured by note-takers and facilitators using note pads, laptops, and flip charts. At the end of each session, the notes were collated into an Interim Report which was then given to a rapporteur who identified and synthesized common themes, topics, strategies and definitions from the cited examples to prepare an analytical report. Therefore four (4) reports with the findings from each consultation were prepared and submitted to the OoC.

The four (4) stakeholder reports were further analysed for their similarities and differences to create this final report which should inform the policy development of the Service Excellence Policy for the public sector. Cumulatively, a total of two hundred and sixty-four (264) persons across the four stakeholder groups attended and participated in the sessions. The number of representatives for each stakeholder group was as follows:

Office of the Cabinet and Office of the Prime Minister	52
Public Sector (Ministries, Departments and Agencies)	141
Civil Society & Non-Governmental Organizations	43
Private Sector Organizations	28

APPENDIX 2: EXCELLENCE MODELS

As described by the European Foundation for Quality Management (EFQM), organisational Excellence refers to; *“Outstanding practices in managing the organisation and achieving results, all based on a set of eight fundamental concepts”*, these being, *“results orientation; customer focus; leadership and constancy of purpose; management by processes and facts; people development and involvement; continuous learning, innovation and improvement; partnership development; and public responsibility”*. This definition serves as a typical example of those put forward today.

In general, excellence models have been developed by national bodies as a basis for award programmes. For most of these bodies, the awards themselves are secondary in importance to the wide-spread take up of the concepts of business excellence, which ultimately lead to improved national economic performance. By far the majority of organisations that use these models do so for self-assessment, by which they can identify improvement opportunities, areas of strength, and use the model as a framework for future organisational development.

Business Excellence Models are based on the premise that results (customer satisfaction, employee satisfaction, impact on society, financial and other key performance results) are achieved by people following well-defined processes, managing resources wisely to achieve the organisation’s strategy, guided by the organisation’s leadership.¹ Business excellence models are frameworks that when applied within an organization can help to focus thought and action in a more systematic and structured way that should lead to increased performance. The models are holistic in that they focus upon all areas and dimensions of an organisation, and in particular, factors that drive performance. These models are internationally recognised as both providing a framework to assist the adoption of business excellence principles, and an effective way of measuring how thoroughly this adoption has been incorporated.

When used as a basis for an organisation's improvement culture, the business excellence ‘criteria’ within the models broadly channel and encourage the use of best practices into areas where their effect will be most beneficial to performance. When used simply for self-assessment the 'criteria' can clearly identify strong and weak areas of management practice so that tools such as benchmarking can be used to identify best-practice to enable the gaps to be closed. These critical links between business excellence models, best practice, and benchmarking are fundamental to the success of the models as tools of continuous improvement.

The most popular and influential model in the western world is the one launched by the US government called the Malcolm Baldrige Award Model (also commonly known as the Baldrige model, the Baldrige criteria, or the Criteria for Performance Excellence). More than 60 national and state/regional awards base their frameworks upon the Baldrige criteria.

Several business excellence models exist world-wide. While variations exist, these models are all remarkably similar. The most common include;

- Baldrige (MBNQA) – Used in over 25 countries including US and NZ
- European Foundation for Quality Management (EFQM) – Used throughout Europe
- Singapore Quality Award Model – Singapore

BALDRIGE MODEL

The most popular and influential model in the western world is the one launched by the US government called the Malcolm Baldrige Award Model (also commonly known as the Baldrige model, the Baldrige criteria, or The Criteria for Performance

Excellence).⁶ The aim of the model is to improve the effectiveness, excellence and output of organisations. More than 25 countries base their frameworks upon the Baldrige criteria.²

In order to achieve service excellence, the Baldrige National Quality Program has the following features:

- Provides worldwide leadership in the learning and dissemination of successful approaches and principles, practices, methodologies and performance.
- Promotes performance excellence
- Construct the criteria for evaluation and share it.

The Baldrige model consists of practices that are incorporated into six Approach categories plus a Results category consisting of –

- Leadership
- Strategic Planning
- Customer Focus
- Workforce Focus
- Process Management
- Measurement, Analysis, and Knowledge Management
- Business Results

Baldrige Criteria for Performance Excellence Framework



Figure 1: Service Excellence Framework, Source: (BNQP, 2010)

The Baldrige Values include:

- Visionary Leadership
- Customer-Driven Excellence
- Organisational and Personal Learning
- Valuing Employees and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Management by Fact
- Social Responsibility
- Focus on Results and Creating Value
- Systems Perspective

⁶ Business Excellence Tool – Simply Excellent Assessment Tools (2018). <http://www.businessexcellencetools.com/business-excellence/#models>

EFQM MODEL

European Foundation for Quality Management was founded in 1988; EFQM claim that their framework is the most widely used organisational framework in Europe and it is the basis for the majority of national and regional quality awards EFQM is the custodian of the EFQM Excellence model. The framework is based on nine benchmarks, five of these are Enablers and four are “Results”.⁷ The enabler criteria covers activity of the organisation. While the “Results” benchmarks shows the achievement of an organisation and how these achievements are made.

The EFQM model consists of six process enablers and one results category:

- Leadership
- Policy and Strategy
- People
- Partnerships and Resources
- Processes
- Customer Results
- People Results
- Society Results
- Key Performance Results

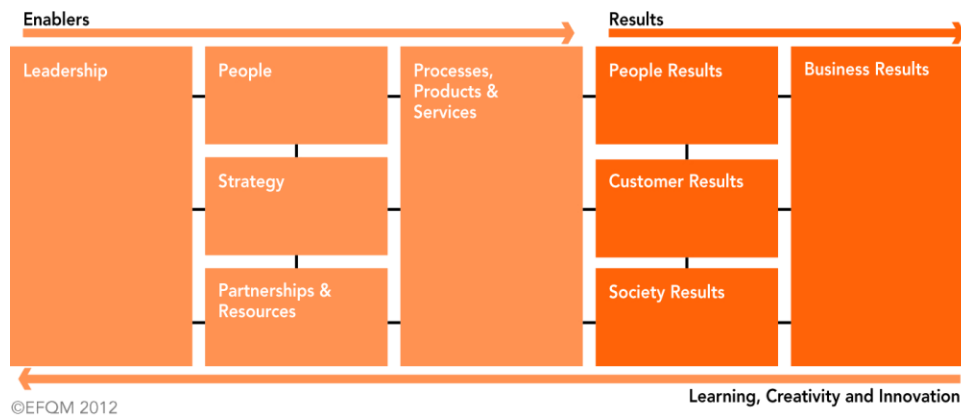


Figure 2: European Foundation for Quality Management Framework Source: (EFQM, 1998)

EFQM provides frameworks for different types of assessment and assists organisations with internal and external assessments to identify areas for improvement. The EFQM is widely adapted for use in different sectors in different countries, including public interest organisations. A well-documented example is the Singapore School Excellence Model (Ng Pak Tee, 2003).³

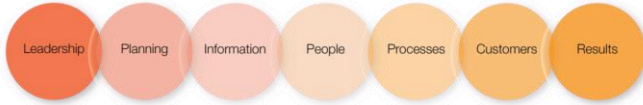
The fundamental concepts include:

- Results orientation
- Customer focus
- Leadership and constancy of purpose
- Management by processes and facts
- People development and involvement
- Continuous learning, innovation and improvement
- Partnership development
- Public responsibility

SINGAPORE BUSINESS EXCELLENCE MODEL

In 1994, SPRING Singapore (now Enterprise Singapore¹) introduced the Business Excellence (BE) initiative to help businesses and organisations strengthen their management systems and processes to achieve sustainable improvements in productivity and performance. Under this initiative, organisations adopt the Business Excellence Framework based on an internationally comparable model for managing an enterprise for excellence.

The framework enables them to manage seven (7) key areas within their organisation:



The framework, in principle, consists of three aspects:

- the standards of excellence which businesses need to strive for;
- the self-assessment tools for performance measurement; and
- awards and certifications to recognise those that excel in their field.

Such framework was influenced by those adopted in Japan, the United States, Europe, and Australia.

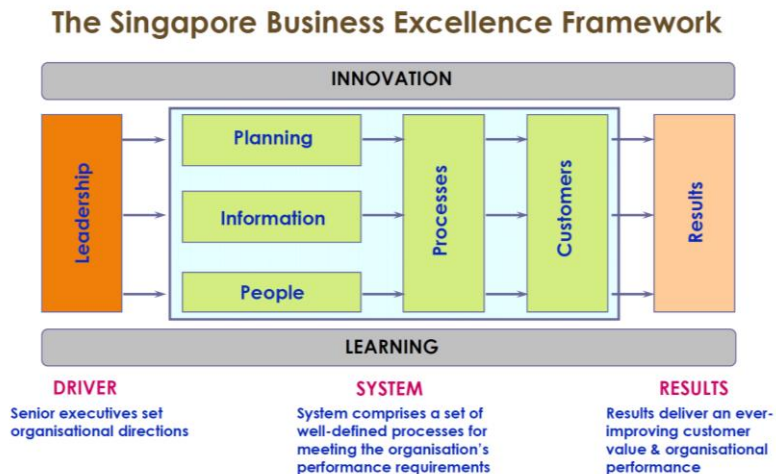


Figure 3: Singapore Business Excellence Framework Source: (SPRING, 1994)

There are four standards of excellence businesses can strive to achieve.

1. First is the Business Excellence Standard, for businesses who desire a well-rounded approach to excellence.
2. Second is the Business Excellence Niche Standard for Innovation, for those who rely on coming up with new and fresh strategies to fuel their growth.
3. Third is the Business Excellence Niche Standard for People, for those who depend on people for their growth.
4. Last is the Business Excellence Niche Standard for Service, for those whose aim it is to deliver satisfactory service to clients and customers.

APPENDIX 3: CONSULTATIONS CONDUCTED

OFFICE OF THE CABINET/OFFICE OF THE PRIME MINISTER VISIONING SESSIONS

MARCH 7TH – 9TH 2017

PARTICIPANTS	ORGANIZATION
Carvel Hanniford	Office of the Prime Minister
Nadine Walker	Office of the Prime Minister
Michelle Grant	Office of the Prime Minister
Evelett Allen	Office of the Prime Minister
Yvonne Mcleod	Office of the Cabinet
Christene Bruce	Office of the Cabinet
Coleen White	Office of the Cabinet
Nordia Johnson	Office of the Cabinet
Olive Neblett	Office of the Cabinet
Wayne Robertson	Office of the Cabinet
Sadie Wallace	Office of the Prime Minister
Vincent Henry	Office of the Prime Minister
Suaine Graham	Office of the Cabinet
Grace Bigby-Love	Office of the Prime Minister
Tevin Williams	Office of the Prime Minister
Cheryl Bonnick-Forest	Office of the Prime Minister
Homer Hamilton	Office of the Prime Minister
Melverlyn Dacosta-Lynch	Office of the Prime Minister
Sandra Braimbridge	Office of the Prime Minister
Mitzie Johns-Powell	Office of the Prime Minister
Marlon Osbourne	Office of the Prime Minister
Donna Robb	Office of the Cabinet
Shane Cunningham	Office of the Cabinet
Dwayne Cargill	Office of the Cabinet
Jacqueline McGibbon	Office of the Cabinet
Cassandra Shaw	Office of the Prime Minister
Mellona Coombs	Office of the Cabinet
Jennifer MacLeavy	Office of the Cabinet
Cadein Madden Bennett	Office of the Prime Minister
Donna-Marie Rowe	Jamaica Information Service
Bernita A Locke	Jamaica Information Service
Gwyneth Davidson	Office of the Cabinet
Latavia Mitchell Morgan	Office of the Cabinet
Ayisha Green-Martin	Management Institute for National Development
Charmaine Brooks	Management Institute for National Development
Stotrell Craig Lowe	Office of the Cabinet
Shanique Graham	Office of the Cabinet
Jacqueline Bloomfield-Reynolds	Office of the Prime Minister
Colleen Thompson-Hutchinson	Office of the Prime Minister
Sabrina Brooks-Palmer	Office of the Prime Minister
Cartell Leslie	Office of the Prime Minister
Romona Dillon	Office of the Prime Minister
Tajahe Dixon	Office of the Prime Minister

PARTICIPANTS	ORGANIZATION
Prudence Barnes	Office of the Prime Minister
Leonie Cochrane-Ingram	Office of the Prime Minister
Errol Rowe	Office of the Prime Minister
Lesia Whyte	Office of the Prime Minister
Karla McIntyre-Chambers	Office of the Prime Minister
Kayan Bailey	Office of the Prime Minister
Raeshawn Gordon	Office of the Cabinet
Jacqueline Lynch Stewart	Office of the Prime Minister
Keisha Dawkins Blake	Office of the Prime Minister

PUBLIC SECTOR SERVICE EXCELLENCE VISIONING WORKSHOP PARTICIPANTS LISTING

APRIL 25 AND MAY 5, 2017

PARTICIPANTS	ORGANISATION
Shaun Cameron	Court Management Services
Tricia Elliott	Ministry of Foreign Affairs and Foreign Trade
Tracey-Ann Darmand Dunn	Ministry of Finance & Public Service
Sandra Senior Brown	Ministry of Economic Growth and Job Creation
Michelle Reid	Ministry of Industry, Commerce, Agriculture and Fisheries
Zahara Oliphan	Ministry of Science, Energy and Technology
Tameka Clough Lori-Ann Cushnie-Thompson	Ministry of Health
Lilieth Passley-Needham	Ministry of Local Government
Tanisha Weir Grant	Accountant Generals Department
Tamar Nelson	Jamaica Productivity Centre
Suzannie Banner Davis	Office of Public Defender
Siran Mitchell Bent	Auditor General's Department
Sandra Boddan-Reid	Human Employment and Resource Training/HEART Trust/NTA
Roderick Williams	Jamaica Defense Force
Richard Rose	University Council of Jamaica
Rhonda Lumsden-Lue	Jamaica Social Investment Fund
Orville Tyrell	North East Health Authority
Nastacia Nunes	National Council for Senior Citizens
Nardia McLaren	Bureau of Gender Affairs
Maureen Thompson	Jamaica Library Service
Kiteshia Simpson Leighton Beckles Taiiece Smith Denise Washington-Powell Janice Lawes-Williams Latoya Atlan-Harris Kathleen Green-Hylton	Tax Administration Jamaica
Ken-Garfield Douglas	Western Regional Health Authority
Earl McLaughlin	Southern Regional Health Authority
Colleen Wright	South East Regional Health Authority
Joy Lyttle	Nursing Council
Jacqueline Bennett	Jamaica Council for Persons with Disabilities
Grace Alvaranga	E-Gov Jamaica Limited
Gina Williams	Jamaica Business Development Centre

PARTICIPANTS	ORGANISATION
Gillian Corrodus	Institute of Jamaica
Karla Mullings	Jamaica Cultural Development Commission
Elaine Roulston	Ministry of Education
Desmond Montgomery Sonia Hyman	Office of the Prime Minister
Ward Mills Marjorie Johnson	Office of the Cabinet
Denise Ewan	Social Development Commission
Daniel Harold	Ministry of Health
Colin Gayes Andrika Perkins	University of Technology
Kerry-Ann Robinson	University of the West Indies
Charmaine Rose Anderson	Students Loan Bureau
Antonia Morris	Statistical Institute of Jamaica
Angela Atkininstall	Jamaica Teaching Council
Althea Davis	Department of Correctional Services
Cordelia Ashley Robert Barrett	Manchester Municipal Corporation
Megan Bramwell	Portland Municipal Corporation
Sharika Creary-Ragbeer	Clarendon Municipal Corporation
Andreene Williams	Hanover Municipal Corporation
Kameala Esson	St. Thomas Municipal Corporation
Francine Black-Richards Avery Pryce Heather-Gaye Williams	Forestry Department
Sacha Blake	National Health Fund
Natalee Cameron Tricia Reid	Jamaica Customs Agency
Chezray Campbell	Transport Authority
Devon Dewdney	Jamaica Post
Nichelle Duncan	Firearms Licensing Authority
Lorriane Geddes-McDonald	National Irrigation Commission
Stephanie Gordon Andrew Wynter	Passport Immigration and Citizenship Agency
Diane Hanson	Urban Development Corporation
Nicole Hayles	National Land Agency
Carole James	Planning Institute of Jamaica
Ramona Lawson	National Works Agency
Portia Magnus	National Insurance Scheme
Nadine Mcleod	Administrator General's Department
Laney Oakley-Williams	National Housing Trust
Sharon Pitter	Percy Junior Hospital
Bernadette Wright	Spanish Town Hospital
Nyan Whittingham	Child Development Agency
Marlene Campbell	Management Institute for National Development (MIND)
Trudy Edwards	Registrar General's Department

CIVIL SOCIETY SERVICE EXCELLENCE VISIONING WORKSHOP PARTICIPANTS LISTING

May 25th, 2017

Participants	Organisation
Courtney Bell	LIME Foundation Jamaica
Helia Burkett	National Development Foundation of Jamaica
Shaness Cameron	Mustard Seed Community
Jasmine Crooks	Mustard Seed Community
Tanketa Chance Wilson	The Grace & Staff Community Development Corporation
Sean Davis	National Youth Council of Jamaica
Anthony Freckleton	Manchester Parish Development Committee
Winsome Harper	Trelawny Parish Development Committee
Anthony Henderson	Kingston & St. Andrew Parish Development Committee
Lavry Robertson	Portland Parish Development Committee
Ivan Solomon	Parish Development Committee
Gloria Goffe	Combined Disability Association
Devon Haughton	Salvation Army
Ricardo James	Young Entrepreneurs Association of Jamaica
Kadene McPherson	Young Entrepreneurs Association of Jamaica
Blair Andrae	Young Entrepreneurs Association of Jamaica
Percival Latouche	Jamaica Returning Residents Association Limited
Marsha Martin	Jamaica Council of Churches
Jennifer McDonald	Dispute Resolution Foundation
Deborah Mills	Jamaica Association for the Deaf
Sonita Morin Abrahams	RISE Life Management Services
Jaevion Nelson	J-FLAG
Sarah Newland Martin	Young Men Christian Association
Trevor Spence	Young Men Christian Association
Berthlyn Plummer	PEACE Management Initiative
Zoe Simpson	Women 's Centre for Jamaica Foundation
Ruthlyn Swaby	Young Women Christian Association
Linnette Vassell	Jamaica Civil Society Coalition
Judith Wedderburn	Jamaica Civil Society Coalition
Lorraine Vernal	Jamaica Union of Seventh Day Adventist
Winsome Wilkins	Council of Voluntary Social Services/United Way of Jamaica
Suelan Fung	Girls Brigade Jamaica
Khdrea Jones	Girls Brigade Jamaica
Peta Gaye Wynter	Bank of Nova Scotia Jamaica Limited (Foundation)
Claudette Robinson	NCB Foundation
Trina Spence	K-YWCA
Amsale Makyam	Association of Development Agencies
Jennifer Speid	JARRR
Martin Dexroy	NWU
Malike Kellier	Jamaica Youth Advocacy Network
Brandon McFarlene	Jamaica Red Cross
Keishagay Jackson	JN Plus

PRIVATE SECTOR SERVICE EXCELLENCE VISIONING WORKSHOP PARTICIPANTS LISTING

JULY 27, 2017

Participants	Organisation
Dennis Chung	Private Sector Organization of Jamaica
Tracy Lacroix	Private Sector Organization of Jamaica
Vivienne Boothe	Orion Insurance Brokers Limited
Marcia Johnson	Orion Insurance Brokers Limited
Noel Williamson	Orion Insurance Brokers Limited
Joni-Gaye Cawley	DHL
Ilsa Duverney	Jamaica Customer Service Association
Nsombi Jaja	Jamaica Customer Service Association
Narda Ventura	Jamaica Customer Service Association
Richard Rowe	Jamaica Customer Service Association
Ative Ennis	DIGICEL
Leisa Estick	RUBIS Energy Jamaica Limited
Camille Facey	Facey Law
Natalia Gobin-Gunter	Key Insurance Company Limited
Dotsie Gordon	Dot Personnel
Allison Haynes-Laraque	Jamaica Public Service Company
Cecile McCormack	Jamaica Public Service Company
Steven Kerr	Trafalgar Travel
Stephen Holland	Insurance Company of the West Indies
Georgia Morrison	Credit Union Fund Management Company
Vaugh Phang	Paramount Trading Jamaica
Wenda Taylor Chisholm	HEART Trust
Sheraine Bernard-Dixon	HEART Trust
Kwesi Stone	JAMALCO
Donovan Wignal	MSME Alliance
Mitzie Gordon Burke-Green	Custom Brokers Association
Sushil Jain	
Claudja Williams	

TECHNICAL WORKING GROUPS (TWGS) MEMBERS

JANUARY – MARCH 2018

MEMBERS	MINISTRY/DEPARTMENT/AGENCY/ORGANISATION
PEOPLE ENGAGEMENT	
Lorry-Ann Cushnie Thompson	Ministry of Health
Michael Myles	Ministry of Local Government and Community Development
Suzette Morris	Ministry of Labour and Social Security
Kauna Mckenzie	Social Development Commission
Winsome Phillips	Rural Agriculture Development Authority
Sharon Saunders	Ministry of Foreign Affairs & Foreign Trade
Ariel Bowen	Ministry of Foreign Affairs & Foreign Trade
Sean Davis	National Youth Council of Jamaica
Simon Roberts	GraceKennedy Limited
C. Makeda Solomon	Sarifa Insurance Brokers Limited
Jacqueline Bennett	Jamaica Council for Persons with Disabilities
Gritley Williams	Jamaica Council for Persons with Disabilities
GOVERNANCE AND PERFORMANCE MANAGEMENT	
Jade Fray	Tax Administration Jamaica
Jennifer McLeavy	Office of the Cabinet
Diana Cummings	Office of Utilities Regulation
Shanique Nunes	Office of Utilities Regulation
Collette Goode	Office of Utilities Regulation
Jeanette Calder	Jamaica Civil Society Coalition
Judith Wedderburn	Jamaica Civil Society Coalition
Georgia Morrison	Credit Union Fund Management Company Limited
Donnetta Russell	National Housing Trust
Claudja Williams	Private Sector Organisation of Jamaica
Amsale Maryam	Association for Development Agencies
George Thorney	Association for Development Agencies
Jennifer Coleen Speid	Returning Residents' Association
Chene Redwood	Caribbean Policy Research Institute
Desiree Phillips	Caribbean Policy Research Institute
Patrece Charles	National Integrity Action
Owen McKnight	Auditor General's Department
Siran Mitchell-Bent	Auditor General's Department
INSTITUTIONAL FRAMEWORK AND CAPACITY BUILDING	
Sheina Stewart	Ministry of Education, Youth and Information
Suzannie Banner Davis	Office of the Public Defender

MEMBERS	MINISTRY/DEPARTMENT/AGENCY/ORGANISATION
Ruth Lim-Newman	Office of the Public Defender
Sacha Blake	National Health Fund
Mitzian Chambers Turner	Management Institute for National Development
Victoria Maylor Brown	Management Institute for National Development
Alicia Reid	Legal Reform Department
Davier Halladeen	Ministry of National Security
Kahaliah Brown	Ministry of National Security
Kelli-Ann Garrick	Strategic Human Resource Management Division
Temar Roache	Ministry of Science, Energy and Technology
Michelle Berry-Mason	Ministry of Science, Energy and Technology
Helia Burkett	National Development Foundation of Jamaica
STANDARDS, REWARDS AND RECOGNITION	
Racquel Brown	Consumer Affairs Commission
Cheryl Martin-Tracey	Consumer Affairs Commission
Latoya Halstead	Consumer Affairs Commission
Garfield Dixon	Bureau of Standards Jamaica
Adrienne Pinnock	Jamaica Council for Persons with Disabilities
Nsombi Jaja	Jamaica Customer Service Association
Richard Rowe	Jamaica Customer Service Association
Ilsa duVerney	Jamaica Customer Service Association
Grace Bigby-Love	Office of the Prime Minister
Tifonie Powell-Williams	Jamaica Confederation of Trade Unions
Sandrea Dennis Plummer	Jamaica Productivity Centre
Cassandra Morrison	National Council for Senior Citizens
Ingrid Hardy	National Council for Senior Citizens
Carvel Vaz	Ministry of Tourism
Sophia Pryce	Ministry of Tourism
Nicolia McDonald	Ministry of Tourism

APPENDIX 4: PUBLIC SECTOR SERVICE QUALITY IMPROVEMENT INITIATIVES IN OTHER COUNTRIES

In many developed and developing countries, there has been renewed focus and emphasis by governments on improving the delivery of public services by being more citizen-centred, fostering an attitude for service excellence in meeting the needs of the public and promoting an environment for continuous improvement. There is also recognition that in order for economies to continue on a growth trajectory, it is “essential for the public sector to lead in the transformation process by radically transforming its public service delivery at all levels of government”⁸.

These practices are evident in public sector transformation programmes implemented in countries such as Australia, Canada, South Africa, Namibia, United Kingdom, Malaysia, Singapore, Barbados, and India. In these countries, the governments have established defined policy frameworks, performance measures, and accountability mechanisms, including required reporting to Cabinet and Parliament to ensure that a customer service excellence ethos is infused in all policies, programmes and projects being pursued.⁹

The following are a few examples that proved instructive in the development of the Service Excellence Framework:

CANADA

Service Canada is part of a Government of Canada - wide service transformation initiative aimed at responding to Canadians' expressed desire for better, more responsive, less cluttered service from Canadian governments. The initiative seeks to do this by improving the design and delivery of government programs and services to Canadians.

Service Canada officially began operations on September 14, 2005 with a mandate to provide Canadians with a single point of access to a wide range of government services and benefits either in person, by phone, by Internet, or by mail. Service Canada's origins, however, date back to 1998 when the Government of Canada began developing an integrated citizen-centred service strategy based on detailed surveys of citizens' needs and expectations. In addition, it currently has well over 600 in-person offices and over 200 mobile outreach service units that operate in remote and isolated areas.

As of May 2007, Service Canada has partnered with over 14 other departments and agencies to provide access to more than 50 government programs and services. It also had established close to 500 points of service across Canada – many of which are outreach and mobile offices designed to deliver programs and services into rural and remote areas.

The ultimate goal is to provide Canadians with a single point of access to all government programs and services regardless of where they live or how they wish to interact with the government.

SINGAPORE

Singapore Public Service strives to adopt a customer-centric approach in dealing with feedback and requests from members of the public. The No Wrong Door (NWD) policy and the First Responder Protocol (FRP) were introduced as part of many efforts to ensure that feedback from the public are addressed quickly and effectively. Under NWD, the agency that receives feedback on an issue not under its purview should identify the agency responsible and ensure that the agency will take up

⁸ Tam, Weng Wah. “Malaysia, People First, Performance Now: Attaining Service Excellence through Citizen-Centric Complaint Management”. *Pentadbir Journal*, Volume 12 (2010)

⁹ Similar policies that have been established globally and the experiences of which will inform the finalisation of Jamaica's Customer Service Policy include 1) Canada – Service Canada, 2) Australia-Service Delivery Reform, 3) Singapore – No Wrong Door Policy, 4) South Africa – Batho Pele Principles, 5) Malaysia – Government Transformation Programme, 6) People First, Performance Now Principle, 7) Barbados – Customer Service Improvement Programme.

the case, before putting that agency in touch with the person who provided the feedback. If the issue has no clear owner, the agency that receives the feedback will apply FRP and identify an agency with some domain expertise. This latter agency, also known as the First Responder, will promptly resolve the inter-agency request, while the back-end policy and operational issues are being sorted out.

Public officers at the frontline are trained on these protocols. The Civil Service College conducts regular case simulation workshops for frontline teams, to familiarise officers with the procedures and standards. Many large agencies include these requirements as part of their service training programmes, and have also developed innovations to enhance seamlessness. For example, the CPF Board has an internal virtual assistant to help officers provide accurate answers to members' CPF queries and identify the right contacts to help them. Agencies are audited on a regular basis on their compliance with the procedures and service standards.

The Municipal Services Office (MSO), established in 2014 to coordinate municipal issues that span across multiple agencies, is an example of how the Public Service has moved from "No Wrong Door" to "Just One Door". Its OneService app allows members of the public to provide feedback on all municipal issues without having to know which agency is in charge. This is made possible by a backend routing system that allows seamless case referral between agencies based on parameters such as land, issue and asset ownership.

SOUTH AFRICA

The South African Government has a legislative framework to transform public service delivery so that citizens are placed at the centre of service delivery. The Government requires that the public sector has service standards, with defined outputs and targets that are benchmarked against international standards. Monitoring and evaluation is a requirement and services have to be organised and delivered so that they meet the needs of citizens. The Government has also ensured that all South Africans are made aware of the services they are entitled to and the quality of service delivery they should expect.

A programme to improve service delivery in public services, Batho Pele (People first) was, introduced in 2004 and it aims to: make a better life for South Africans by putting people first and together beating the drum for service delivery. (www.dpsa.gov.za/batho-pele). The aim is to create a citizen centred public service that puts people at the centre of planning and service delivery, improves service delivery by fostering new attitudes amongst civil servants and improve the image of Public Service.

The programme has been accompanied by a 'Know Your Service Rights' campaign administered by the Department of Public Service and administration. Simple guides have been prepared in the main languages to make people aware of their rights and to empower citizens and enhance government accountability.

The guidelines for building a positive, inclusive and effective customer service are based on the Batho Pele principles and are:

- **Consultation:** citizens should be consulted about the level and quality of public services they receive, and, where possible, should be given a choice about the services they receive;
- **Service Standards:** citizens should know what standard of service to expect
- **Access:** all citizens should have equal access to services to which they are entitled;
- **Courtesy:** all citizens should be treated with courtesy and consideration;
- **Information:** citizens should be entitled to be given full and accurate information about the public services they are entitled to;
- **Openness and transparency:** citizens should know how departments are run, how resources are spent and who is in charge of particular services;
- **Redress:** if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response;
- **Value-for-money:** public services should be provided economically and efficiently in order to give citizens the best possible value for money.

BARBADOS

The National Initiative for Service Excellence (NISE) Inc. was established in 2005 by the Social Partners (the Trade Unions, the Private Sector, and Government) for the people of Barbados. NISE is at the forefront of a nationwide effort to help Barbados consistently deliver service excellence and be recognized internationally for this. In this way, an enabling environment will be created within which Barbados will be able to attain its vision of being a developed country by 2025.

In the last 20 years, Barbados has transitioned from an agricultural-based economy to one where over 90% of the foreign exchange and over 85% of employment is derived from service industries, led by travel and tourism.

The Social Partners recognized that the delivery of service would be critical to the continued and sustained growth in the Barbadian economy and that the attainment of world-class excellence in both the quality of service and delivery of products was imperative.

To this end, NISE was created to serve as the lead agency to guide and manage this transformation process, raise the quality of service provided and to allow Barbados to compete effectively at the world-class level.

NISE is therefore viewed as one of the most important organisations assisting Barbados in creating a national culture of service excellence, seeking to mobilize what is best in the Barbadian character and values and channel these into the improvement of service to each other, customers and visitors to its shores.

With a mission to promote and facilitate the achievement of sustainable excellence within organizations and to assist individuals in developing excellence as an ethic, NISE nurtures the ethic and practice of world-class service excellence as a key catalyst of national economic prosperity through these six supporting service transformation strategies:

1. Training & Development
2. Leadership for Change
3. Measurement and Benchmarking
4. Standards and Certification
5. Business Process Re-Engineering and
6. Recognition of Excellence