



GOVERNMENT OF JAMAICA

**SERVICE  
EXCELLENCE  
POLICY**

*Handbook*



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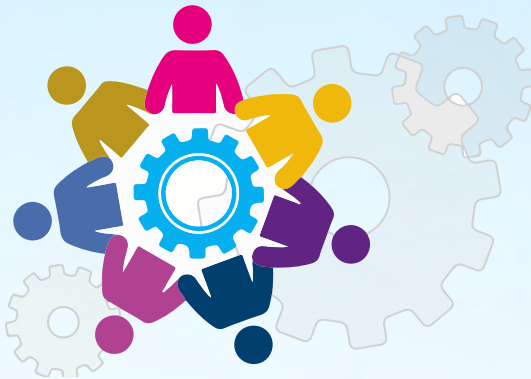
## **SERVICE EXCELLENCE POLICY HANDBOOK**

The Office of the Cabinet through the Public Sector Modernisation Programme introduces the Government of Jamaica's Service Excellence Policy.

This Policy outlines key principles and minimum standards for all Government entities, as well as the mechanism by which service excellence will be institutionalised in all Ministries, Departments, and Agencies.

### **WHAT IS SERVICE EXCELLENCE?**

Service Excellence is “*the delivery of services against established standards in a manner which effectively satisfies customers' needs and provides value for our citizens*”. This is the principal criteria for decisions and actions, and the primary basis for the design and management of organisational systems, policies and practices.



### **WHY DEVELOP A POLICY FOR SERVICE EXCELLENCE?**

The Government of Jamaica (GOJ) is aware that the needs of our citizens are changing as they develop higher expectations about the quality, efficiency and effectiveness of public services.

We are committed to meeting those needs and establishing standards for all Government entities to ensure excellence in service quality.

Improvements in service quality across the public sector will positively impact all stakeholders who utilise Government services, including citizens, investors and business persons.

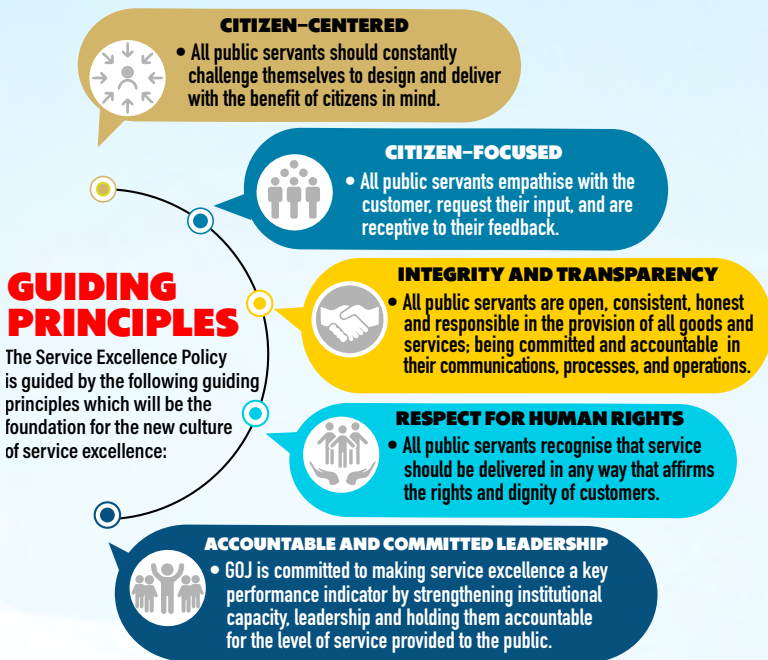
The Service Excellence Policy provides a comprehensive framework within which customers' needs are satisfied by the Government, as the service provider.

## Vision

The Policy envisions a Public Sector in which the needs of customers are satisfied through the delivery of integrated, responsive and accessible services by capable, respect-worthy, and accountable professionals.

## Policy Goal

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



## Strategic Objectives

The strategic objectives of the Policy are:

1. To create a people-centric philosophy across the public sector that ensures internal and external customers are involved in dialogue and partnership to design and implement services that satisfy their needs; and
2. To create a culture of service excellence in all public sector organisations by setting performance standards, improving capacity, promoting excellence, and establishing effective systems of management and accountability.

## WHAT ARE THE PILLARS OF THE SERVICE EXCELLENCE POLICY?

The Service Excellence Policy is built on two key pillars:

### PEOPLE ENGAGEMENT

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

### PERFORMANCE EXCELLENCE

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

**01** Involving customers along the service delivery life cycle from design, through delivery and review

**02** Providing customers with multiple opportunities to provide honest feedback

**03** Employing modern customer segmentation strategies which allow us to better meet the needs of different groups in society (vulnerable and hard-to-reach)

**04** Proactively reporting results of assessments done on the service provided by the entity

**05** Developing and implementing clear service recovery processes through which customer issues/concerns can be addressed

**01** Putting in place appropriate structures, with roles responsibilities and accountabilities clearly defined and reinforced (CSUs/CSDs)

**02** Frequently assessing the performance of the entity and its staff in relation to service delivery and using this data for informed decision-making

**03** Reskilling and upskilling staff to ensure that competencies, technical and core, remain current and relevant

**04** Monitor people and entity performance against established policy, standards and guidelines

**05** Promote the importance of excellence in service delivery through appropriate rewards and recognition



## DEFINING ELEMENTS OF SERVICE EXCELLENCE

### 1 TIMELINESS EFFECTIVENESS

Prompt and accurate service which responds to the time-bound needs of the client.

### 4 RESPONSIVENESS

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

### 5 CUSTOMER AND PEOPLE-CENTRIC

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

### 2 EFFECTIVE COMMUNICATION

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

### 6 PROFESSIONALISM

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

### 3 PROFICIENCY COMPETENCY

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

### 7 SERVICE STANDARDS

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

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



## **WHICH ENTITIES ARE RESPONSIBLE FOR IMPLEMENTING THE SERVICE EXCELLENCE POLICY?**

### **Office of the Cabinet (OC)**

The Office of the Cabinet is responsible for promulgating and monitoring the implementation of the policy through the Service Excellence Function within the PSMD.

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

### **The Ministry of Finance and the Public Service**

The Ministry of Finance and the Public Service will review and approve the proposed structure for the Service Excellence Function, and ensure that all Customer Service Units within Ministries were sufficiently staffed.

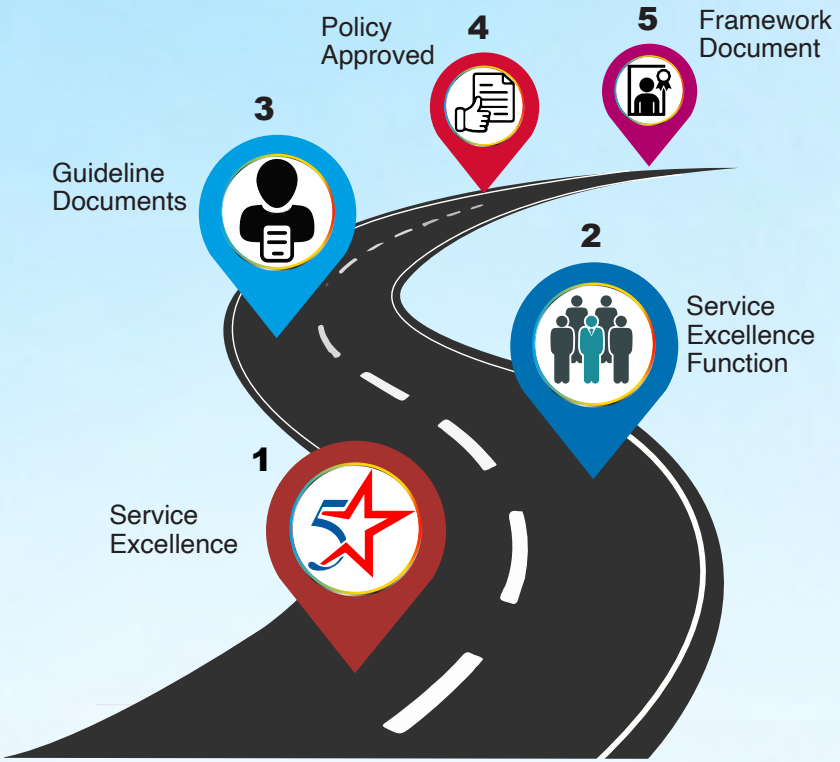
### **Management Institute for National Development (MIND)**

Management Institute for National Development will facilitate capacity building of public sector employees for service excellence.

### **Portfolio Ministries**

All Ministries, Departments and Agencies are expected to implement and monitor the policy and the quality of services delivered across their portfolios – including the development and review of their Customer Service Improvement Plans (CSIPs), which outline the steps being taken to fulfil the requirements of the policy, and the establishment of Customer Service Units within their portfolios.

## PUBLIC SECTOR JOURNEY TO SERVICE EXCELLENCE (KEY MILESTONES)



- Service Excellence
- Service Excellence Function
- Guideline Documents
- Policy Approval – March 2022
- Framework Document – approved by Cabinet March 2019

## WHAT CAN YOU EXPECT AS A RESULT OF THE SERVICE EXCELLENCE POLICY?

As a citizen of Jamaica, an individual or representative of a company who does business with any Government of Jamaica entity, you should expect to receive quality services that are efficient.

### Vision of Service Excellence

***You should expect a Public Sector in which the needs of our customers are satisfied through the delivery of integrated, responsive and accessible services by capable, respectful, and accountable professionals.***

This will be realised when:

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

# SERVICE EXCELLENCE



## NOTES

The Public Sector Modernisation Programme is a Government of Jamaica initiative, managed by the Office of the Cabinet. The programme exists to build capabilities, provide direction and support to the Ministries, Departments and Agencies to enable them to deliver on the priorities of Government and provide the highest quality service to our citizens and people who do business in Jamaica.

For more information on the Public Sector Modernisation Programme.

Visit:

[cabinet.gov.jm](http://cabinet.gov.jm)

LinkedIn and Facebook: Public Sector Modernisation Division

Instagram and Twitter - @psmdja

YouTube: Cabinet Office PSMD



OFFICE OF THE CABINET  
**PUBLIC SECTOR  
MODERNISATION**

*Better Services. Better Workforce. Better Institutions*



Designed and printed by the  
Jamaica Information Service  
**JULY 2022**