

THE SERVICE DELIVERY IMPROVEMENT FRAMEWORK



نظام النجوم العالمي لتصنيف الخدمات
Global Star Rating System for Services

INTRODUCTION

THE ASSESSMENT

GLOSSARY

1. STRATEGIC ALIGNMENT

The entity leadership's awareness and commitment to developing service quality, and their ability to prepare for and implement change



1.1 Leadership Involvement

1.2 Alignment to Desired Outcomes

2. CUSTOMER FOCUS

The entity's understanding of its customer base and how it uses the related customer databases and descriptions to provide better services



2.1 Customer Charter

2.2 Customer Insights

2.3 Customer Segmentation

2.4 Customer-centric Culture

3. SERVICES

The precise definition of provided services and related criteria, and effective bundling and marketing of these services in a way that enhances their value for customers



3.1 Service Definition

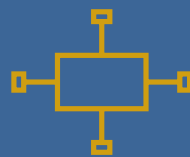
3.2 Service Bundling

3.3 Service Standards & Metrics

3.4 Marketing & Communication

4. SERVICE DELIVERY CHANNELS

The entity's efficiency and effectiveness in communication with customers



4.1 Channel Capacity & Demand

4.2 Channel Assessment

4.3 Availability of Services

4.4 Multi-channel Strategy

5. CUSTOMER EXPERIENCE

The consistency of customer experience and happiness across the various phases of the customer journey with the service



5.1 Measurement & Consistency

5.2 Assessment of Customer Journeys

5.3 Customer Happiness & Value

5.4 Proactive Problem Resolution

6. SERVICE EFFICIENCY & INNOVATION

The entity's approach to designing and developing business processes, including performance management and innovation, and service-level agreements



6.1 Operational Excellence

6.2 Service Levels & Governance

6.3 Performance Management

6.4 Service Innovation

6.5 Co-creation

6.6 e-Participation

7. PEOPLE EMPOWERMENT

The service and human resources culture contribution to empowering the entity to design and provide services and reach out to customers



7.1 Service Culture & Roles

7.2 Employee Hiring & Training

7.3 Career Management

7.4 Recognition & Rewards

7.5 Employee Happiness

8. TECHNOLOGY INTEGRATION

The role of the entity's technology and systems in supporting the provision of integrated services



8.1 Customer Relationship Management

8.2 Automation & Integration

8.3 Content Management

8.4 Data Management & Analytics

8.5 Open Data

8.6 Privacy & Cybersecurity

INTRODUCTION

The concept of customer service has evolved significantly in recent years. Previously, customers had to visit the relevant entity or wait for an extended period on the phone to obtain required information or to apply for a service. Today, the emphasis is on providing customers with convenient, efficient services and maximizing happiness across their entire journey.

Governments must strive to create a future for customers that is personalized and welcoming like hotels, accessible around the clock like airlines, and provides the one-stop-shop efficiencies of banks.

Global Star Rating System for Services

In today's digital world where emerging technologies are advancing at an astonishing rate, service providers are in fierce competition to quickly respond to opportunities that meet their customers' rapidly changing needs and preferences. To that end, service providers are working hard to enhance the quality of their services and keep pace with the world's leaders in service delivery.

The Global Star Rating System for Services (GSRSS) was developed as part of the Emirates Government Services Excellence Program's (EGSEP) initiatives to raise the quality of public and private services. It focuses on customer centricity, employee happiness, and enhancing operational efficiency, with the goal of providing high-quality, seven-star services. This integrated system is the first of its kind in the world, and while the program was pioneered in the United Arab Emirates (UAE), it sets a global standard, helping public and private entities measure, improve, and transform service delivery.

The Next Level of Service

The GSRSS is a comprehensive assessment of eight pillars and 35 sub-pillars, which comprise a number of criteria covering the relevant aspects of service development and delivery. The combination of these eight pillars aims to provide a holistic view into the customer experience across all service delivery channels.

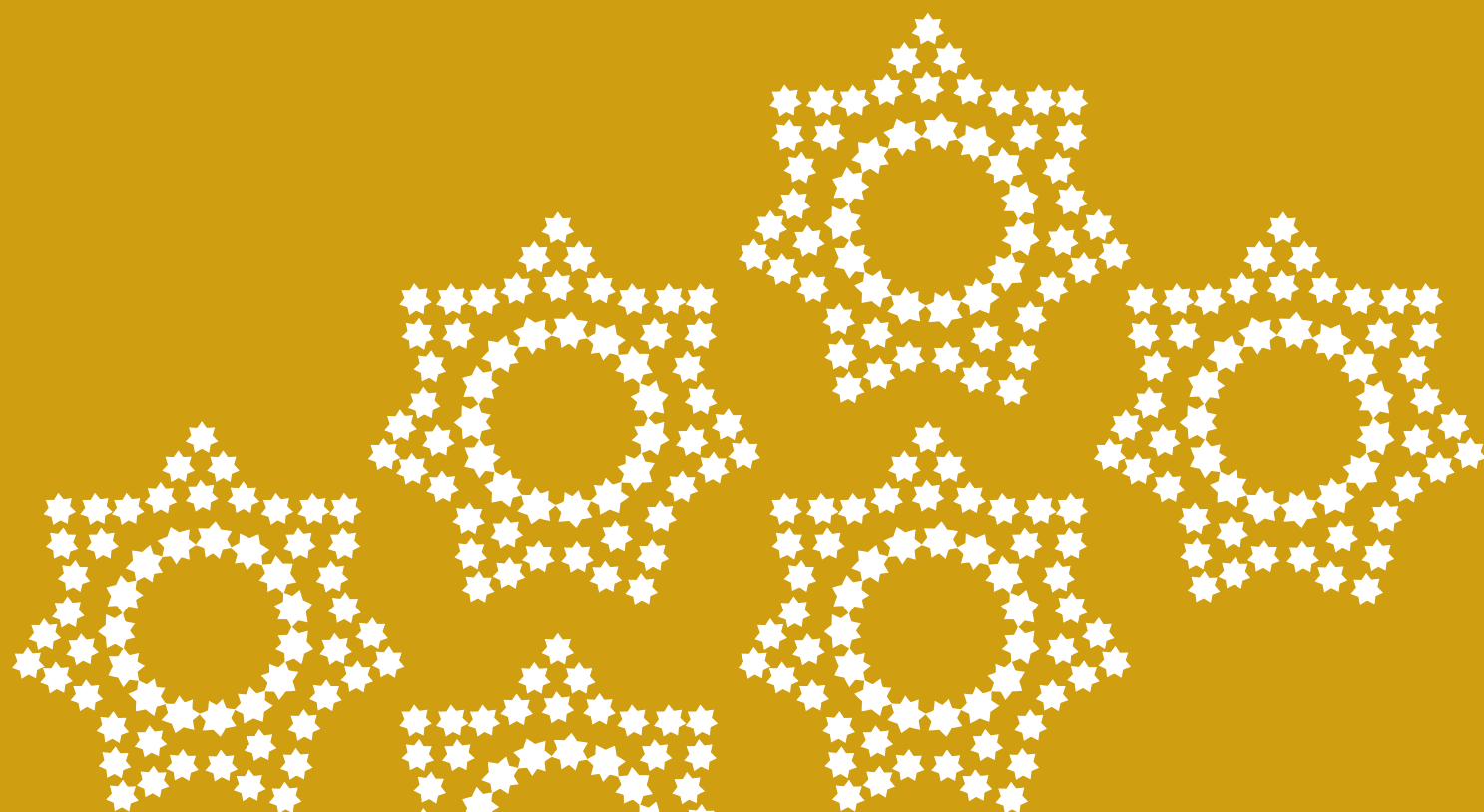
The GSRSS is built on a foundation of global best practices from both the public and private sectors, with a significant focus on involving the customer in service development and delivery through co-creation and e-participation. Layered into the assessment are key themes from the United Nations *E-Government Survey*, including emerging technologies, digital inclusion, open data, and cybersecurity.

Guide Audience

This guide is intended for all service providers – governments, public and private sector entities, for-profit and non-profit organizations – in various sectors around the globe. The guide assesses a multitude of service channels, making it relevant for all types of service providers.

GSRSS Ownership

The Prime Minister's Office at the Ministry of Cabinet Affairs and the Future in the UAE, represented by the EGSEP, is the owner of the GSRSS and all related specifications and is responsible for ensuring the quality of its implementation mechanisms.





This guide is based on the
**Service Delivery Improvement
Framework**, which includes:

8 PILLARS
35 SUB-PILLARS
233 CRITERIA

THE ASSESSMENT

OVERVIEW

The Global Star Rating System for Services (GSRSS) comprises a comprehensive assessment of an entity and its service delivery channels, evaluating its maturity level for each of the eight pillars and their questions based on field visits, quality of evidence, mystery shopper results, and customer satisfaction and happiness reports.

The end result of this rigorous process is an official star rating, which aims to recognize entities that provide leading services and encourage those that have room to improve.

The GSRSS's questions are applicable to procedural and informational services, whether they are offered by the government to citizens (G2C), by the government to businesses (G2B), by businesses to citizens (B2C), or by businesses to businesses (B2B).

NEUTRALITY

To ensure neutrality and transparency, the assessment process is conducted by a neutral and independent third party selected by the Emirates Government Services Excellence Program (EGSEP).

ACCREDITED ASSESSORS

Assessors are selected based on their expertise in service excellence and quality. They are trained in the eight pillars of the Service Delivery Improvement Framework and how to use them to ensure accurate assessment outcomes.

VALIDITY

Assessments of physical channels will be valid for two years, and for one year for contact centers, websites, and smart applications.

If the entity does not request a reassessment of any of its eligible service delivery channels once the previous assessment expires, the existing rating will be revoked and the entity will not be entitled to display the expired plaque or badge until it requests a reassessment and obtains approval from the EGSEP team managing the GSRSS.

Service channels will also be monitored periodically through a mystery shopper system and customer satisfaction and happiness studies. If there is a significant change in the channel's performance, the previous assessment may be revised and the rating will be adjusted as necessary.

QUALIFICATION FOR ASSESSMENT

The GSRSS assesses and scores an entity's various service delivery channels, which may include brick-and-mortar customer service centers, contact centers, websites, and smart applications.

In order to qualify for assessment and scoring, a channel must meet certain minimum requirements.



PHYSICAL CHANNELS

- Located in an independent building and has an institutional identity indicating that it is a service center
- If located in a joint administrative building, the space allocated for customer service, which consists of front counters, a lobby, and an information desk, appears as a separate unit and is easy to identify
- Has at least two front counters
- Operates at least five days per week
- Employs a full-time manager
- Serves an average of at least 30 customers per day



CONTACT CENTERS

- Employs at least three customer service representatives
- Receives at least 150 calls per day
- Delivers at least 40% of the total number of services offered by the entity with which the center is associated



WEBSITES

All service delivery websites are eligible for assessment.



SMART APPLICATIONS

All service delivery smart applications are eligible for assessment.

PRIORITY SERVICES

Given the diversity of services delivered by both public and private entities, the assessment of customer experience and satisfaction is limited to the priority services provided via different service delivery channels.

The entity will identify its priority services for assessment based on the criteria listed below.

1. MISSION CRITICAL
- Services that are directly related to the achievement of the entity’s mission and have a great impact on its success. These services may not draw on many resources or have many transactions, but failing their delivery affects the success of the entity as a whole.
2. CUSTOMER IMPORTANCE
- Services that receive a large number of complaints and feedback, or services that have been mentioned as an improvement priority by customer studies and mystery shoppers.
3. HIGH VOLUME
- Services that represent the highest percentage of transactions or draw on the highest percentage of financial and human resources.
4. EQUALITY
- Services that are targeted toward a specific and important group of society, such as people of determination (people with disabilities), senior citizens, or youth, to ensure equality in accessing first-rate services. These services may not represent a large portion of the channel’s total transactions.

ASSESSMENT CRITERIA

The GSRSS assessment consists of eight pillars and 35 sub-pillars, which comprise a series of more than 200 criteria covering the relevant aspects of the Service Delivery Improvement Framework.

There are three types of questions within the assessment, each of which is directed toward a specific level of leadership.

1. ENTITY LEADERSHIP
- Higher-order strategic questions that are intended to be answered by an entity’s leadership team.
2. FUNCTIONAL EXECUTIVE
- More detailed strategic questions impacting multiple channels that are intended to be answered by the entity’s functional executive team.
3. CHANNEL-SPECIFIC
- Detailed operational questions that are relevant to a specific service channel and are intended to be answered by leaders or employees working within that channel.
- There are four sets of channel-specific questions – one set each for physical channels, contact centers, websites, and smart applications.

MATURITY LEVELS

The assessor will determine the entity’s maturity level for each of the question from the eight pillars of the GSRSS that apply to the entity and its service delivery channel(s) being assessed.

The maturity level for each question is scored accordingly:

Maturity Level	Score
Basic	35%
Developing	60%
Maturing	80%
Leading	100%

QUALITY OF EVIDENCE

The entity must provide evidence proving that it has achieved the maturity level indicated by the guide. This evidence can be a document, answers to assessment questions, or first-hand observations by the assessor or mystery shopper, or any combination of these elements.

The quality of evidence and level of documentation presented by the entity will fall into one of four categories:

1. NO EVIDENCE
- The entity has not presented any evidence, or the evidence it has provided is totally unreliable. For example, when assessing the extent of support and commitment during repeated meetings, the entity was unable to provide any evidence proving any such meetings took place.
2. SOME EVIDENCE
- The entity has presented some evidence, but it does not meet all requirements. For example, when assessing the extent of support and commitment during repeated meetings, the entity produced evidence of holding the meetings, but nothing to indicate their purpose or outcome.

3. GOOD EVIDENCE
- The entity has presented some reliable and well-documented evidence. For example, when assessing the extent of support and commitment during repeated meetings, the entity provided evidence proving the meetings took place and that the resulting reports were completely and officially documented.
4. OUTSTANDING EVIDENCE
- The entity has presented excellent and complete evidence. For example, when assessing the extent of support and commitment during repeated meetings, the entity produced evidence proving the meetings took place, resulting reports were completely and officially documented, and follow-up, pending topics, and other responsibilities related to the meetings were clearly identified.

The quality of the presented evidence is scored accordingly:

Evidence Quality	Score
No Evidence	0%
Some Evidence	40%
Good Evidence	80%
Outstanding Evidence	100%

SCORING

A service channel’s total assessment score is calculated according to the formula shown below.

If a question does not apply to the channel being assessed due to exceptional circumstances or the particularity of the channel’s service delivery model, its relative weight will be divided between the remaining questions of the same pillar.

Score = \sum_{i=1}^N \sum_{j=1}^8 W_i (M_i Q_i) K_j

W _i	Weight of the question
M _i	Score of the question’s maturity stage
Q _i	Quality of the evidence
K _j	Weight of the pillar
N	Number of questions

STAR RATING

The service delivery channel will be awarded a star rating based on the overall result of its assessment.

The service delivery channel will receive a plaque (physical channel, contact center) or a GSRSS badge (website, smart application) to display their star rating, as well as the final outcome of the assessment and the associated report detailing the channel’s strengths and opportunities for improvement of all aspects of the Service Delivery Improvement Framework.

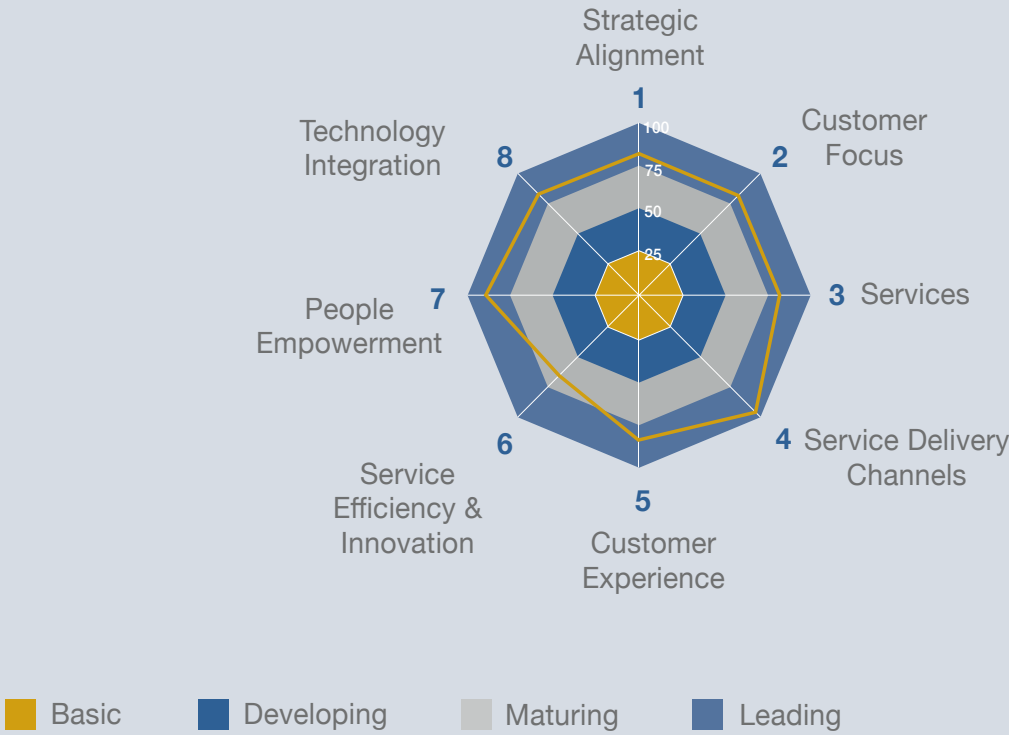
Overall Result	Star Rating
0-30%	Unrated
31-50%	★ ★
51-70%	★ ★ ★
71-80%	★ ★ ★ ★
81-90%	★ ★ ★ ★ ★
91-96%	★ ★ ★ ★ ★ ★



Conditions to Obtain a 7 Star Rating

- Total assessment score of **more than 96%**
- **Innovation and implementation of future best practices** across all eight pillars
- Customer happiness rating of **more than 96%**
- **Excellence in cost per service**, compared with other similar service channels

Assessment Outcome Example



ASSESSMENT PHASES

The action plan for assessing a service delivery channel is divided into four phases.

Phase 1
Preparation

The service delivery channel is required to submit a specific set of documents three weeks prior to the assessment. The GSRSS team is responsible for providing the list of required documents to the entity in a timely manner. If the documents are available and reviewed during this phase, this may reduce the workload required during Phase 2.

During Phase 1, the service delivery channel is required to:

- Submit all required documents to the GSRSS team
- Identify any documents that are unavailable or inconsistent with the nature of the channel's work

Phase 2
Review

 **Field Visit**
For physical channels, an assessment team will perform a field visit. This phase is the most important in the assessment, as assessors will interview a random sample of the center's staff.

During the visit, the center's director is required to:

- Receive the assessment team
- Introduce the center's leadership team and staff
- Explain how the center works
- Lead the assessors on a tour of the center and take notes



 **Functionality Review**
For contact centers, websites, and smart applications, an assessment team will conduct a full review of the channel's functionality, including its features and options for customers. They will follow the entire service delivery process, either by receiving the service themselves or in cooperation with real customers.

In some cases, the assessment team may request a visit to the entity to clarify certain questions.

Phase 3
Additional Document Review

In some cases, channels may be required to submit documents that were not originally requested in Phase 1. These documents will vary depending on the individual channel. The assessment team will work with the channel's administration to identify which additional documents may need to be submitted.

Phase 4
Star Rating

The assessment team will calculate the service delivery channel's assessment score and determine its star rating based on the work conducted during the first three phases.

Displaying Star Ratings



Physical Channels & Contact Centers

- A plaque with the relevant star rating will be displayed on the premises



Websites

- A GSRSS badge with the relevant star rating will be displayed in the top right corner of the homepage

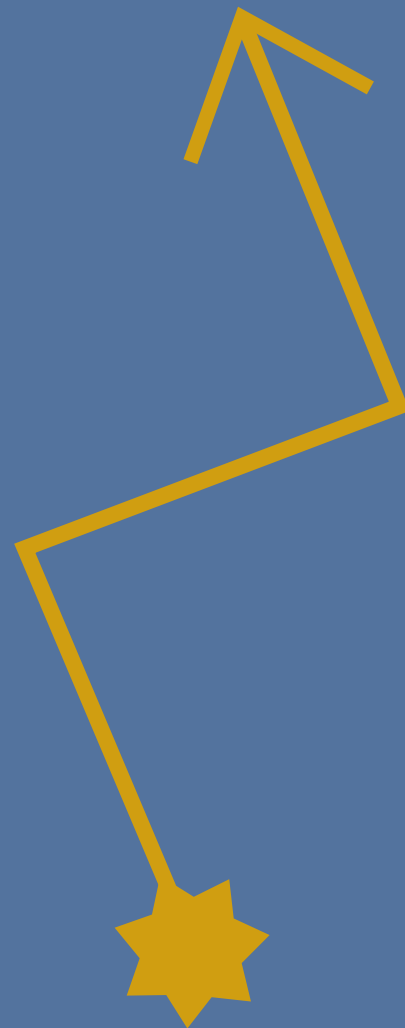
Smart Applications

- A GSRSS badge with the relevant star rating will be displayed on the application's splash screen

PILLAR

1. STRATEGIC ALIGNMENT

The entity leadership's awareness and commitment to developing service quality and their ability to prepare for and implement change



SUB-PILLARS

1.1 LEADERSHIP INVOLVEMENT

The entity's leadership understands the importance of excellent service delivery and is engaged in future-focused strategic planning. They have developed a comprehensive approach to service delivery, which includes strategic priorities that are aligned to higher-order strategic priorities.

1.2 ALIGNMENT TO DESIRED OUTCOMES

The entity's vision, mission, objectives, and strategy support higher-order strategic priorities, such as government efficiency and employee happiness, and the entity operates in a way that shows commitment to and effectiveness of service development and delivery.

1.1
LEADERSHIP INVOLVEMENT

LEADERSHIP TEAM AWARENESS

Q1.

Is the entity’s leadership team engaged in future-focused strategic planning for service delivery?

BASIC	The entity’s leadership team does not engage in future-focused strategic planning for service delivery.
DEVELOPING	Some members of the entity’s leadership team engage in future-focused strategic planning brainstorms that are focused on service delivery.
MATURING	Most of the entity’s leadership team engages in sporadic future-focused strategic planning for service delivery through processes that are anchored in foresight.
LEADING	The entity’s leadership team engages in future-focused strategic planning for service delivery through processes that are anchored in foresight and performed regularly to account for changes in the external environment.

Q2.

Is the entity’s leadership team aware of the importance of developing an excellent customer experience with happy employees?

BASIC	The entity’s leadership team is not aware of the importance of developing an excellent customer experience with happy employees.
DEVELOPING	The entity’s leadership team is aware of the importance of developing an excellent customer experience with happy employees but does not understand the outcome of using such criteria when designing service development initiatives.
MATURING	The entity’s leadership team clearly understands the importance of developing an excellent customer experience with happy employees when designing service development initiatives.
LEADING	The entity’s leadership team clearly understands the definition and importance of developing an excellent customer experience with happy employees, and can articulate the optimal customer experience in detail. It also plays a leading role within the entity in demonstrating the importance and impact of such concepts.

Q3.

Does the entity’s leadership team clearly understand the service improvement system/framework/program within the entity?

BASIC	The entity’s leadership team does not clearly understand the service improvement system/framework/program within the entity.
DEVELOPING	The entity’s leadership team is aware that a service improvement system/framework/program exists within the entity, but does not know or understand its basic concepts, such as its pillars and sub-pillars.
MATURING	The entity’s leadership team has developed a sound understanding of some of the basic concepts that comprise the entity’s service development system/framework/program, such as the pillars and sub-pillars.
LEADING	The entity’s leadership team clearly understands and takes ownership of the service development system/framework/program within the entity, including its pillars, sub-pillars, tools, and forms. The leadership is aware of the significance of the initiative and its impact on the entity’s activities.

LEADERSHIP TEAM CONSENSUS

Q4.

Does the entity’s leadership team agree on the importance of excellent service delivery and the service delivery strategy?

BASIC	The leadership team does not agree on the service delivery strategy’s importance to the entity’s activities.
DEVELOPING	Only a few members of the leadership team agree on the service delivery strategy’s importance to the entity’s activities.
MATURING	Most of the leadership team members agree on the service delivery strategy’s importance to the entity’s activities.
LEADING	All of the leadership team members agree on and have gone above and beyond to demonstrate the service delivery strategy’s importance to the entity’s activities.

Q5.

How comprehensive is the entity’s service delivery strategy?

BASIC	The entity does not have a defined service delivery strategy.
DEVELOPING	The entity has a high-level service delivery strategy.
MATURING	The entity has a detailed service delivery strategy with clearly defined strategic priorities.
LEADING	The entity has a detailed service delivery strategy with clearly defined strategic priorities and relevant sub-strategies, such as a digital service delivery strategy and a digital channel migration strategy.

Q6.

Are the entity’s service delivery strategic priorities, as defined in the service delivery strategy, directly align to specific higher-order strategic priorities, such as a national or entity-level strategy?

BASIC	A small subset of the service delivery strategic priorities are aligned to specific higher-order strategic priorities.
DEVELOPING	Most of the service delivery strategic priorities are aligned to specific higher-order strategic priorities, but they are not included in the entity’s operational plans.
MATURING	Most of the service delivery strategic priorities are aligned to specific higher-order strategic priorities and are included in the entity’s operational plans.
LEADING	Almost all of the service delivery strategic priorities are aligned to specific higher-order strategic priorities and are included in the entity’s operational plans with clearly defined activities, timelines, and resources.

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1.2
ALIGNMENT TO DESIRED OUTCOMES

ALIGNMENT TO DESIRED OUTCOMES

Q7.

To what extent does the entity’s strategy support the enhancement of the customer experience?

BASIC	The entity’s vision, mission, objectives, and strategy do not appear to support the enhancement of the customer experience.
DEVELOPING	The entity’s vision, mission, objectives, and strategy partially support the enhancement of the customer experience.
MATURING	The entity’s vision, mission, objectives, and strategy generally support the enhancement of the customer experience.
LEADING	The entity’s vision, mission, objectives, and strategy fully support the enhancement of the customer experience, and the entity prioritizes at least one strategic initiative focused on this effort. The entity has also defined a strategy that covers digital service delivery.

Q8.

To what extent does the entity’s strategy support operational efficiency (spending money productively)?

BASIC	The entity’s vision, mission, objectives, and strategy do not appear to support operational efficiency.
DEVELOPING	The entity’s vision, mission, objectives, and strategy partially support operational efficiency.
MATURING	The entity’s vision, mission, objectives, and strategy generally support operational efficiency.
LEADING	The entity’s vision, mission, objectives, and strategy fully support operational efficiency, and the entity prioritizes at least one strategic initiative focused on spending money productively.

Q9.

To what extent does the entity’s strategy support employee happiness?

BASIC	The entity’s vision, mission, objectives, and strategy do not appear to support employee happiness.
DEVELOPING	The entity’s vision, mission, objectives, and strategy partially support employee happiness.
MATURING	The entity’s vision, mission, objectives, and strategy generally support employee happiness.
LEADING	The entity’s vision, mission, objectives, and strategy fully support employee happiness, and the entity prioritizes at least one strategic initiative focused on this effort.

Q10.

Does the entity have an internal team dedicated to developing services and following up on the implementation of related initiatives?

BASIC	There is no internal team dedicated to service development.
DEVELOPING	A team is sometimes formed temporarily to support service development.
MATURING	There is an internal team dedicated to innovative service development, but it does not have a chairperson.
LEADING	There is an official internal team that is tasked with developing innovative and forward-thinking services. It includes members and a chairperson who are dedicated to the process and have clearly defined roles and responsibilities. The team co-creates services alongside numerous partners, such as customers and private entities.

LEADERSHIP TEAM CONSENSUS

Q11.	To what extent does the entity provide adequate financial, technical, and human resources to ensure the success of service development initiatives?
	 
BASIC	The entity does not allocate resources to ensure the success of service development initiatives.
DEVELOPING	The entity allocates resources randomly to support service development initiatives. Resources are allocated only when initiatives are launched.
MATURING	The entity has a standardized approach for allocating resources to support service development initiatives. It assesses the process regularly and adjusts it accordingly.
LEADING	The entity has an automated approach for allocating resources to support service development initiatives, such as automated resource management software. It continuously assesses the process and adjusts it accordingly, to the same degree that it plans for other high-priority initiatives.

MEETINGS & COMMUNICATION

Q12.	Does the service development team demonstrate commitment through effective meetings?
	 
BASIC	The service development team does not hold any meetings.
DEVELOPING	The service development team meets a couple times per year.
MATURING	The service development team meets frequently (monthly) to review progress and plan future initiatives.
LEADING	The service development team holds frequent, effective meetings, and as a result, launches innovative, forward-thinking service development initiatives.
Q13.	Does the service development team demonstrate support and commitment through regular communication with the relevant internal departments or teams within their entity?
	 
BASIC	There is no communication within the entity regarding service development.
DEVELOPING	Communication regarding service development occurs only when needed.
MATURING	There is regular but infrequent communication regarding service development with all relevant departments or teams within the entity across all service delivery channels.
LEADING	There is frequent, consistent ommunication regarding service development with all relevant departments and teams within the entity across all service delivery channels. Communication flows both ways between the service development team and the individual departments or teams.

SOCIAL RESPONSIBILITY

Q14.

Does the entity demonstrate social responsibility and commitment to the local community?

BASIC	The entity has not committed to a specific area of social responsibility.
DEVELOPING	The entity has made a number of formal commitments to better their local community, such as hiring local talent.
MATURING	The entity has partnered with a number of socially conscious organizations and together they are working on specific global and local initiatives.
LEADING	The entity practices what they preach. All employees dedicate a portion of their time and energy to support local and/or global socially responsible initiatives. The entity allocates a specific portion of their existing budget to bettering their local community.

INTEGRATING SERVICE DEVELOPMENT INITIATIVES INTO OPERATIONAL PLANS

Q15.

To what extent does the entity build an implementation plan based on the results of a service improvement assessment, such as the GSRSS, with defined milestones and timelines to improve and/or launch service development initiatives?

BASIC	There is no implementation plan for service development initiatives.
DEVELOPING	There is a general implementation plan for service development initiatives, however, it does not cover specific elements such as resources, investment requirements, correlation between initiatives, or priorities based on effort.
MATURING	There is an implementation plan for service development initiatives, but it includes only four of the following: activities, milestones, completion timeline, resources, relevant persons, and correlations. The plan also prioritizes initiatives according to the level of effort they require.
LEADING	There is an implementation plan for service development initiatives. It includes most of the following: activities, milestones, completion timeline, resources, relevant persons, correlations, accountabilities, and a governance structure. The plan also prioritizes initiatives according to the level of effort they require. These plans and initiatives are part of the entity's operational plans.

Q16.

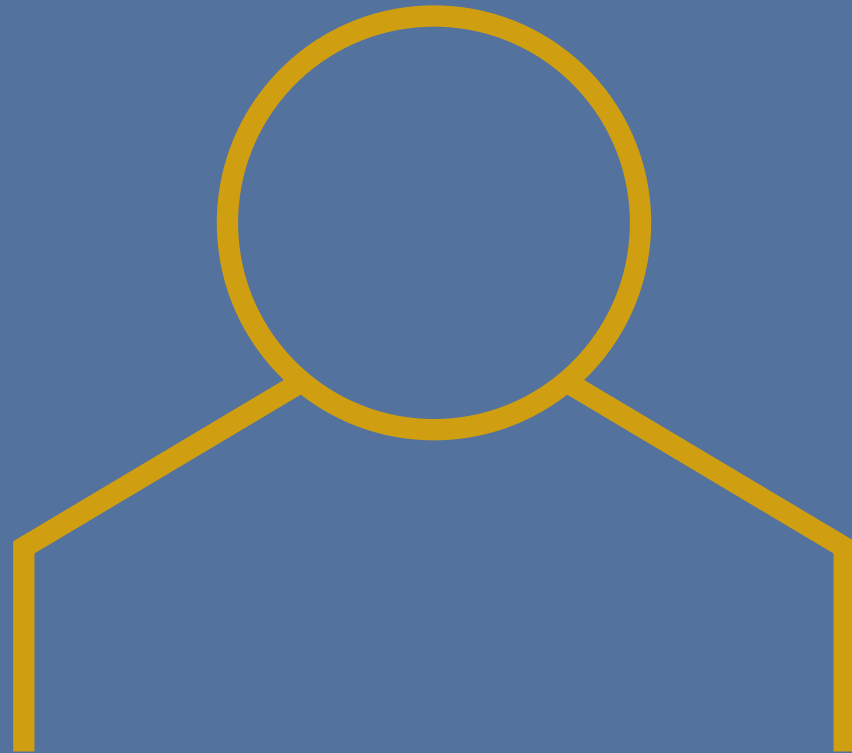
Based on the results of a previous service improvement assessment, such as the GSRSS, what percentage of the implementation plan's service development initiatives did the entity put into action?

BASIC	0-25%
DEVELOPING	26-50%
MATURING	51-80%
LEADING	81-100%

PILLAR

2. CUSTOMER FOCUS

The entity's understanding of its customer base and how it uses the related customer databases and descriptions to provide better services



SUB-PILLARS

2.1 CUSTOMER CHARTER

The customer charter is an integral part of the service center. Employees frequently reference and integrate the charter into all customer communications.

2.2 CUSTOMER INSIGHTS

Accurate customer data that can be traced back to each individual is collected through real-time interactions. Customer feedback is compiled and integrated into service operations regularly.

2.3 CUSTOMER SEGMENTATION

Customers are divided into distinct, well-defined categories that allow for a more personalized customer experience. All employees are aware of the customer segmentation categories.

2.4 CUSTOMER-CENTRIC CULTURE

The idea of always putting the customer experience first is integrated across all aspects of the service center and is at the core of the business.



Entity Leadership



Functional Executive



Physical Channel



Contact Center



Website



Smart Application



2.1
CUSTOMER CHARTER

CUSTOMER CHARTER

Q17. Does the entity have a customer charter, such as the Customer Happiness Formula?

	 
BASIC	The entity does not have a customer charter that describes its commitment to its customers.
DEVELOPING	The entity has a customer charter that includes one of the following elements: ▪ Introduction/purpose ▪ Service level and service provision method ▪ Customer obligations, including the support of vulnerable groups ▪ How to contact and communicate with the entity, and how to give feedback, comments, and suggestions ▪ A specific mechanism to handle comments and complaints
MATURING	The entity has a customer charter that includes two or three of the following elements: ▪ Introduction/purpose ▪ Service level and service provision method ▪ Customer obligations, including the support of vulnerable groups ▪ How to contact and communicate with the entity, and how to give feedback, comments, and suggestions ▪ A specific mechanism to handle comments and complaints
LEADING	The customer charter is considered to be a leading example within the sector, detailing experimental and innovative ways to exceed customer expectations. The entity has a customer charter that includes most of the following elements: ▪ Introduction/purpose ▪ Service level and service provision method ▪ Customer obligations, including the support of vulnerable groups ▪ How to contact and communicate with the entity, and how to give feedback, comments, and suggestions ▪ A specific mechanism to handle comments and complaints

Q18. Is the customer charter effectively communicated to customers?

	 
BASIC	The entity does not consistently communicate the customer charter to customers.
DEVELOPING	The entity displays the customer charter in its physical centers.
MATURING	The entity displays the customer charter in its physical centers and communicates it through digital channels (website, social media, mobile).
LEADING	The entity displays the customer charter in its physical centers and communicates it through digital channels (website, social media, mobile). The charter is also frequently referenced by employees and the entity’s leadership during public communications.

Q19. Is the customer charter effectively communicated to employees?

	 
BASIC	The entity does not consistently communicate the customer charter to employees.
DEVELOPING	The entity displays the customer charter where employees can see it. Some employees are aware of it.
MATURING	The entity includes the customer charter in some aspects of the employee lifecycle (hiring, training, ongoing development) and most employees are aware of it.
LEADING	The entity’s customer charter is included in every aspect of the employee lifecycle (hiring, training, ongoing development) and all employees are aware of it.

2.2
CUSTOMER INSIGHTS

CUSTOMER DATA

Q20. Is data collected in order to provide a 360 degree view of the customer and determine their needs and preferences?





BASIC	Very little to no customer data is collected.
DEVELOPING	Only demographic data about customers is collected, such as age, gender, and nationality.
MATURING	Only demographic and behavioral data about customers is collected, such as channel usage duration and frequency.
LEADING	Robust data is systematically collected for almost all customers. Real-time customer data is also collected and analyzed using advanced technologies, such as sensors and opportunities for live feedback on customer service. Relevant insights garnered from the data are available to users.

Q21. Is comprehensive customer data available?





BASIC	Comprehensive, accurate data is available for less than 20% of customers.
DEVELOPING	Comprehensive, accurate data is available for 20-50% of customers.
MATURING	Comprehensive, accurate data is available for 51-90% of customers.
LEADING	Comprehensive, accurate data is available for more than 90% of customers.

Q22. Is the consolidated data linked to a customer-specific ID number, such as a national ID, phone, or passport number?





BASIC	Customer data is linked to an ID number, but it is not standardized at the entity level.
DEVELOPING	Customer data is linked to a standard ID number at the entity level, and does not compromise privacy standards.
MATURING	Customer data is linked to a standard ID number across at least two other entities (but not all), and does not compromise privacy standards.
LEADING	Customer data is linked to a standard ID number, such as a national ID number, across most other relevant entities, and does not compromise privacy standards.

Q23. How is the ‘voice of the customer,’ or customer feedback, captured?





BASIC	Customer insights and feedback are not captured.
DEVELOPING	Only simple feedback on customer satisfaction is captured (satisfied or not satisfied) via certain service delivery channels.
MATURING	Feedback on customer satisfaction is captured on a semi-regular basis using either closed or open-ended questions via most service delivery channels.
LEADING	Detailed and comprehensive feedback on customer satisfaction is captured on a regular basis using closed or open-ended questions and through public consultations via most service delivery channels, including e-participation or methods of co-creation such as focus groups, surveys, and prototyping. The entity takes action in reponse to feedback to improve its customer services.

COLLECTING CUSTOMER FEEDBACK

Q24. Is there a defined strategy to inform whether customer feedback will be captured internally or through a third party?



BASIC	No consistent method is used to determine the best source for collecting customer feedback.
DEVELOPING	Internal and external sources are assessed based on easily collected feedback.
MATURING	Several internal and external sources for collecting customer feedback are assessed based on the most adequate method according to the type of information required.
LEADING	The entity has a defined outsourcing strategy. Each decision is supported by the assessment of several internal and external sources based on the most adequate and least costly method to incentivize efficiency, according to the type of information required.

Q25. Is customer feedback applied to improve services and service delivery on a regular basis?



BASIC	Feedback is not consistently applied to improve services and service delivery.
DEVELOPING	Feedback is applied sporadically to improve only specific services and service delivery methods.
MATURING	Feedback is selectively applied to improve some services and service delivery methods.
LEADING	Feedback is continuously applied to improve most services and service delivery methods. The feedback received, decisions made, and actions taken in response are published.

CUSTOMER FEEDBACK ANALYSIS

Q26. Is the customer data analysis process systematic, typical, repetitive, and reliable?



BASIC	Available customer data is not analyzed in any organized manner.
DEVELOPING	Customer data is analyzed when necessary, but may be sporadic and insights may not always be clear.
MATURING	Analysis is conducted in a standardized manner, but without a dedicated data analytics team to drive insights, hence it is not sufficiently consistent across the various service delivery channels.
LEADING	Analysis is conducted and insights are disseminated in a standardized manner and by a dedicated data analytics teams to ensure consistency across most customer data and the various service delivery channels. Advanced digital technologies, such as big data, data mining and analytics, and machine learning, are leveraged to enhance the quality of analysis.

CUSTOMER INSIGHT REPORTS

Q27. Are standardized multi-channel reports and metrics available?



BASIC	The entity does not develop any standard multi-channel customer reports.
DEVELOPING	The entity prepares and issues customer reports using some service delivery channels, but metrics and formats for displaying data are not standardized.
MATURING	The entity prepares and issues customer reports from most service delivery channels. There are standardized metrics for reporting, but it does not use a standard format for displaying data.
LEADING	The entity uses software that is able to automatically prepare and issue customer reports from most service delivery channels and uses real-time metrics and a standardized format for displaying data.



2.3 CUSTOMER SEGMENTATION

CUSTOMER SEGMENTATION

Q30. Are existing customers segmented into categories to create a personalized customer experience?

	     
BASIC	Less than 20% of customers are segmented into specific categories.
DEVELOPING	20-50% of customers are segmented into specific categories.
MATURING	51-80% of customers are segmented into specific categories.
LEADING	More than 80% of customers are segmented into specific categories, which are considered to be best practice due to their level of detail and accuracy.

Q31. How clear and comprehensive are the entity’s defined customer segments?

	     
BASIC	Customers are not segmented into different categories with varied needs.
DEVELOPING	The entity is aware that customers have different needs and preferences, but customers are not segmented into distinct, clearly defined categories.
MATURING	Customers are segmented into distinct, clearly defined categories based on multiple measures, such as age, address, and behaviors.
LEADING	Customers are segmented into distinct, clearly defined categories based on multiple measures, such as age, address, and behaviors. The entity has also conducted a study to determine category segmentation in a way that meets the customer-focus principle, such as customer profile expectations, ambitions, and vulnerable groups.

Q28. Are customer insight reports developed and issued on a regular basis?

	     
BASIC	The entity does not perform significant data analysis and does not develop customer reports regularly.
DEVELOPING	Customer reports consist of basic insights and are developed sporadically when necessary.
MATURING	Customer reports consist of new insights and are prepared at the request of the entity’s leadership on a regular basis, such as every six months.
LEADING	Customer reports consist of new and creative insights that are ready on a real-time basis and are submitted to the entity’s leadership regularly. Reports are disseminated to most service delivery channels and the entity’s leadership.

USING CUSTOMER INSIGHTS

Q29. Are customer insights used to develop operational plans?

	     
BASIC	Customer insights are not used to develop operational plans.
DEVELOPING	Customer insights are used to develop operational plans only when needed.
MATURING	Customer insights are always used to develop operational plans, but they are not considered when conducting feasibility studies for new initiatives.
LEADING	Customer insights are published, used systematically to proactively develop operational plans, and are considered when conducting feasibility studies for new initiatives. Insights generated from predictive analytics are used to inform entities on which initiatives to pursue.

2.4

CUSTOMER-CENTRIC CULTURE

CUSTOMER-CENTRIC CULTURE

Q33.

Has the entity built a culture that promotes customer centricity?

BASIC	The entity does not have any internal practices that explicitly promote a customer-centric experience.
DEVELOPING	The entity engages in some of the following activities to develop a customer-centric culture: Promoting customer-focused leadership Collecting data and insights via multiple channels to understand customers Developing services based on customer needs and behaviors Collaborating with customers and key stakeholders to co-create services and service delivery Designing the experience for the customer Empowering the front lines Focusing on metrics that align with customer centricity Collecting feedback continuously to drive consistent improvement
MATURING	The entity engages in most of the following activities develop a customer centric culture: Promoting customer-focused leadership Collecting data and insights via multiple channels to understand customers Developing services based on customer needs and behaviors Collaborating with customers and key stakeholders to co-create services and service delivery Designing the experience for the customer Empowering the front lines Focusing on metrics that align with customer centricity Collecting feedback continuously to drive consistent improvement
LEADING	The entity is considered best in class in creating a great customer experience, putting the customer first and at the core of the business. The entity engages in most of the following activities to develop a customer-centric culture: Promoting customer-focused leadership Collecting data and insights via multiple channels to understand customers Developing services based on customer needs and behaviors Collaborating with customers and key stakeholders to co-create services and service delivery Designing the experience for the customer Empowering the front lines Focusing on metrics that align with customer centricity Collecting feedback continuously to drive consistent improvement

Q32.

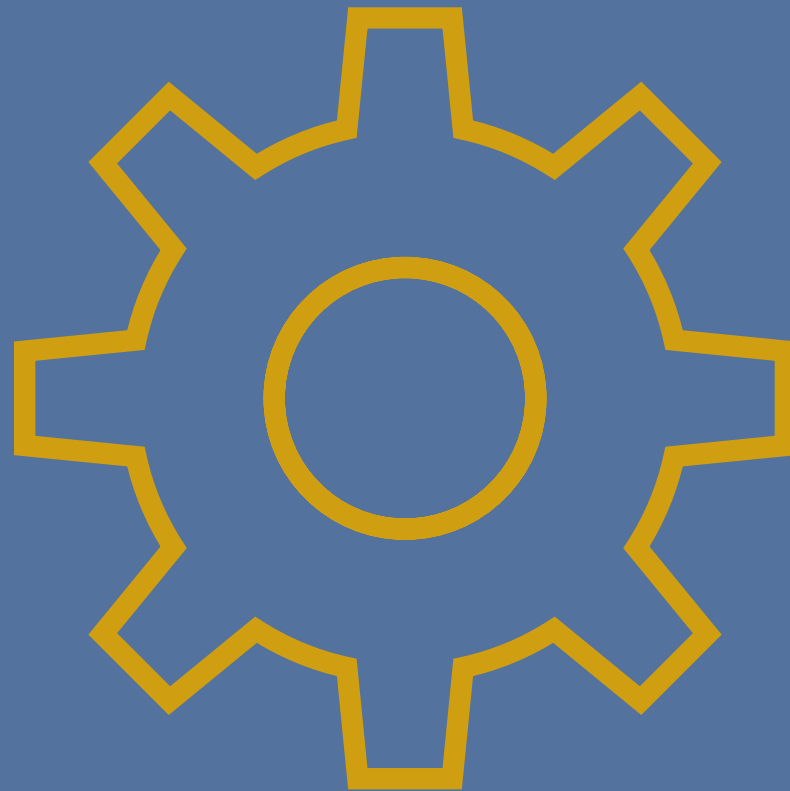
Is customer segmentation documented, disseminated, and implemented throughout the entity?

BASIC	The entity does not have a customer segmentation system, or such a system exists, but is not documented.
DEVELOPING	A customer segmentation system exists, but it is not circulated throughout the entity.
MATURING	The customer segmentation system is documented and circulated among employees across the entity, but it is not necessarily implemented.
LEADING	The customer segmentation system is documented and circulated to all entity employees and implemented throughout the entity.

PILLAR

3. SERVICES

The precise definition of provided services and related criteria, and effective bundling and marketing of these services in a way that enhances their value for customers



SUB-PILLARS

3.1 SERVICE DEFINITION

Services are identified according to the official definition of 'service' and standardized across the entity. An interactive manual that communicates the entity's services is available through every channel for all customers, employees, and other entities.

3.2 SERVICE BUNDLING

Related services are bundled based on customer data, while maintaining that most services and service delivery processes are inclusive of all customer segments, including senior citizens, refugees, and people of determination.

3.3 SERVICE STANDARDS & METRICS

Performance metrics are defined based on customer expectations across service delivery channels. They are monitored regularly to identify and correct measures related to customer expectations.

3.4 MARKETING & COMMUNICATION

A comprehensive marketing and public communication strategy is conceived. Customer insights are used to develop marketing materials that drive awareness of available and required services.



Entity Leadership



Functional Executive



Physical Channel



Contact Center



Website



Smart Application



3.1
SERVICE DEFINITION

SERVICE DEFINITION

Q34. Does the entity adopt an official definition of the services it provides?

	
BASIC	The entity does not adopt an official definition of its services. It considers certain tasks as ‘services’. For example, the task of issuing passport copies is considered a service, in addition to the actual service of issuing passports.
DEVELOPING	The entity is aware of the official definition of ‘service’: “A service is a series of activities or processes that an entity or other entities acting on its behalf conducts to meet the needs of its customers.” However, it does not apply this definition to its services.
MATURING	The entity uses the official definition of ‘service’ to determine what counts or does not count as a service, but it does not classify its services according to any of the following categories: - Information services - Transactional services - Commercial services - Social services - Control services The entity does not differentiate between key services, supplementary services, and sub-services.
LEADING	Most services provided by the entity are determined and defined according to the official definition of ‘service,’ which is standardized across the entity. The entity classifies its services according to the following categories: - Information services - Transactional services - Commercial services - Social services - Control services The entity classifies its services into key services, supplementary services, and sub-services.

SERVICE CATALOGUE

Q35. Is there a service catalogue available that helps staff drive standardized services?

	
BASIC	The entity does not have a consolidated catalogue of all its services.
DEVELOPING	A catalogue that consolidates all the entity’s services is available and includes at least 30% of the following items: - Service description - Service bundle (package) - Service category and type - Service requirements - Service provision procedures - Correlation with other services - Service limitations - Service delivery channels - Average service delivery duration - Target customer categories - Services fees (if applicable) - Service delivery time
MATURING	A catalogue that consolidates all the entity’s services is available and includes at least 60% of the following items: - Service description - Service bundle (package) - Service category and type - Service requirements - Service provision procedures - Correlation with other services - Service limitations - Service delivery channels - Average service delivery duration - Target customer categories - Services fees (if applicable) - Service delivery time

LEADING	An interactive, innovative catalogue that simply and effectively communicates all entity services that can be accessed through each channel is available and includes most of the following items: - Service description - Service bundle (package) - Service category and type - Service requirements - Service provision procedures - Correlation with other services - Service limitations - Service delivery channels - Average service delivery duration - Target customer categories - Services fees (if applicable) - Service delivery time - Ability to personalize the catalogue, such as by adding related datasets, relevant FAQs, or notable transactions
Q36.	Is there a service catalogue available to employees, customers, and other entities?
BASIC	A service catalogue is not available at all, or it is not published and available to employees and customers.
DEVELOPING	A service catalogue is available only to a select group of employees. It is not available to customers.
MATURING	A service catalogue is available in one central location where it can be accessed by all employees, customers, and other entities, but it is not available across all service delivery channels.
LEADING	An interactive service catalogue is available to all employees, customers, and other entities. It is available across most service delivery channels.

3.2 SERVICE BUNDLING

SERVICE PACKAGES

Q37.	Are services offered in bundles to improve their quality and suitability for customers?
BASIC	Services are not offered in logical service bundles that would enhance their suitability or accessibility for customers.
DEVELOPING	Services are bundled according to the entity’s organizational structure rather than the customer’s perspective of which services are related.
MATURING	Related services are combined into service bundles within the entity. For example, the Ministry of Interior may bundle the passport issuing service with the modification of family registry service. Related services from other entities are also combined where applicable.
LEADING	Utilizing customer behavior data, related services are combined into personalized service bundles within each entity, as well as across entities. For example, services related to birth, such as issuing a birth certificate and amending the family registry, are bundled together, even if they are offered by different entities.
Q38.	Are service packages available across various service delivery channels?
BASIC	Service packages are not available through any service delivery channels.
DEVELOPING	Service packages are available through a single service delivery channel.
MATURING	Service packages are available through multiple service delivery channels.
LEADING	Service packages are available through multiple service delivery channels, as well as across entities. For example, the service of issuing a birth certificate, which is provided by the Ministry of Health & Prevention, is offered in the same package as the service of amending the family registry at the Ministry of Interior. The packaged services are offered through both ministries.

3.3

SERVICE STANDARDS & METRICS

SERVICE CRITERIA

Q40.	Are performance metrics based on customer expectations stated in the customer charter?	
BASIC	Performance metrics are not based on customer expectations.	
DEVELOPING	Performance metrics are based on one or two customer expectations, such as service accessibility or complaint resolution, but they are not exhaustive.	
MATURING	Performance metrics are based on a number of customer expectations across several aspects, such as basic and additional service hours in respect to acquiring services and feedback management.	
LEADING	Performance metrics are based on numerous customer expectations across most service delivery channels. The metrics are comprehensive and cover expectations related to acquiring a service, employee tact and politeness, credibility, responsiveness, and feedback management.	

PERFORMANCE METRICS

Q41.	Are performance metrics regularly monitored and acted upon?	
BASIC	Performance metrics are not monitored. Service delivery channel performance in relation to specific service criteria remains largely unknown.	
DEVELOPING	Performance metrics are monitored on an irregular basis only as needed and upon specific requests, such as customer complaints about service delivery channels.	
MATURING	Performance metrics are monitored on a regular but infrequent basis (monthly). At the end of each month, corrective measures are determined and performance gaps are addressed based on customer expectations across all service delivery channels.	
LEADING	Performance metrics are monitored in a timely manner to address gaps and identify corrective measures related to customer expectations – like around-the-clock monitoring of the actual waiting period at the entity’s customer happiness center – and across all service delivery channels.	

Q39.	Are services and service delivery processes developed to be inclusive and accessible to all citizens, including groups like the elderly, refugees, and people of determination?	
BASIC	Services and service delivery processes are developed using a ‘one-size-fits-all’ approach.	
DEVELOPING	The entity is beginning to develop inclusive services and service delivery processes. It is collecting feedback from all segments to determine how to develop and co-create the services and delivery processes that best cater to the needs of all citizens.	
MATURING	The entity has developed and launched a number of inclusive services and service delivery processes. It actively engages with citizens to determine how to continue to develop and co-create the services and delivery processes that best cater to the needs of all citizens.	
LEADING	Most services and service delivery processes are inclusive and accessible to all segments, including groups like the elderly, refugees, and people of determination. The entity continues to actively engage with citizens to enhance the accessibility and quality of their services and delivery processes.	

Q42. What standard practices exist for resolving complaints?

BASIC	None of the following practices exist within the entity: - Auto-reply SMS or email confirming receipt of complaints - Categorizing the complaint as urgent, normal, or complex - Issuing a complaint ID number and defining subsequent steps - Communicating with customers within 24 hours to understand the nature of the complaint - Having a competent team to follow up on complaint resolution - Communicating with customers to ensure that the complaint was resolved - Proactive processes used for problem resolution
DEVELOPING	One or two of the following practices exist within the entity: - Auto-reply SMS or email confirming receipt of complaints - Categorizing the complaint as urgent, normal, or complex - Issuing a complaint ID number and defining subsequent steps - Communicating with customers within 24 hours to understand the nature of the complaint - Having a competent team to follow up on complaint resolution - Communicating with customers to ensure that the complaint was resolved - Proactive processes used for problem resolution
MATURING	Three or four of the following practices exist within the entity: - Auto-reply SMS or email confirming receipt of complaints - Categorizing the complaint as urgent, normal, or complex - Issuing a complaint ID number and defining subsequent steps - Communicating with customers within 24 hours to understand the nature of the complaint - Having a competent team to follow up on complaint resolution - Communicating with customers to ensure that the complaint was resolved - Proactive processes used for problem resolution
LEADING	Most of the following practices exist within the entity: - Auto-reply SMS or email confirming receipt of complaints - Categorizing the complaint as urgent, normal, or complex - Issuing a complaint ID number and defining subsequent steps - Communicating with customers within 24 hours to understand the nature of the complaint - Having a competent team to follow up on complaint resolution - Communicating with customers to ensure that the complaint was resolved - Proactive processes used for problem resolution

Q43. Are customer complaints resolved in a timely manner?

BASIC	20% of customer complaints are resolved within the appropriate timeframe, according to the type of complaint. - Urgent: Within 24 hours on working days - Normal: Within 5 working days - Complex: Within 15 working days
DEVELOPING	21-50% of customer complaints are resolved within the appropriate timeframe, according to the type of complaint. - Urgent: Within 24 hours on working days - Normal: Within 5 working days - Complex: Within 15 working days
MATURING	51-90% of customer complaints are resolved within the appropriate timeframe, according to the type of complaint. - Urgent: Within 24 hours on working days - Normal: Within 5 working days - Complex: Within 15 working days
LEADING	More than 90% of customer complaints are resolved within the appropriate timeframe, according to the type of complaint. - Urgent: Within 24 hours on working days - Normal: Within 5 working days - Complex: Within 15 working days An escalation model exists and is effectively used by employees for priority or complex complaints.

Q44. What is the average customer waiting time at the customer happiness center*?

BASIC	Waiting time varies. Not all customer transactions can be monitored at the customer happiness center.
DEVELOPING	10-20 minutes
MATURING	5-10 minutes
LEADING	Less than 5 minutes

*A customer happiness center is any customer service center managed by the entity where customers receive services through personal interactions. The word ‘happiness’ is used to emphasize that the objective is to provide services that ensure customer satisfaction and exceed their expectations.

Q45. Is the 10-5-3 rule* applied at the customer happiness center whenever possible?



BASIC	The 10-5-3 rule is not applied by all front desk employees.
DEVELOPING	The 10-5-3 rule is applied less than half the time by all front desk employees.
MATURING	The 10-5-3 rule is applied more than half the time by all front desk employees.
LEADING	The 10-5-3 rule is applied at all times by all front desk employees.

*The 10-5-3 rules is a basic customer service rule that involves making eye contact with the customer from a 10 foot distance, smiling at a 5 foot distance, and greeting the customer at a 3 foot distance. The assessor may reference any other rules that yield the same output.

Q46. What is the average time required to complete complicated, normal, and fast-track transactions at the customer happiness center?



BASIC	Transactions were not completed in the appropriate timeframe over the past 12 months, according to transaction type. - Complicated: Less than 30 minutes - Normal: Less than 10 minutes - Fast-track: Less than 5 minutes
DEVELOPING	Less than 60% of transactions were completed in the appropriate timeframe consistently over the past 12 months, according to transaction type. - Complicated: Less than 30 minutes - Normal: Less than 10 minutes - Fast-track: Less than 5 minutes
MATURING	60-80% of transactions were completed in the appropriate timeframe consistently over the past 12 months, according to transaction type. - Complicated: Less than 30 minutes - Normal: Less than 10 minutes - Fast-track: Less than 5 minutes
LEADING	More than 80% of transactions were completed in the appropriate timeframe consistently over the past 12 months, according to transaction type, and all requested services were completed on the same visit - Complicated: Less than 30 minutes - Normal: Less than 10 minutes - Fast-track: Less than 5 minutes

Q47. What percentage of customer inquiries submitted through digital channels, such as email, instant chat, or social media, are answered on the first communication?



BASIC	20% or less
DEVELOPING	21-50%
MATURING	51-95%
LEADING	More than 95% Customers are able to access the same service quality across all support channels.



Q48. What is the average time required to address customer inquiries across the various website/smart application support channels?



BASIC	Inquiries submitted via digital support channels are not addressed within the appropriate timeframe, according to channel type. - Email: Within 1 day - Chat initiation: Within 30 seconds - Resolving inquiry via instant chat: Within 5 minutes - Social media: Within 2 hours
DEVELOPING	Less than 60% of inquiries submitted via digital support channels are consistently addressed within the appropriate timeframe, according to channel type. - Email: Within 1 day - Chat initiation: Within 30 seconds - Resolving inquiry via instant chat: Within 5 minutes - Social media: Within 2 hours
MATURING	60-80% of inquiries submitted via digital support channels are consistently addressed within the appropriate timeframe, according to channel type. - Email: Within 1 day - Chat initiation: Within 30 seconds - Resolving inquiry via instant chat: Within 5 minutes - Social media: Within 2 hours
LEADING	Customers receive prompt and accurate replies. More than 80% of inquiries submitted via digital support channels are consistently addressed within the appropriate timeframe, according to channel type. - Email: Within 1 day - Chat initiation: Within 30 seconds - Resolving inquiry via instant chat: Within 5 minutes - Social media: Within 2 hours

Q49. What is the availability rate for the entity’s website/smart application, where applicable?



BASIC	Less than 95%
DEVELOPING	95-98%
MATURING	98.1-99.8%
LEADING	99.9%

Q50. Are positive practices applied when resolving inquiries through digital channels, such as email and SMS?



BASIC	None of the following positive practices are applied: - Sending a digital response from the entity’s official website address with the entity’s letterhead and the relevant agent’s contact information - Error-free documents - Accurate information - All inquiries are resolved
DEVELOPING	One of the following positive practices is applied: - Sending a digital response from the entity’s official website address with the entity’s letterhead and the relevant agent’s contact information - Error-free documents - Accurate information - All inquiries are resolved
MATURING	Two of the following positive practices are applied: - Sending a digital response from the entity’s official website address with the entity’s letterhead and the relevant agent’s contact information - Error-free documents - Accurate information - All inquiries are resolved
LEADING	The digital inquiry resolution process is considered best in class. Three or more of the following positive practices are applied: - Sending a digital response from the entity’s official website address with the entity’s letterhead and the relevant agent’s contact information - Error-free documents - Accurate information - All inquiries are resolved



Q51. What percentage of the entity’s total number of priority service transactions are conducted on the website/smart application?

BASIC	Less than 30%
DEVELOPING	31-70%
MATURING	71-80%
LEADING	More than 80%

There are channel-migration tactics in place to incentivize customers to complete transactions through the website/smart application.

Q52. What percentage of the total number of registered users are active digital channel users?

BASIC	10-30%
DEVELOPING	31-70%
MATURING	71-90%
LEADING	More than 90%

Q53. What is the entity’s digital conversion rate for priority services?

BASIC	Less than 50%
DEVELOPING	51-70%
MATURING	71-99%
LEADING	More than 99%

TRUST

Q54. What percentage of customers trust and are comfortable using the entity’s digital service delivery channel(s)?*

BASIC	Less than 30%
DEVELOPING	31-60%
MATURING	61-90%
LEADING	More than 90%

*As this is a sentiment-related question, it may require the entity to conduct a public survey, if possible.

PERFORMANCE METRICS

Q55. Does the contact center monitor its operational performance comprehensively according to best practice or respective operational performance indicators (OPIs)?

BASIC	The contact center does not adopt any OPIs.
DEVELOPING	The contact center adopts some OPIs, conducts quarterly self-assessments, and reports performance to higher management.
MATURING	The contact center adopts comprehensive OPIs, conducts quarterly self-assessments, and reports performance to higher management.
LEADING	The contact center adopts comprehensive OPIs, conducts monthly self-assessments, and reports performance to higher management. It also takes appropriate actions to maintain high performance.

3.4

MARKETING & COMMUNICATION

MAPPING & IDENTIFYING TARGET GROUPS

Q60. Does the entity have a strategy for marketing and public communication of its services?

BASIC	The entity does not have a marketing or public communication strategy.
DEVELOPING	The entity has a basic marketing strategy that identifies the message and the target audience, but it does not indicate optimal communication channels, costs, or expected benefits.
MATURING	The entity has a comprehensive marketing strategy that identifies the message, target audience, and optimal communication channels, but it does not indicate related costs and expected benefits.
LEADING	The entity has a comprehensive marketing and public communication strategy, leading to the development of targeted and innovative personalized campaigns, which are informed by customer data and prioritized based on associated costs and expected benefits.

PLANNING & TARGETING

Q61. Are customer ratings and insights used to develop, target, and identify marketing materials?

BASIC	Customer ratings and insights are not used to develop marketing materials or to determine where and how such materials will be rolled out.
DEVELOPING	Customer ratings and insights are used to develop marketing materials, but not to determine where and how such materials will be rolled out.
MATURING	Customer ratings and insights are used to develop marketing materials and to determine where and how such materials will be rolled out. However, the same messages and roll-out mechanisms are used for all categories.
LEADING	Customer insights are used as the main resource for developing marketing materials. Customer attitudes are used to develop specific messages tailored to each category, and category behaviors are used to determine how and where such messages are rolled out to specific categories. Digital technologies are leveraged in the marketing process. For example, data science may be used to generate personalized messages for unique customers.

Q56. How many seconds does it take to answer a non-emergency phone call?

BASIC	80% of all calls are answered in more than 50 seconds.
DEVELOPING	80% of all calls are answered in 30-50 seconds.
MATURING	80% of all calls are answered in 20-30 seconds.
LEADING	More than 80% of all calls are answered in 20 seconds or less.

Q57. What is the maximum number of options that a chatbot provides or are listed on an interactive voice response menu on a call?

BASIC	Seven or more
DEVELOPING	Six
MATURING	Five
LEADING	Four, with options listed in order of priority from highest to lowest

Q58. What percentage of calls must be transferred to another agent or department to be resolved?

BASIC	More than 20%
DEVELOPING	16-20%
MATURING	10-15%
LEADING	Less than 10%

Q59. How often is the customer able to obtain the required service on the first call?

BASIC	Less than 70% of the time
DEVELOPING	70-80% of the time
MATURING	80-95% of the time
LEADING	More than 95% of the time

Q62.

Are marketing and public communication methods assessed based on expected costs, customer response, and channel relevance?

BASIC	The entity does not assess the various public communication methods and their effectiveness.
DEVELOPING	The entity looks into various public communication methods and their effectiveness, but only based on costs.
MATURING	The entity assesses a number of public communication methods based only on the expected customer response.
LEADING	The entity assesses all public communication methods based on expected costs, customer responses, and channel relevance.

MAPPING & IDENTIFYING TARGET GROUPS

Q63.

Are there internal communication programs that help make employees aware of external marketing strategies?

BASIC	There are no internal communication programs. Employees are not aware of marketing and external marketing strategies.
DEVELOPING	Employees are made aware of information related to the latest external marketing strategies.
MATURING	There are a number of internal communication programs, but they are not aligned with external marketing strategies.
LEADING	The entity leverages digital tools that enable consistent internal communication programs to make employees aware of current and future external marketing strategies and the value and intent of the campaigns.

CONSISTENCY & AWARENESS

Q64.

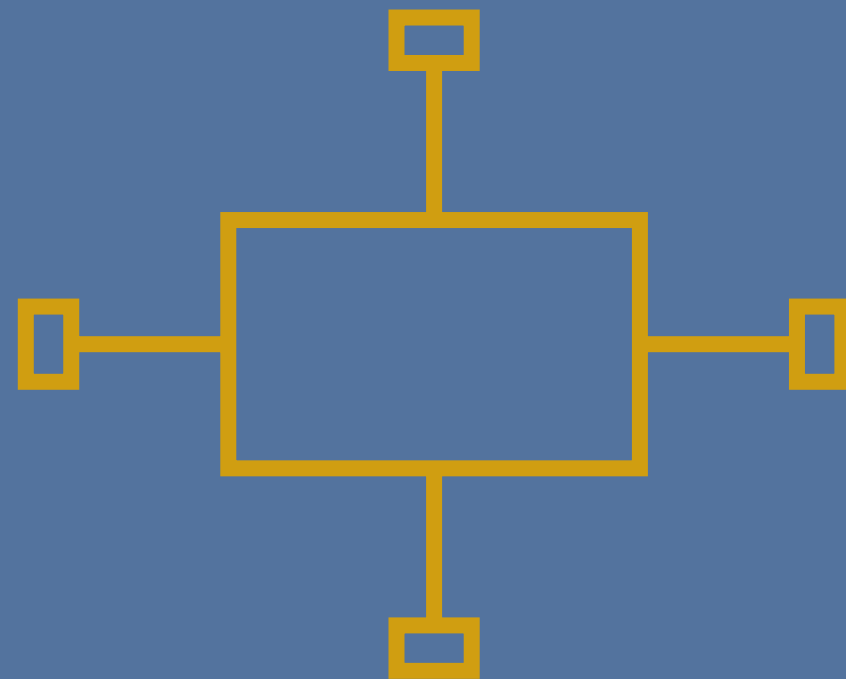
How aware are the customers of available and required services?

BASIC	Customers have no idea about the services available to them or required of them prior to obtaining the service. Customers are not aware of service costs, if applicable.
DEVELOPING	Customers have some idea about the services available to them or required of them prior to obtaining the service. Customers have a vague idea of service costs, if applicable.
MATURING	Customers have a good idea about the services available to them or required of them prior to obtaining the service, but they are not familiar with the optional services that are available, such as special services for the elderly. Customers have a good idea of some service costs, if applicable. Opt-in marketing campaigns (requiring customer consent) are targeted based on customer segments leading to increased awareness.
LEADING	Customers are familiar with all the available or required services as well as optional services prior to obtaining the service. Marketing programs have provided customers with extensive knowledge about the relevant optional services available. Customers have an accurate idea of or are able to easily determine all service costs, if applicable. Opt-in marketing campaigns (requiring customer consent) are personalized based on individual data leading to increased awareness and action.

PILLAR

4. SERVICE DELIVERY CHANNELS

The entity's operational efficiency and effectiveness in its communications with customers



SUB-PILLARS

4.1 CHANNEL CAPACITY & DEMAND

Demand for services is monitored and controlled using proactive management and forecasting of service needs. The entity thinks strategically about how they will manage service delivery channels' future requirements.

4.2 CHANNEL ASSESSMENT

Service centers are designed in a way that enables maximum ease for customers, with sufficient directional signage, adequate service hours, and barrier-free accessibility for customers.

4.3 AVAILABILITY OF SERVICES

Services can be accessed across all service delivery channels. Expedited services are available and used strategically to drive key outcomes.

4.4 MULTI-CHANNEL STRATEGY

Multiple service delivery channels are available for customers. There is consistency and smooth integration across all service channels to enable customers to switch channels throughout a service process.



Entity Leadership



Functional Executive



Physical Channel



Contact Center



Website



Smart Application



4.1
CHANNEL CAPACITY & DEMAND

SERVICE DEMAND & FORECASTING

Q65.

Does the entity have a demand management system that measures and monitors the volume of demand for its services?

BASIC

The entity does not have a demand management system. Collection of demand volume data is random and manual.

DEVELOPING

The entity has a basic demand management system that collects some data on the volume of demand for services and service delivery channels, but it is inconsistent.

MATURING

The entity has an advanced demand management system that consistently measures the volume of demand for all services and service delivery channels. There is a sound awareness regarding the volume of demand for services and changes to services and all service delivery channels.

LEADING

The entity has a proactive demand management system that consistently measures the volume of demand for all services and service delivery channels. This system automatically collects data to enable real-time decision-making. There is a comprehensive overview of the volume of demand and changes to services and service delivery channels, as well as customer categories.

Q66.

Does the entity use proactive demand management, such as data mining or predictive analytics, for forecasting the demand of services and delivery channels and to determine future expectations?

BASIC

The entity does not use demand management to forecast the volume of demand for services and determine future expectations.

DEVELOPING

The entity uses basic demand management for forecasting the volume of demand for services and determining future expectations, but the system is not standardized.

MATURING

The entity uses proactive demand management to forecast the volume of demand for services and determine future expectations for all services and service delivery channels.

LEADING

The entity uses proactive demand management that is customized by service delivery channel type in order to forecast the demand for all services and determine future expectations according to service type, channels, customer segments, seasonality, and events for all service delivery channels in real time. There are also data forms to determine future expectations for demand volume and any fluctuations that may occur according to service type, channel, and customer categories.

4.2 CHANNEL ASSESSMENT

PLANNING SERVICE DELIVERY CHANNELS' CAPACITY

Q67. Does the entity have a plan to manage its service delivery channels' capacity to meet current and future needs?

	     
BASIC	The entity does not have a plan to manage its service delivery channels' capacity to meet current and future needs.
DEVELOPING	The entity has a plan to manage the capacity of 20-50% of its service delivery channels to meet current and future expectations. There is limited use of demand volume forecasts for capacity planning.
MATURING	The entity has a plan to manage the capacity of 51-80% of its service delivery channels to meet current and future expectations. There is adequate use of demand forecasts for capacity planning.
LEADING	The entity has a comprehensive and effective plan to manage the capacity of more than 80% of its service delivery channels to meet the current and future needs. The plan was developed in collaboration with key stakeholders. There is optimal use of volume expectations for capacity planning, and quantitative modeling is leveraged through the planning process. The entity applies a flexible staffing model, such as flex and part-time employees, across channels to meet fluctuating demand.

Q68. To what extent does the entity incorporate the principles of customer experience, operational efficiency, and employee happiness in service capacity planning?

	     
BASIC	The capacity plan does not incorporate customer experience, operational efficiency, and employee happiness as key planning principles.
DEVELOPING	The capacity plan incorporates customer experience, operational efficiency, and employee happiness as key planning principles, but capacity planning is reactive rather than proactive.
MATURING	The capacity plan incorporates customer experience, operational efficiency, and employee happiness as key planning principles, and capacity planning is proactive.
LEADING	The capacity plan incorporates the principles of customer experience, operational efficiency, and employee happiness as key planning principles, and capacity planning is proactive. A feasibility study is developed for any project related to capacity enhancement or rationalization.

LOCATION/SITE

Q69. Is the customer happiness center conveniently located relative to main roads?

	     
BASIC	The location of the customer happiness center is not convenient. It is more than 400 meters away from the main road(s).
DEVELOPING	The customer happiness center is 200-400 meters away from the main road(s).
MATURING	The location of the customer happiness center is convenient – less than 200 meters from the main road(s). It is located on a side street close to the main road and easily accessible by car and foot.
LEADING	The location of the customer happiness center is perfect. It is right on the main road and easily accessible by car and foot.

Q70. Is the customer happiness center conveniently located relative to public transport?

	     
BASIC	The location of the customer happiness center is not convenient. It is more than 400 meters away from main public transport stops.
DEVELOPING	The customer happiness center is 200-400 meters away from main public transport stops.
MATURING	The location of the customer happiness center is convenient. It is 100-200 meters away from main public transport stops.
LEADING	The location of the customer happiness center is convenient. It is less than 100 meters away from main public transport stops.

Q71. Is there a sign at the entrance of the premises or inside the lobby to indicate the location of the customer happiness center within the building?



BASIC	There is no sign indicating the location of the customer happiness center at the building’s entrance or inside the lobby.
DEVELOPING	There is a sign indicating the location of the customer happiness center at the building’s entrance or inside the lobby, but it is unclear.
MATURING	There is a clear sign indicating the location of the customer happiness center at the building’s entrance or inside the lobby.
LEADING	There is a clear sign indicating the location of the customer happiness center at the building’s entrance or inside the lobby. It is easily noticeable and multilingual when necessary.

Q72. Are there any signs indicating the location of the customer parking area?



BASIC	There are no signs indicating the location of the customer parking area.
DEVELOPING	There are signs indicating the location of the customer parking area, but they are confusing and misleading.
MATURING	There are clear signs indicating the location of the customer parking area.
LEADING	There are clear and easily noticeable signs indicating the location of the customer parking area.

PARKING

Q73. Are there sufficient parking spaces for the average number of customers per hour?



BASIC	There are no parking spaces available.
DEVELOPING	Parking spaces are available for 30% of the average number of customers per hour.
MATURING	Parking spaces are available for 50% of the average number of customers per hour.
LEADING	Parking spaces are available for 80% of the average number of customers per hour and overflow parking is available in adjacent lots.

ACCESSIBILITY

Q74. Is the center designed in a barrier-free way that enables easy access and usage for people of determination*?



BASIC	People of determination cannot access and use the center.
DEVELOPING	People of determination cannot access and use the center easily.
MATURING	People of determination can access and use the center with assistance.
LEADING	People of determination can easily access and use the center without assistance. The center is equipped with elevators, ramps, braille signs, handicap washrooms, etc. If necessary, staff are trained to meet the needs of these customers.

*People of determination are persons with permanent or temporary whole or partial physical, psychological, mental, communicational or educational disabilities.



WORKING HOURS

Q75. Are the customer happiness center’s working hours convenient?



BASIC	Working hours are inconvenient. The center is open less than 7 hours per day on weekdays only.
DEVELOPING	The center has limited working hours. It is open 7 hours per day and is closed on weekends.
MATURING	Working hours are convenient. The center is open 7-10 hours per day on weekdays.
LEADING	Working hours are very convenient and flexible. The center is open 10-12 hours per day. In addition, it offers partial availability of services on weekends (at least 1 day) or public holidays and special occasions when necessary.

CLEANLINESS

Q76. Are the customer happiness center’s premises and building surroundings clean?



BASIC	The premises and building surroundings are not clean and there is no cleaning schedule.
DEVELOPING	The premises and building surroundings are partially clean. There is a cleaning schedule, but it is not clear.
MATURING	The premises and building surroundings are clean and there is a daily cleaning schedule.
LEADING	The premises and building surroundings are always clean. There is an hourly cleaning schedule and building technologies that enable cleaning services on demand, such as a restroom management system.

APPEARANCE/CORPORATE IDENTITY

Q77. Is the internal and external appearance of the customer happiness center’s premises consistent with the entity’s corporate identity?



BASIC	The appearance of the premises is not consistent with the entity’s corporate identity.
DEVELOPING	The appearance of the premises is partially consistent with the entity’s corporate identity.
MATURING	The appearance of the premises is usually consistent with the entity’s corporate identity.
LEADING	The appearance of the premises is fully consistent with the entity’s corporate identity.

INFORMATION DESKS

Q78. Are the information desk and service delivery counter easy to locate within the customer happiness center?



BASIC	The information desk and service counters are not easily located.
DEVELOPING	The information desk and service counters are not always easily located.
MATURING	The information desk and service counters are easily located.
LEADING	The information desk and service counters are easily located and noticeable.



CUSTOMER HAPPINESS CENTER DESIGN

Q79. Is there an appropriate waiting area inside the customer happiness center?



BASIC	There is no waiting area or seating.
DEVELOPING	There is a waiting area with seating to accommodate 50% of the average number of hourly customers.
MATURING	There is a waiting area with seating to accommodate 70% of the average number of hourly customers.
LEADING	There is a waiting area with seating to accommodate 95% of the average number of hourly customers.

Q80. Is there designated space, such as special entrances or seating areas, that can be utilized for priority groups, including VIPs, elderly customers, women, and people of determination?



BASIC	There is ad hoc signage and designated space for priority groups.
DEVELOPING	There is clear signage and designated space for priority groups.
MATURING	There is clear signage and sufficient designated space for priority groups during peak hours, when demand is higher.
LEADING	There is clear signage and sufficient designated space for priority groups during peak hours. The center also has creative and flexible means of modifying seating to meet customer demand.

CUSTOMER FLOW REGULATION

Q81. Is customer flow automatically regulated?*



BASIC	There is no system to regulate customer flow, or there is a system but it is not used.
DEVELOPING	A manual system is available to regulate the flow of customers.
MATURING	An automated system is available to regulate the flow of customers.
LEADING	An automated system is available to regulate the flow of customers. Customers can enter a virtual queue, which will notify them when to come in to avoid waiting in line.

*This question applies to centers that serve more than 20 customers per hour.

CUSTOMER SEGMENT

Q82. Are there special lanes for different categories of customers, such as VIPs, corporate customers, people of determination, etc., when necessary?



BASIC	There are no special lanes for different customer categories.
DEVELOPING	There is a special lane for only one category of customers.
MATURING	There are special lanes for several categories of customers when necessary.
LEADING	There is a special lane for each category of customers when necessary.



LANGUAGES

Q83.

How many languages are services provided in (written and verbal communication)?*

*This question only applies if a needs assessment reveals there is a need for multilingual services.

TECHNOLOGY FACILITIES

Q84.	Is the customer happiness center equipped with the necessary support devices for customer use?	
BASIC	There are no support devices for customers to use when needed.	
DEVELOPING	Only one of the following devices is available for customers to use: Computer, camera, telephone, and printing service.	
MATURING	Two of the following devices are available for customers to use: Computer, camera, telephone, and printing service. There is also a desk/counter for filling out forms.	
LEADING	Most of the following devices are available for customers to use: Computer, camera, telephone, and printing service. These services may or may not be offered free of charge. There is also a desk/counter for filling out forms.	

OTHER FACILITIES

Q85.

Are there prayer rooms on the premises? Are they clean and properly equipped?

BASIC

Prayer rooms are not available.

DEVELOPING

Prayer rooms are available, but they are not clean and are poorly equipped.

MATURING

Prayer rooms are available. They are clean most of the time and are properly equipped.

LEADING

Prayer rooms are available. They are always clean and properly equipped.

Q86.

Are there washrooms on the premises? Are they clean and properly equipped?

BASIC

Washrooms are not available.

DEVELOPING

Washrooms are available, but they are not clean and are poorly equipped.

MATURING

Washrooms are available. They are clean most of the time and are properly equipped.

LEADING

Washrooms are available. They are always clean and properly equipped.

INTERNET PRESENCE

Q87. How easy is the entity’s domain name to understand and recall?

BASIC	The entity’s website domain name is hard to remember and access as it does not refer to the relevant entity or use its acronym.
DEVELOPING	The entity’s website domain name is easy to remember and access, but it does not refer to the relevant entity or use its acronym.
MATURING	The entity’s website domain name is easy to remember and access. It refers to the relevant entity or uses its acronym.
LEADING	The entity’s website domain name is memorable and easily accessible. It refers to the relevant entity or uses its acronym. The possibility of accessing the website using a different domain name, such as the full name of the entity, through trial and error is high.

Q88. How easy is it to find the entity’s website through major search engines, such as Google, Yahoo, and Bing?

BASIC	It is difficult to find the website through any search engine, and search results differ between various search engines.
DEVELOPING	The website is easily found through some search engines, but search results differ between various search engines.
MATURING	The website is easily accessible through some search engines, with consistency in search results across various search engines.
LEADING	The website is easily accessible through any search engine, with consistency in search results across various search engines. The site appears at the top of the search engine page due to SEO (search engine optimization). Additional methods are used to improve the site’s visibility through SEO efforts.

ACCESSIBILITY

Q89. Is it easy to find the entity’s smart application on app stores?

BASIC	It is difficult to find the application through all app stores. The search shows different results across different app stores.
DEVELOPING	It is easy to find the application through some app stores, but the search shows different results across different app stores.
MATURING	It is easy to find the application through some app stores. The search shows unified results across all app stores.
LEADING	It is easy to find the application through all app stores. The search shows unified results across all app stores, and the app is featured at the top of the results pages.

Q90. Is the entity’s smart application aligned with various operating systems?

BASIC	The smart application is not aligned with the latest versions of smart phone operating systems (iOS, Android).
DEVELOPING	The smart application is aligned with the latest versions of smart phone operating systems (iOS, Android), but is not compatible with older versions.
MATURING	The smart application is aligned with the latest versions of smart phone operating systems (iOS, Android) and is also compatible with older versions.
LEADING	The smart application is aligned with all smart phone operating systems (iOS, Android) and is compatible with older versions.

Q91. Can people of determination carry out their transactions via the website/ smart application?



BASIC	People of determination cannot use the website/smart application.
DEVELOPING	The website/smart application is adapted to be used by people of determination, in compliance with A-level* guidelines for website/smart application content access.
MATURING	The website/smart application is adapted to be used by certain categories of people of determination, in compliance with AA-level* guidelines for website/smart application content access.
LEADING	People of determination can easily and effectively interact with the website/smart application, and get the same information and support as other users. The website/smart application is adapted, and all relevant service offerings are suited to be used by people of determination in a way that surpasses the AAA-level* guidelines for content access using an innovative method to support customers with different capabilities. There is a dedicated contact center help desk for this segment. Additional approaches, such as co-creation and UX labs, may be undertaken to collect feedback to enhance the user experience.

*According to the Web Content Accessibility Guidelines (WCAG)

Q92. How many languages is content on the website/smart application available in (based on customer needs)?



BASIC	The entity’s website/smart application is available only in the country’s official language.
DEVELOPING	The entity’s website/smart application is available in the country’s official language and one or two other languages.
MATURING	The entity’s website/smart application is available in the country’s official language and three to four other languages at all times.
LEADING	The entity’s website/smart application is available in the country’s official and unofficial languages, as well as the official languages of the United Nations – Arabic, Chinese, English, French, Russian, and Spanish. An automatic translation option is also available to translate the general content into any language.

ALIGNMENT

Q93. How compatible is the website with different internet browsers?



BASIC	The website is compatible with a specific version of a single browser, such as Chrome, Safari, Internet Explorer, Firefox, etc. It requires special plug-ins or customization to operate.
DEVELOPING	The website is compatible with some specific versions of different browsers, such as Chrome, Safari, Internet Explorer, Firefox. etc, and does not require special plug-ins or customization to operate.
MATURING	The website is compatible with most browsers, such as Chrome, Safari, Internet Explorer, Firefox, etc. It does not require specific versions or special plug-ins and customization to operate.
LEADING	The website is compatible with all browsers, and does not require specific versions or special plug-ins and customization to operate.

Q94. Are the web pages designed to adapt to smart tablets?



BASIC	The web page design is not compatible with smart tablets and is not resized to fit tablet screen displays.
DEVELOPING	The web page design is compatible with some smart tablets and some pages are resized to fit tablet screen displays.
MATURING	The web page design is compatible with most commonly used smart tablets and some pages are resized to fit tablet screen displays.
LEADING	The web page design is compatible with most commonly used smart tablets and all pages are resized to fit tablet screen displays.



Q95. How often are new versions of the smart application released?

BASIC	No new versions of the smart application are released.
DEVELOPING	New versions of the smart application are rarely released, and updates to address defects are only available upon the release of new versions.
MATURING	New versions of the smart application, as well as updates to address defects, are released periodically. Updates target any issues that may appear and are processed quickly, demonstrating rapid response to customer comments and feedback.
LEADING	New versions of the smart application, as well as updates to address defects, are released periodically, whenever needed. Updates target any issues that may appear and are processed quickly, demonstrating rapid response to customer comments and feedback. Customers are not required to update the application to be able to use the services.

DESIGN

Q96. Does the design of the website/smart application give users a positive first impression?

BASIC	The website/smart application’s design is complicated and unclear. It does not give users a positive first impression, nor does it reflect the channel’s purpose.
DEVELOPING	The website/smart application’s design is not complicated, but it does not clearly reflect the purpose of the channel or the services being offered.
MATURING	The website/smart application’s design is simple and gives users a positive first impression. It reflects the channel’s purpose, but does not clearly present the services being offered.
LEADING	The website/smart application’s design is very simple and clear, and it gives users a positive first impression. It clearly reflects the purpose of the site and the services being offered.

Q97. Is the design of the website/smart application distinguished and simple?

BASIC	The design is not distinguished and simple and does not incorporate any of the following features: - User interface design in terms of colors and fonts - Icons and symbol design - High-quality imagery
DEVELOPING	The design is not simple, but it incorporates some of the following features: - User interface design in terms of colors and fonts - Icons and symbol design - High-quality imagery - High-quality video and visual effects
MATURING	The design is simple, but it is purely conventional. It incorporates some of the following features: - User interface design in terms of colors and fonts - Icons and symbol design - High-quality imagery - High-quality video and visual effects - New design trends such as infographics
LEADING	The design is simple, distinguished, and creative and incorporates most of the following features: - User interface design in terms of colors and fonts - Icons and symbol design - High-quality imagery - High-quality video and visual effects - New design trends such as infographics

Q98. How many key elements does the entity’s website/smart application homepage include?



- BASIC** The homepage includes 30% of the following key elements:
- Entity logo
 - Homepage link
 - Site-specific search engine
 - ‘About the Entity’ page
 - Services
 - Contact information
 - Advanced search function
 - Addresses of social media channels
 - Option to change language
 - Site policy
 - Copyright
 - Accurate location
 - Click to chat for live assistance
 - Link to open data
 - Link to e-participation
 - Link to customer charter

- DEVELOPING** The homepage includes 50% of the following key elements:
- Entity logo
 - Homepage link
 - Site-specific search engine
 - ‘About the Entity’ page
 - Services
 - Contact information
 - Advanced search function
 - Addresses of social media channels
 - Option to change language
 - Site policy
 - Copyright
 - Accurate location
 - Click to chat for live assistance
 - Link to open data
 - Link to e-participation
 - Link to customer charter

- MATURING** The homepage includes 80% of the following key elements:
- Entity logo
 - Homepage link
 - Site-specific search engine
 - ‘About the Entity’ page
 - Services
 - Contact information
 - Advanced search function
 - Addresses of social media channels
 - Option to change language
 - Site policy
 - Copyright
 - Accurate location
 - Click to chat for live assistance
 - Link to open data
 - Link to e-participation
 - Link to customer charter

- LEADING** The website/smart application homepage is considered best in class. It captivates the user and includes more than 95% of the key elements listed below, and each element is simple to locate:
- Entity logo
 - Homepage link
 - Site-specific search engine
 - ‘About the Entity’ page
 - Services
 - Contact information
 - Advanced search function
 - Addresses of social media channels
 - Option to change language
 - Site policy
 - Copyright
 - Accurate location
 - Click to chat for live assistance
 - Link to open data
 - Link to e-participation
 - Link to customer charter



Q99. Does the website/smart application have a dedicated link for the services provided by the entity?

BASIC	The website/smart application provides a link to the entity’s services, but it is located on an internal page and is difficult to find.
DEVELOPING	The website/smart application provides a link to the entity’s services, but it is not clearly visible.
MATURING	The website/smart application provides a link to the entity’s services on its homepage. The link is clearly visible and does not require navigation between pages to locate.
LEADING	The website/smart application provides a link to the entity’s services on its homepage. The link is clearly visible and does not require any further navigation between pages to locate. It links to the entity’s priority and most-used services.

Q100. How easy is it to search for information on the website/smart application?

BASIC	The website/smart application does not have a search function.
DEVELOPING	▪ The website/smart application has a basic search function, but it is not prominently visible and can only be found on the homepage ▪ Keyword searches and searches using partial words are not available ▪ The way information is structured helps users find what they are looking for, but with some difficulty
MATURING	▪ The website/smart application has a search option that is prominently visible ▪ The way information is structured allows users to easily find what they are looking for ▪ The search feature appears on every page and allows users to search across the entire site/ application ▪ Keyword suggestion is available ▪ There is an up-to-date FAQ section ▪ Google search engine capabilities are available ▪ Basic and advanced search functions are available ▪ Searches return relevant results ▪ Information is obtained within a maximum of three clicks
LEADING	Locating the information required through the website/smart application is a simple and seamless process: ▪ The website/smart application has a search option that is prominently visible ▪ The way information is structured allows users to easily find what they are looking for ▪ The search feature appears on every page and allows users to search across the entire site/ application ▪ Keyword suggestion is available ▪ There is an up-to-date FAQ section ▪ Google search engine capabilities are available ▪ Basic and advanced search functions are available ▪ Searches return relevant results ▪ All text within the website/smart application is searchable ▪ Search results are classified in a logical way, such as by type, adequacy, popularity, or chronological order ▪ Information is obtained within a maximum of two clicks

Q101. Does the website/smart application support content customization for individual customers?



BASIC The website/smart application does not support content customization.

DEVELOPING The website/smart application supports content customization for some of the following:

- Font size
- Colors
- Homepage design
- Content layout
- Automatic wording of personal messages for every customer category
- Username featured and saved
- Supports a user profile to save user data and retrieve them when submitting any request
- Customization of most-used services lists
- Customization of most-viewed pages

MATURING The website/smart application supports content customization for most of the following:

- Font size
- Colors
- Homepage design
- Content layout
- Automatic wording of personal messages for every customer category
- Username featured and saved
- Supports a user profile to save user data and retrieve them when submitting any request
- Customization of most-used services lists
- Customization of most-viewed pages
- Customer privacy guarantees

LEADING

The website/smart application can be easily personalized to fit the needs of the customer. The design is automatically set based on the user’s detected persona and is updated as the user interacts with the channel based on their selected preferences and behavior. The website/smart application supports content customization for most of the following:

- Font size
- Colors
- Homepage design
- Content layout
- Automatic wording of personal messages for every customer category
- Username featured and saved
- Supports a user profile to save user data and retrieve them when submitting any request
- Customization of most-used services lists
- Customization of most-viewed pages
- Customer privacy guarantees
- Proactively suggests services according to the customer’s profile



QUALITY

Q102. How long does it take to launch the website/smart application?

Q103. How high is the quality of the website/smart application and how frequently is it updated?

Q104. How many spelling and grammatical errors are found on the website/smart application?

Q105. Are the ads on the website/smart application relevant to the entity’s content and with its corporate identity?



BASIC	The website/smart application features ads that do not relate to the entity’s content and are inconsistent with the entity’s corporate identity.
DEVELOPING	The website/smart application features ads that are related to the entity’s content, but they are inconsistent with the entity’s corporate identity.
MATURING	The website/smart application features ads that are related to the entity’s content and consistent with the entity’s corporate identity.
LEADING	The website/smart application features personalized ads that are related to the entity’s content and consistent with the entity’s corporate identity. In addition, ad display is creative and appealing.

Q106. Is it possible to assess services and send customer feedback after a service is delivered through the website/smart application?



BASIC	The website/smart application does not provide the ability to assess services and send customer feedback after a service is completed.
DEVELOPING	The website/smart application allows users to assess services and send customer feedback after a service is completed.
MATURING	The website/smart application allows users to assess services and send customer feedback after a service is completed. The entity takes corrective action within 24 hours (when applicable) and the customer is notified during official business hours.
LEADING	The website/smart application allows users to assess services and send customer feedback instantly after a service is completed. The entity takes corrective action immediately (when applicable) and the customer is notified during his/her preferred time. The service level is upgraded with time based on customer feedback and requests.

Q107. Are feedback forms available for the website/smart application?



BASIC	A feedback form or system is not available in any format.
DEVELOPING	A feedback form or system is available in some format (notes, notifications, thank you notes), but it is too long and complicated and requires user registration. An auto-reply feature is available.
MATURING	A feedback form or system is available in some format (notes, notifications, thank you notes), but it is too long and complicated; however, it does not require user registration. An auto-reply feature is available and a reference number is issued for follow-up.
LEADING	A feedback form or system is available in some format (notes, notifications, thank you notes), and is directly integrated into the entity’s customer-relationship management. It is easy to fill out and does not require user registration. Automatic responses are enabled through digital technologies such as a chatbot.



INTEGRATED SERVICE DELIVERY

Q108. Can all the steps related to a service be completed securely through the website/smart application?



BASIC Only a few of the steps related to a service can be completed through the website/smart application:

- Secure application for the service
- Submission of required documents digitally
- User identity authentication (for example, through national unified access or national ID card)
- Following the process digitally

DEVELOPING Some of the steps related to a service can be completed through the website/smart application:

- Secure application for the service
- Submission of required documents digitally
- User identity authentication (for example, through national unified access or national ID card)
- Following the process digitally
- Digital payment for the service

MATURING Most of the steps related to a service can be completed through the website/smart application:

- Secure application for the service
- Submission of required documents digitally
- User identity authentication (for example, through national unified access or national ID card)
- Following the process digitally
- Digital payment for the service
- Receive the full service digitally

LEADING Services can be delivered in a simple and seamless manner through the website/smart application, which includes:

- Secure application for the service
- Submission of required documents digitally
- User identity authentication through a unique digital identity that can be used to access all government services
- Following the process digitally
- Digital payment for the service
- Receiving the full service digitally
- If different services require the same procedures, customers may use that procedure to apply for another service at the same time

Q109. Is the personal information that a customer has made available to the entity pre-populated when the customer accesses services from a partner entity?



BASIC The customer's personal information is not pre-populated when applying for a service through the website/smart application, and the customer must fill out several fields of information in order to receive the desired service.

DEVELOPING The customer's basic personal information is pre-populated to a limited extent when applying for a service through the website/smart application. The customer must fill out some additional fields of information to receive the desired service.

MATURING The customer's full personal information is pre-populated when applying for a service through the website/smart application. All fields of information necessary for the customer to receive the desired service are filled out.

LEADING The customer's full personal information is pre-populated when applying for a service through the website/smart application. All fields of information necessary for the customer to receive the desired service are filled out, and they are reminded of additional related services.

Q110. To what extent is it possible to submit payments through the website/smart application?



BASIC Payments cannot be submitted through the website/smart application.

DEVELOPING It is possible to submit payments through the website/smart application, but the process is complicated and limited to one specific credit card.

MATURING It is possible to submit payments through the website/smart application using any credit card, but the process is complicated.

LEADING Submitting payments through the website/smart application is simple and seamless. Customers can pay for multiple services in a single transaction using any credit card.



Q111. How are customers notified of service delivery?

BASIC	Customers are not notified of service delivery.
DEVELOPING	Customers are notified of service delivery via email.
MATURING	Customers are notified of service delivery via email or SMS according to their preferences, and they are provided with suggestions and instructions regarding the service.
LEADING	Customers are automatically notified of service delivery via email or SMS at all key stages (customer may opt out if desired), and are provided with suggestions and instructions regarding the service. They are also informed of related or subsequent services, and are automatically notified in advance of an upcoming renewal date (if applicable).

SUPPORT CHANNELS

Q112. How are customers supported when using the website/smart application?

BASIC	Support is provided through some of the following channels and is available only during business hours: ▪ Telephone/contact center ▪ Email ▪ Instant chat ▪ Social media ▪ Video tutorials and/or other guidance on using the website/smart application
DEVELOPING	Support is provided through the following channels and is available on weekdays and weekends: ▪ Telephone/contact center ▪ Email ▪ Instant chat ▪ Social media ▪ Video tutorials and/or other guidance on using the website/smart application
MATURING	Support is provided through the following channels and is available 24/7: ▪ Telephone/contact center ▪ Email ▪ Instant chat ▪ Social media ▪ Video tutorials and/or other guidance on using the website/smart application
LEADING	Support is provided through the following channels and is available 24/7: ▪ Telephone/contact center ▪ Email ▪ Instant chat ▪ Social media ▪ Modern technology, such as an AI chatbot ▪ SMS and email subscription ▪ Video tutorials and/or other guidance on using the website/smart application ▪ Validating input from customers and help resolving errors

SELF-SERVICE

Q113. What percentage of priority services are available in a complete ‘end-to-end’ manner through the website/smart application?





BASIC	0-20%
DEVELOPING	21-50%
MATURING	51-80%
LEADING	81-100%

Q114. Is there a convenient process for customers to update or change their basic information, such as address and telephone number, through the website/smart application that is carried across channels?





BASIC	Customers usually require assistance from entity employees in person in order to change their basic information.
DEVELOPING	Customers require assistance from entity employees online or over the phone to change their basic information.
MATURING	Customers are given instructions that allow them to change their basic information online by themselves.
LEADING	Customers are able to conveniently change their basic information by themselves without instructions. They only need to change their basic information once, as changes to one database automatically flow through to other related databases.

EASE OF ACCESS

Q115. How many telephone numbers are available?





BASIC	There are several telephone numbers dedicated to customers for their basic and complex service inquiries.
DEVELOPING	There are between four and six telephone numbers dedicated to customers for their basic service inquiries, and several others for complex inquiries.
MATURING	There are two or three telephone numbers dedicated to customers for their basic and complex service inquiries.
LEADING	There is a single telephone number that customers can call to get answers to all types of inquiries.

Q116. Can customers call the contact center using a toll-free number?





BASIC	The contact center does not have a toll-free number.
DEVELOPING	Some contact centers have toll-free numbers that can be called from landlines.
MATURING	All contact centers have toll-free numbers that can be called from landlines.
LEADING	All contact centers have toll-free numbers that can be called from landlines and mobile phones.

Q117. Are the business hours suitable compared to the size of customer demand?

	     
BASIC	Business hours are not suitable compared to the size of customer demand. The center works fewer hours than what is required to meet customer needs.
DEVELOPING	Business hours are not suitable compared to the size of customer demand. The center works more hours than what is required to meet customer needs and resources are not used efficiently. For example, the contact center needlessly works 24 hours.
MATURING	Business hours are suitable compared to the size of customer demand and include weekends if needed.
LEADING	Business hours are suitable compared to the size of customer demand and include weekends and official holidays if needed to cover customer requests. Resources are used optimally across various channels and tasks in the absence of demand. Business hours are advertised on all channels.

Q118. Does the contact center provide services in multiple languages when needed?

	     
BASIC	Services are only available in the country’s official language.
DEVELOPING	Services are available in the country’s official language. Services are sometimes available in the country’s second language, such as on particular days of the week or special occasions, or for specific services only.
MATURING	Services are available in full in the country’s official language, as well as its second language.
LEADING	Services are available in full in multiple languages, including the country’s official language, its second language, and others.

COMMUNICATION

Q119. Do contact center employees use positive practices to leave customers with a good first impression?

	     
BASIC	Contact center employees do not use any of the following positive practices: ▪ Welcome the caller ▪ Introduce the entity and the employee ▪ Show readiness to help by saying, “How may I help you?” ▪ Listen carefully to identify and understand the customer’s needs ▪ Make the customer feel that their needs can be fulfilled and assume responsibility for finding a solution ▪ Avoid transferring the customer to another person unless it is absolutely necessary
DEVELOPING	Contact center employees use one or two of the following positive practices: ▪ Welcome the caller ▪ Introduce the entity and the employee ▪ Show readiness to help by saying, “How may I help you?” ▪ Listen carefully to identify and understand the customer’s needs ▪ Make the customer feel that their needs can be fulfilled and assume responsibility for finding a solution ▪ Avoid transferring the customer to another person unless it is absolutely necessary
MATURING	Contact center employees use three or four of the following positive practices: ▪ Welcome the caller ▪ Introduce the entity and the employee ▪ Show readiness to help by saying, “How may I help you?” ▪ Listen carefully to identify and understand the customer’s needs ▪ Make the customer feel that their needs can be fulfilled and assume responsibility for finding a solution ▪ Avoid transferring the customer to another person unless it is absolutely necessary
LEADING	Contact center employees use most of the following positive practices: ▪ Welcome the caller ▪ Introduce the entity and the employee ▪ Show readiness to help by saying, “How may I help you?” ▪ Listen carefully to identify and understand the customer’s needs ▪ Make the customer feel that their needs can be fulfilled and assume responsibility for finding a solution ▪ Avoid transferring the customer to another person unless it is absolutely necessary

INTEGRATED SERVICE DELIVERY

Q120. Is the contact center dedicated only to inquiries or are they able to conduct transactions as well (if applicable)?

BASIC	The contact center only provides basic inquiry services.
DEVELOPING	The contact center provides all inquiry services required by all customer groups.
MATURING	The contact center provides most inquiry services and some procedural transactions required by some customer groups.
LEADING	The contact center provides most inquiry services and most procedural transactions required by all customer groups.

Q121. Does the contact center provide multiple support channels for customers if needed?

BASIC	The contact center does not provide any of the following support channels: - Email - SMS - Instant chat - Social media
DEVELOPING	The contact center provides one of the following support channels: - Email - SMS - Instant chat - Social media
MATURING	The contact center provides at least two of the following support channels: - Email - SMS - Instant chat - Social media
LEADING	The contact center provides all of the following support channels: - Email - SMS - Instant chat - Social media

Q122. To what extent can the contact center process transactions from start to finish?

BASIC	The contact center can: Provide information and answer queries regarding the requirements and procedures for the request and delivery of the service, but it cannot process the transaction
DEVELOPING	The contact center can: - Provide information and answer queries regarding the requirements and procedures for the request and delivery of the service - Fill out the service delivery application - Follow up with the request
MATURING	The contact center can: - Provide information and answer queries regarding the requirements and procedures for the request and delivery of the service - Fill out the service delivery application - Follow up with the request - Complete payment procedures using any means of payment
LEADING	The contact center seamlessly processes transactions from start to finish. The contact center can: - Provide information and answer queries regarding the requirements and procedures for the request and delivery of the service - Fill out the service delivery application - Follow up with the request - Complete payment procedures using any means of payment - Call the customer back immediately if required to continue a transaction or if the line is interrupted - Complete the transaction, including sending the final output to the relevant destination

QUALITY

Q123. Are calls assessed?

BASIC	A service assessment option may be available, but the calls themselves are not assessed.
DEVELOPING	A service assessment option may be available, and a random sample of calls is assessed by one or several non-specialized people.
MATURING	A service assessment option meeting the following criteria is available: - Three or four calls per customer service employee at the contact center are assessed at least once a week by a team specialized in quality control - The calls are reviewed by a specialized employee in the presence of the concerned employee as a training exercise to improve future performance
LEADING	A service assessment option meeting the following criteria is available: - Four or more calls per customer service employee at the contact center are assessed at least once a week by a team specialized in quality control - A quality control method is used - Reports on employee performance are issued - Improvement coaching is provided, wherein a specialized team highlights specific areas for improvement based on the assessment with associated action items to incentivize improvement - Calls are reviewed by a specialized employee in the presence of the concerned employee as a training exercise to improve future performance

ADVANCED SYSTEMS

Q124. Does the contact center provide an interactive voice answering system to provide self-service transactions to customers?

BASIC	The contact center does not provide a voice answering system.
DEVELOPING	The contact center provides a voice answering system for simple information such as the address, business hours, and contact numbers, but it transfers the call to an employee to answer any queries.
MATURING	The contact center provides a voice answering system for information services with the option of transferring the call to a contact center employee.
LEADING	The contact center provides an integrated voice answering system for information services and some procedural services with the option of transferring the call to a contact center employee.

Q125. Does the contact center have a virtual assistant system, such as an AI chatbot, to provide self-service transactions to customers as needed?

BASIC	The contact center does not have a virtual assistant system to provide self- service transactions to customers.
DEVELOPING	The contact center has a virtual assistant system to provide self-service transactions for basic services only.
MATURING	The contact center has a virtual assistant system to provide self-service transactions for basic services and some procedural services.
LEADING	The contact center has a virtual-assistant system to provide self-service transactions for basic services and some procedural services with the option of transferring the call to a contact center employee. The system chooses options for the customer based on his/her selections.

4.3
AVAILABILITY OF SERVICES

SERVICES PROVIDED

Q126. Are services available across all service delivery channels?

BASIC	The number of services delivered through each channel is limited and variable.
DEVELOPING	The services delivered are not equally distributed across the different service delivery channels.
MATURING	Most services, but not all, are delivered through all service delivery channels.
LEADING	All services are available through all service delivery channels.

EXPEDITED SERVICES

Q127. Are expedited services offered for urgent requests across multiple service delivery channels?

BASIC	Expedited services are not available in a consistent manner via any service delivery channel.
DEVELOPING	Expedited services are available across channels for key services, but not always in a consistent manner.
MATURING	Expedited services are available across most channels for key services in a way that is consistent and supportive of some of the entity’s strategies.
LEADING	Expedited services are available for most services across most delivery channels, and they are used strategically to drive key outcomes.

4.4
MULTI-CHANNEL STRATEGY

AVAILABILITY OF MULTIPLE SERVICE DELIVERY CHANNELS

Q128. How many service delivery channels are available to customers?

BASIC	There is only one traditional channel, such as a customer happiness center or contact center, available to customers.
DEVELOPING	There are two or three traditional service delivery channels available to customers. The entity’s presence on digital channels is still limited.
MATURING	There are two or three traditional service delivery channels available to customers, and the entity’s presence on digital channels has matured.
LEADING	There are multiple channels available for customers, including customer happiness centers, contact centers, and service via digital channels such as smart application or SMS service, kiosks, instant chat, and AI chatbot.

TRANSFER TO HIGH-OPERATIONAL & EFFICIENT SERVICE DELIVERY CHANNELS

Q129. Are the principles of focusing on the customer and productive spending taken into consideration when identifying the service delivery channels in the entity?



BASIC	The principles of focusing on the customers and productive spending are not taken into consideration at all when identifying the set of service delivery channels in the entity. Maximum benefit is not achieved through the different service delivery channels.
DEVELOPING	The entity considers either the principle of focusing on the customers or productive spending, but not both, when identifying the set of service delivery channels in the entity. Maximum benefit is not achieved through the different service delivery channels.
MATURING	Most service delivery channels are based on the principles of focusing on the customers and productive spending, but the two principles are not given the same importance when identifying the set of service delivery channels. This creates imbalance. For example, there is great focus on operational efficiency, but insufficient focus on the customer experience.
LEADING	All service delivery channels are based on the principles of focusing on the customers and productive spending. The two principles are given equal importance when identifying the entity's service delivery channels, which creates balance. For example, customer waiting periods are considered just as important as operational efficiency.

CHANNEL COORDINATION

Q130. To what extent do the different channels coordinate with each other to ensure consistency across service experiences?



BASIC	For the most part, the channels operate independent of each other.
DEVELOPING	Each channel coordinates with other key channels to deliver a generally consistent customer experience.
MATURING	Each channel coordinates with other key channels in a detailed manner to deliver a truly seamless customer experience with some examples of synergy.
LEADING	All channels coordinate with each other on a regular basis to ensure consistency across customer experiences. The different channels work together to optimize and develop synergy in the customer journey.

SERVICE DELIVERY CHANNEL OUTSOURCING

Q131. Does the entity have a strategy for deciding between establishing its own customer happiness center or internal contact center and outsourcing such a center to a third party organization?



BASIC	The entity does not have a strategy for deciding whether to outsource the customer happiness center or contact center to a third party or create it internally. This decision is not based on a cost-benefit analysis.
DEVELOPING	The entity has an unclear strategy for deciding whether to outsource the customer happiness center or contact center to a third party or create it internally. The decision is based on an initial cost-only analysis.
MATURING	The entity has a comprehensive strategy, based on a cost-benefit analysis, for deciding whether to outsource the customer happiness center or contact center to a third party or create it internally. The strategy is not based entirely on the following principles: - Focusing on customers' needs and improving their experience - Promoting work efficiency
LEADING	The entity has a comprehensive strategy, based on a cost-benefit analysis, for deciding whether to outsource the customer happiness center or contact center to a third party or create it internally. The strategy is based entirely on the following principles: - Focusing on customers' needs and improving their experience - Promoting work efficiency



INTEGRATION OF SERVICE DELIVERY CHANNELS

Q132. How effectively are the different service delivery channels integrated?

	     
BASIC	Each channel is organized separately, and sometimes channels compete with one another. Customers cannot start a transaction on one channel and complete it through another. For example, customers cannot begin a transaction on the phone and finish it at the customer happiness center.
DEVELOPING	Integration between service delivery channels is limited. It is possible for customers to start a transaction on one channel and complete it through another, but this is rare. For example, it is possible to begin a transaction on the phone and finish it at the customer happiness center.
MATURING	Maximum benefit is achieved through the integration of service delivery channels. For certain basic services, customers can start a transaction on one channel and complete it through another. For example, it is possible to begin a transaction on the phone and finish it on the website, which is the most cost-efficient channel.
LEADING	Integration between service delivery channels is smooth. Customers can start a transaction on one channel and complete it through another. For example, it is possible to smoothly transfer customer service from chatting on the internet to over the phone to complete the transaction.

PROACTIVE CHANNEL MIGRATION

Q133. Does the entity encourage customers to switch to digital channels?

	     
BASIC	The entity does not encourage customers to switch to digital channels.
DEVELOPING	The entity encourages its customers to switch to digital channels. It uses advertising and media campaigns to instruct customers to visit the entity’s online channel for assistance.
MATURING	The entity encourages its customers to switch to digital channels through advertising that explains the benefits of using its online channel. Non-financial incentives are offered to promote the entity’s e-channels, such as entries into prize draws.
LEADING	The entity assesses usage statistics for digital channels and supports specific segments of citizens that are hesitating to shift to digital (e.g., providing resources to enhance digital literacy, tutorials on digital channels, support through other channels). The entity uses advertising and media campaigns that explain the benefits of using e-channels to encourage customers to visit its online channels for assistance. It offers non-financial incentives, such as entries into prize draws, as well as financial incentives, such as discounts on e-service fees, to promote the use of targeted channels. In addition, customer service representatives (in person or over the phone) encourage customers to go online next time they need service.

Q134. Is there a service fee management system in place as part of the entity’s proactive channel migration strategy?*

	     
BASIC	There is no proactive service fee management system to steer customers to priority channels.
DEVELOPING	There is an ad hoc service fee management system to steer customers to priority channels.
MATURING	There is a formal service fee management system to steer customers to priority channels.
LEADING	There is an advanced service fee management system to steer customers to priority channels.

*This question is directed toward private sector entities.

PILLAR

5. CUSTOMER EXPERIENCE

The consistency of customer experience and happiness across the various phases of the customer's journey with the service



SUB-PILLARS

5.1 MEASUREMENT & CONSISTENCY

A consistent, positive customer experience is provided across all service channels. The importance of a positive customer experience is recognized across the entire entity.

5.2 ASSESSMENT OF CUSTOMER JOURNEYS

The customer's experience is defined along their journey interacting with the service center. Customer experience allows customers to interact seamlessly with multiple service channels along the same journey.

5.3 CUSTOMER HAPPINESS & VALUE

Customer happiness is prioritized in service delivery. Customers feel prepared before using a service and leave satisfied with their experience.

5.4 PROACTIVE PROBLEM RESOLUTION

The entity takes a methodical approach to problem resolution. Complaints have decreased due to the proactive nature of the entity to mitigate potential problems.

 Entity Leadership

 Functional Executive

 Physical Channel

 Contact Center

 Website

 Smart Application



5.1 MEASUREMENT & CONSISTENCY

SEGMENT, CHANNEL, & SERVICE CONSISTENCY

Q135. Does the entity offer a consistent experience to all customers?



BASIC	There is no consistency in customer experience between the channels and services provided by the entity. For example, the same service is provided differently depending on the channel being used.
DEVELOPING	A consistent experience is provided for some aspects of services and service delivery across channels. For example, the same service is provided with some consistencies across different channels.
MATURING	A consistent experience is provided for most aspects of services and service delivery across channels. For example, the same service is provided consistently across different channels.
LEADING	A consistent, positive experience is provided across all channels, with seamless integration of information. There is consistency across channels for all aspects of services and service delivery. For example, the required information, the time it takes to complete transactions, and customer treatment is the same regardless of which channel is being used.

CUSTOMER EXPERIENCE MANAGEMENT TEAM

Q136. Who is responsible for managing the customer experience?



BASIC	The entity has a designated team responsible for measuring, designing, and improving the customer experience.
DEVELOPING	There is a designated team responsible for measuring, designing, and improving the customer experience, and other employees are sometimes asked for their input.
MATURING	There is a designated team responsible for measuring, designing, and improving the customer experience, and most other employees are regularly consulted for their input.
LEADING	The importance of the customer experience is recognized across the entity. All employees are expected to regularly contribute to measuring, designing, and improving the customer experience, therefore, there may not be one specific team responsible for managing the customer experience.

5.2 ASSESSMENT OF CUSTOMER JOURNEYS

JOURNEY-DRIVEN CUSTOMER EXPERIENCE

Q137. Does the entity have defined, accurate customer journeys that outline the steps a customer must go through to receive a service?



BASIC	The entity is not aware of the steps that the customer must go through in the customer journey to receive a service.
DEVELOPING	The entity is aware that the customer must go through several steps to complete a certain service, and that the desired experience for each step must be defined in the customer journey. However, the desired steps and experience have not been defined or documented.
MATURING	The entity is aware of the multi-step path the customer goes through during the customer journey. It has studied and defined some of the steps and documented these processes.
LEADING	The entity has defined the desired customer experience for all steps that form the customer journey with the entity: - Receiving service information - Service application submission - Communicating during procedures - Service completion The desired customer experience is designed based on these steps and all related processes are documented.

SERVICE INFORMATION EXPERIENCE

Q138. Does the customer happiness center provide a good experience for customers during the ‘receiving service information’ step of the customer journey?



BASIC The customer happiness center’s customer experience does not include any of the following positive practices:

- Gathering the service information in packages
- Enabling inquiries through supporting channels, such as by phone or over the internet
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

DEVELOPING The customer happiness center’s customer experience includes one or two of the following positive practices:

- Gathering the service information in packages
- Enabling inquiries through supporting channels, such as by phone or over the internet
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

MATURING The customer happiness center’s customer experience includes three or four of the following positive practices:

- Gathering the service information in packages
- Enabling inquiries through supporting channels, such as by phone or over the internet
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

LEADING The customer happiness center goes above and beyond to provide an excellent customer experience that exceeds expectations. Most of the following positive practices are applied:

- Gathering the service information in packages
- Enabling inquiries through supporting channels, such as by phone or over the internet
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

SERVICE APPLICATION SUBMISSION EXPERIENCE

Q139. Does the customer happiness center provide a good experience for customers during the ‘service application submission’ step of the customer journey?





BASIC	The customer happiness center does not observe any of the following positive practices to enhance the customer experience: ▪ Using saved personal information ▪ Limiting each transaction to a single interaction if possible ▪ Adopting interactive multi-service applications ▪ Obtaining customer information by connecting to other entities ▪ Making devices available for customers that would help them in submitting applications, such as computers, scanners, etc.
DEVELOPING	The customer happiness center observes one or two of the following positive practices to enhance the customer experience: ▪ Using saved personal information ▪ Limiting each transaction to a single interaction if possible ▪ Adopting interactive multi-service applications ▪ Obtaining customer information by connecting to other entities ▪ Making devices available for customers that would help them in submitting applications, such as computers, scanners, etc.
MATURING	The customer happiness center observes three or four of the following positive practices to enhance the customer experience: ▪ Using saved personal information ▪ Limiting each transaction to a single interaction if possible ▪ Adopting interactive multi-service applications ▪ Obtaining customer information by connecting to other entities ▪ Making devices available for customers that would help them in submitting applications, such as computers, scanners, etc.
LEADING	The customer happiness center goes above and beyond to provide an excellent customer experience that exceeds expectations. Most of the following positive practices are observed: ▪ Using saved personal information ▪ Limiting each transaction to a single interaction if possible ▪ Adopting interactive multi-service applications ▪ Obtaining customer information by connecting to other entities ▪ Making devices available for customers that would help them in submitting applications, such as computers, scanners, etc.

INTERACTIONS DURING SERVICE PROCESSING

Q140. Does the customer happiness center provide a good experience for customers during the ‘communicating during procedures’ step of the customer journey?





BASIC	The customer happiness center does not observe any of the following positive practices to enhance the customer experience: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options via digital and non-digital channels ▪ Calculating relevant fees and paying them all in a single transaction
DEVELOPING	The customer happiness center observes one or two of the following positive practices to enhance the customer experience: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options via digital and non-digital channels ▪ Calculating relevant fees and paying them all in a single transaction
MATURING	The customer happiness center observes three or four of the following positive practices to enhance the customer experience: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options via digital and non-digital channels ▪ Calculating relevant fees and paying them all in a single transaction
LEADING	The customer happiness center goes above and beyond to provide an excellent customer experience that exceeds expectations. Most of the following positive practices are observed: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options via digital and non-digital channels ▪ Calculating relevant fees and paying them all in a single transaction

SERVICE COMPLETION EXPERIENCE

Q141. Does the customer happiness center provide a good experience for customers during the ‘service completion’ step of the customer journey?



BASIC The customer happiness center does not observe any of the following positive practices to enhance the customer experience:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customer of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

DEVELOPING The customer happiness center observes one or two of the following positive practices to enhance the customer experience:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customer of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

MATURING The customer happiness center observes three or four of the following positive practices to enhance the customer experience:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customer of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

LEADING The customer happiness center goes above and beyond to provide an excellent customer experience that exceeds expectations. Most of the following positive practices are observed:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customer of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

CUSTOMER HAPPINESS

Q142. What is the overall rate of customer happiness after receiving services from the customer happiness center?



BASIC	Less than 60%
DEVELOPING	60-80%
MATURING	81-90%
LEADING	More than 90%

SERVICE INFORMATION EXPERIENCE

Q143. Does the website/smart application provide a good experience for customers during the ‘receiving service information’ step of the customer journey?



BASIC The website/smart application does not observe any of the following positive practices to enhance the customer experience:

- Gathering the service information in digital packages
- Enabling inquiries through supporting channels and FAQ pages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing digital guides on services and service standards

DEVELOPING The website/smart application observes one or two of the following positive practices to enhance the customer experience:

- Gathering the service information in digital packages
- Enabling inquiries through supporting channels and FAQ pages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing digital guides on services and service standards

MATURING The website/smart application observes three or four of the following positive practices to enhance the customer experience:

- Gathering the service information in digital packages
- Enabling inquiries through supporting channels and FAQ pages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing digital guides on services and service standards

LEADING The website/smart application observes most the following positive practices:

- Gathering the service information in digital packages
- Enabling inquiries through supporting channels and FAQ pages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing digital guides on services and service standards

SERVICE APPLICATION SUBMISSION EXPERIENCE

Q144.	Does the website/smart application provide a good experience for customers during the ‘service application submission’ step of the customer journey?
	 
BASIC	The website/smart application does not observe any of the following positive practices to enhance the customer experience: ▪ Filling out the service delivery application on the website/smart application ▪ Filling out and submitting an application for more than one service, from within or outside the entity, with the relevant entities ▪ Using saved personal information ▪ Digitally attaching the necessary documents to complete the service application procedures ▪ Obtaining customer information by connecting to other entities
DEVELOPING	The website/smart application observes one or two of the following positive practices to enhance the customer experience: ▪ Filling out the service delivery application on the website/smart application ▪ Filling out and submitting an application for more than one service, from within or outside the entity, with the relevant entities ▪ Using saved personal information ▪ Digitally attaching the necessary documents to complete the service application procedures ▪ Obtaining customer information by connecting to other entities
MATURING	The website/smart application observes three or four of the following positive practices to enhance the customer experience: ▪ Filling out the service delivery application on the website/smart application ▪ Filling out and submitting an application for more than one service, from within or outside the entity, with the relevant entities ▪ Using saved personal information ▪ Digitally attaching the necessary documents to complete the service application procedures ▪ Obtaining customer information by connecting to other entities
LEADING	The website/smart application observes most the following positive practices: ▪ Personalizing the experience based on user personas ▪ Offering access to a chatbot for support ▪ Filling out the service delivery application on the website/smart application ▪ Filling out and submitting an application for more than one service, from within or outside the entity, with the relevant entities ▪ Using saved personal information ▪ Digitally attaching the necessary documents to complete the service application procedures ▪ Obtaining customer information by connecting to other entities

INTERACTIONS DURING SERVICE PROCESSING

Q145.	Does the website/smart application provide a good experience for customers during the ‘communicating during procedures’ step of the customer journey?
	 
BASIC	The website/smart application does not observe any of the following positive practices to enhance the customer experience: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options through the website/smart application ▪ Calculating relevant fees and paying them all in a single transaction
DEVELOPING	The website/smart application observes one or two of the following positive practices to enhance the customer experience: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options through the website/smart application ▪ Calculating relevant fees and paying them all in a single transaction
MATURING	The website/smart application observes three or four of the following positive practices to enhance the customer experience: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options through the website/smart application ▪ Calculating relevant fees and paying them all in a single transaction
LEADING	The website/smart application provides is considered best in class within the sector and provides an excellent customer experience that exceeds expectations. Most of the following positive practices are observed: ▪ Informing the customer of any changes via SMS ▪ Complying with service standards ▪ Initiating proactive and interactive communication ▪ Providing secure payment options through the website/smart application ▪ Calculating relevant fees and paying them all in a single transaction ▪ Offering access to a chatbot for support

SERVICE COMPLETION EXPERIENCE

Q146. Does the website/smart application provide a good experience for customers during the ‘service completion’ step of the customer journey?



BASIC The website/smart application does not observe any of the following positive practices to enhance the customer experience:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customers of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

DEVELOPING The website/smart application observes one or two of the following positive practices to enhance the customer experience:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customers of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

MATURING The website/smart application observes three or four of the following positive practices to enhance the customer experience:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customers of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

LEADING The website/smart application observes most the following positive practices:

- Appropriate service delivery choices for the customer
- Same-day delivery of the service to the customer’s residence (if applicable)
- Notifying the customers of service completion via SMS
- Website follow-up
- Providing the customer with suggestions and advice regarding the service
- Keeping a record of the customer’s interactions and automatically notifying them of any relevant service renewal

CUSTOMER HAPPINESS

Q147. What is the overall rate of customer happiness while using the website/smart application?



BASIC	Less than 60%
DEVELOPING	60-80%
MATURING	81-90%
LEADING	More than 90%



SERVICE INFORMATION EXPERIENCE

Q148.

Does the contact center provide a good experience for customers during the ‘receiving service information’ step of the customer journey?

BASIC

The contact center does not observe any of the following positive practices to enhance the customer experience:

- Gathering the service information in packages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

DEVELOPING

The contact center observes one or two of the following positive practices to enhance the customer experience:

- Gathering the service information in packages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

MATURING

The contact center observes three or four of the following positive practices to enhance the customer experience:

- Gathering the service information in packages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

LEADING

The contact center observes most of the following positive practices to enhance the customer experience:

- Gathering the service information in packages
- Limiting communication to a single point (a single digital portal or a single free phone line)
- Choosing the appropriate language in which to receive information
- Announcing operating hours
- Issuing guides and brochures on services and service standards

SERVICE APPLICATION SUBMISSION EXPERIENCE

Q149.

Does the contact center deliver a good experience for customers during the ‘service application submission’ step of the customer journey?

BASIC

The contact center does not observe any of the following positive practices to enhance the customer experience:

- Using saved personal information
- Limiting each transaction to one interaction if possible
- Obtaining customer information by connecting with other entities
- Offering service delivery options that are appropriate for the customer
- Notifying the customer when the service is complete
- Providing the customer with suggestions and tips about the service
- Keeping a record of the customer’s transactions and automatically notifying them of any relevant service renewal

DEVELOPING

The contact center observes one or two of the following positive practices to enhance the customer experience:

- Using saved personal information
- Limiting each transaction to one interaction if possible
- Obtaining customer information by connecting with other entities
- Offering service delivery options that are appropriate for the customer
- Notifying the customer when the service is complete
- Providing the customer with suggestions and tips about the service
- Keeping a record of the customer’s transactions and automatically notifying them of any relevant service renewal

MATURING

The contact center observes three or four of the following positive practices to enhance the customer experience:

- Using saved personal information
- Limiting each transaction to one interaction if possible
- Obtaining customer information by connecting with other entities
- Offering service delivery options that are appropriate for the customer
- Notifying the customer when the service is complete
- Providing the customer with suggestions and tips about the service
- Keeping a record of the customer’s transactions and automatically notifying them of any relevant service renewal

LEADING The contact center goes above and beyond to provide an excellent customer experience that exceeds expectations. Most of the following positive practices are observed:

- Using saved personal information
- Limiting each transaction to one interaction if possible
- Obtaining customer information by connecting with other entities
- Offering service delivery options that are appropriate for the customer
- Notifying the customer when the service is complete
- Providing the customer with suggestions and tips about the servicee
- Keeping a record of the customer’s transactions and automatically notifying them of any relevant service renewal

INTERACTIONS DURING SERVICE PROCESSING

Q150. Does the contact center deliver a good experience for customers during the ‘communicating during procedures’ step of the customer journey?



BASIC The contact center does not observe any of the following positive practices to enhance the customer experience:

- Notifying the customer of any changes via SMS
- Complying with service standards
- Initiating proactive and interactive communication
- Offering secure payment options via digital and/or non-digital channels
- Calculating relevant fees and paying them all in a single transaction

DEVELOPING The contact center observes one or two of the following positive practices to enhance the customer experience:

- Notifying the customer of any changes via SMS
- Complying with service standards
- Initiating proactive and interactive communication
- Offering secure payment options via digital and/or non-digital channels
- Calculating relevant fees and paying them all in a single transaction

MATURING The contact center observes three or four of the following positive practices to enhance the customer experience:

- Notifying the customer of any changes via SMS
- Complying with service standards
- Initiating proactive and interactive communication
- Offering secure payment options via digital and/or non-digital channels
- Calculating relevant fees and paying them all in a single transaction

LEADING The contact center goes above and beyond to provide an excellent customer experience that exceeds expectations. Most of the following positive practices are observed:

- Notifying the customer of any changes via SMS
- Complying with service standards
- Initiating proactive and interactive communication
- Offering secure payment options via digital and/or non-digital channels
- Calculating relevant fees and paying them all in a single transaction



SERVICE COMPLETION EXPERIENCE

Q151. Does the contact center deliver a good experience for customers during the ‘service completion’ step of the customer journey?

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CUSTOMER HAPPINESS

Q152. What is the overall rate of customer happiness with the contact center?

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5.3
CUSTOMER HAPPINESS & VALUE

CUSTOMER VALUE

Q153. What is the entity’s score on the Customer Happiness Index?

BASIC	Less than 60%
DEVELOPING	60-80%
MATURING	81-90%
LEADING	More than 90%

Q154. Do customers receive proactive service tips?

BASIC	Customers do not receive proactive service tips.
DEVELOPING	Customers receive generic proactive service tips. They are unable to specify the content they are interested in receiving and the channel(s) through which they would like to receive it.
MATURING	Customers receive targeted proactive service tips. They are able to specify the content they are interested in receiving and the channel(s) through which they would like to receive it.
LEADING	Customers receive personalized proactive service tips that are relevant and timely and add significant value to their customer experience.

Q155. Do customers feel the services and offerings they receive are worth their effort?

BASIC	Customers are unsure if the services and offerings they receive are worth their effort.
DEVELOPING	Customers feel that some of the services and offerings they receive are worth their effort.
MATURING	Customers feel that most of the services and offerings they receive are worth their effort.
LEADING	Customers feel that all of the services and offerings they receive are worth their effort.

5.4
PROACTIVE PROBLEM RESOLUTION

PROBLEM RESOLUTION

Q156. Does the entity have an approach for proactive problem resolution?

BASIC	The entity reacts well to service and customer problems after they occur.
DEVELOPING	The entity has an approach for proactive problem resolution, including some of the following: - Identifying trends that suggest potential problems - Identifying opportunities to prevent future problems - Pre-emptively taking action to minimize the impact of future problems - Identifying root causes of problems as they occur
MATURING	The entity has an approach for proactive problem resolution, including most of the following: - Identifying trends that suggest potential problems - Identifying opportunities to prevent future problems - Pre-emptively taking action to minimize the impact of future problems - Identifying root causes of problems as they occur
LEADING	The entity has experienced a decline in complaints for existing service offerings as they go above and beyond to proactively identify and resolve issues before customers seek assistance. The entity typically improves any negative impact of problems over time. The entity has an approach for proactive problem resolution, including all of the following: - Identifying trends that suggest potential problems - Identifying opportunities to prevent future problems - Pre-emptively taking action to minimize the impact of future problems - Identifying root causes of problems as they occur

PILLAR

6. SERVICE EFFICIENCY & INNOVATION

The entity's approach to designing and developing business processes, including performance management, innovation, and service-level agreements



SUB-PILLARS

6.1 OPERATIONAL EXCELLENCE

The service delivery process is held to the highest standards, and ongoing initiatives ensure processes are updated regularly.

6.2 SERVICE LEVELS & GOVERNANCE

Service standards are adopted and monitored to ensure service center quality. Decision-making is structured and logical across all aspects of the service center.

6.3 PERFORMANCE MANAGEMENT

The entity has put in place unified service performance measures and a comprehensive performance management system. Standards are defined to ensure consistency in service performance.

6.4 SERVICE INNOVATION

Creating innovation in service opportunities is at the forefront of the entity's mind. Employees, customers, and external partners are involved in the iterative innovation process.

6.5 CO-CREATION

The entity is forward-thinking and innovative, engaging in research and experimentation to drive customer experiences. Feedback from customers is frequent and valued.

6.6 E-PARTICIPATION

E-participation is encouraged through forums, surveys, and webinars. Social media is used to effectively share and engage with citizens.



Entity Leadership



Functional Executive



Physical Channel



Contact Center



Website



Smart Application



6.1
OPERATIONAL EXCELLENCE

PROCESS DESIGN

Q157. Are service delivery processes documented, monitored, and updated over time?

BASIC	The entity does not document or monitor service delivery processes.
DEVELOPING	The entity documents and monitors priority service delivery processes, and a quality assurance system is in place to ensure quality and operational efficiency of service delivery processes.
MATURING	The entity documents and monitors all service delivery processes, and a quality assurance system is in place to ensure quality and operational efficiency of service delivery processes.
LEADING	The entity documents and monitors all service delivery processes, and a quality assurance system is in place to ensure quality and operational efficiency of service delivery processes. In addition, ongoing initiatives to enhance the service delivery process are identified and implemented.

Q158. Are ongoing initiatives to enhance the service delivery processes being implemented?

BASIC	No ongoing service delivery initiatives have been implemented.
DEVELOPING	Less than half of the entity’s ongoing service delivery initiatives, such as automating data entry to reduce the number of forms customers fill in across various service delivery channels, have been implemented.
MATURING	More than half of the entity’s ongoing service delivery initiatives, such as automating data entry to reduce the number of forms customers fill in across various service delivery channels, have been implemented.
LEADING	Most of the entity’s ongoing service delivery initiatives, such as automating data entry to reduce the number of forms customers fill in across various service delivery channels, have been implemented.

Q159. Does the entity have special alternative procedures to ensure the continuity of processes when a service is interrupted?

BASIC	The entity does not have special alternative procedures to ensure the continuity of processes when a service is interrupted.
DEVELOPING	Less than half of the existing services provided by the entity have special alternatives to ensure the continuity of processes when a service is interrupted.
MATURING	More than half of the existing services provided by the entity have special alternatives to ensure the continuity of processes when a service is interrupted.
LEADING	All existing services provided by the entity have special alternatives to ensure the continuity of processes when a service is interrupted.

SHARING INFORMATION ABOUT PROCESSES

Q160. To what extent is documented information about processes shared within and outside of the entity?

BASIC	Documentation about processes is not shared within the entity or across the different service delivery channels.
DEVELOPING	Documentation about processes is saved in several places at the entity and across service delivery channels.
MATURING	Documentation about processes is saved in a central location at the entity and circulated to all concerned parties across various service delivery channels.
LEADING	Documentation about processes is saved in a central location at the entity and circulated to all concerned parties across various service delivery channels and other relevant entities.

6.2

SERVICE LEVELS & GOVERNANCE

CONTINUOUS DEVELOPMENT OF PROCESSES

Q161.	Does the entity adopt standards to ensure the quality of its operation design?
BASIC	The entity has not adopted any standards to ensure the quality of its operation design.
DEVELOPING	The entity has adopted some standards to ensure the quality of its operation design.
MATURING	The entity has adopted a series of official standards to ensure the quality of its operation design.
LEADING	The entity has adopted a series of official standards to ensure the quality of its operation design, and exchanges them with other related entities.
Q162.	Are service delivery processes developed and updated regularly?
BASIC	Service delivery processes are never updated.
DEVELOPING	Service delivery processes are developed and updated only when necessary, depending on the needs of the entity.
MATURING	Service delivery processes are developed and updated regularly, but not intensively (every 1 or 2 years).
LEADING	Service delivery processes are developed and updated constantly (at least once a year), to bring the quality of the provided services in line with leading practices.
Q163.	Are customer and employee feedback used to continually improve service processes?
BASIC	Customer and employee feedback are not used to improve service processes.
DEVELOPING	Either customer or employee feedback, but not both, is used to improve service processes.
MATURING	Customer and employee feedback are sometimes taken into consideration, and they are analyzed and used when improving service processes.
LEADING	Customer and employee feedback are always taken into consideration, and they are analyzed and used when improving service processes.

Q164.	Does the entity adopt appropriate standards to ensure operation design quality, and to manage service agreements, partners, and suppliers?
BASIC	The entity does not adopt any standards for operation design and service quality, or service-level agreements for effective management of partners and suppliers to ensure the delivery of services within the required quality standards.
DEVELOPING	The entity has adopted operation design and service quality standards or service-level agreements, but they are not monitored or tracked.
MATURING	The entity has adopted operation design and service quality standards or service-level agreements, which are monitored and tracked quarterly.
LEADING	The entity has adopted operation design and service quality standards or service-level agreements that are monitored and tracked regularly and intensively. The entity also has agreements at the internal operational level, between its departments and divisions, to ensure the implementation of key service-level agreements.
Q165.	Does the entity have a methodology for determining the costs and benefits when deciding to outsource an activity or service?
BASIC	There is no methodology.
DEVELOPING	There is a methodology, but it is applied incompletely within the entity.
MATURING	There is a methodology that is comprehensively applied within the entity. It takes into consideration the expected cost and benefits, the effect on customer experience, and flexibility.
LEADING	There is a methodology that is comprehensively applied within the entity. It takes into consideration the expected cost and benefits, the effect on customer experience, and flexibility. It is also shared with other entities.

Q166. Are partners classified into categories and treated differently depending on the type of services they offer?

BASIC	Partners are not categorized and are not treated differently depending on the type of services they offer (basic, secondary, front-office, or back-office services).
DEVELOPING	Partners are randomly categorized within a single entity and are not treated differently depending on the type of services they offer (basic, secondary, front-office, or back-office services).
MATURING	Some partners are categorized in a logical way and are treated differently depending on the type of services they offer (provision of basic, secondary, front-office, or back-office services).
LEADING	Most partners are categorized in a logical, consistent way and are treated appropriately depending on the type of services they offer (basic, secondary, front-office, or back-office services).

Q167. Does the entity compare best practices with and learn from relevant peer service entities?

BASIC	The entity does not formally communicate or compare best practices with peer service entities.
DEVELOPING	The entity periodically compares best practices with and learns from similar peer service entities.
MATURING	The entity frequently compares best practices with and learns from a diverse set of peer service entities.
LEADING	The entity regularly compares best practices with and learns from a diverse set of peer service entities, and has many examples of where they have adopted several of these shared practices.

GOVERNANCE STRUCTURE

Q168. Does the entity have a governance structure that oversees service-level agreements with outsourcing partners?

BASIC	The entity does not have a formal governance structure.
DEVELOPING	The entity has defined a governance structure, but does not actively enforce it.
MATURING	The entity has defined a governance structure and actively enforces it.
LEADING	The entity has defined a governance structure with leadership buy-in and actively enforces it. There is two-way communication, as outsourcing partners provide the entity with regular feedback on activities impacting service-level agreements.

6.3
PERFORMANCE MANAGEMENT

MEASURES

Q169. Are service performance measures unified and shared at the level of the entity's organizational units?

Q170. Does the entity have a comprehensive performance management system?

Table with 2 columns: Maturity Level, Description

REPORTS

Q171. Does the entity use a standard service performance reporting process?

Q172. Based on the strategic objectives of the entity, are the correct internal KPIs being measured to monitor and track progress?

Q173. Are service performance reports issued regularly?

Table with 2 columns: Maturity Level, Description

6.4
SERVICE INNOVATION

INNOVATION MANAGEMENT

Q174. Does the entity strive for service innovation when it designs, develops, and provides new services and experiences in order to meet and exceed customers’ needs and expectations?





BASIC	The needs and expectations of the customer are not taken into account in improving or developing new services.
DEVELOPING	The needs and expectations of the customer are taken into account as a basis for improving or developing new services when necessary.
MATURING	The needs and expectations of the customer are taken into account irregularly (every 1 or 2 years) as a basis for improving or developing new services when necessary.
LEADING	The entity is constantly questioning the status quo and pushing the limits when designing and developing new services and experiences, with the goal of exceeding customer expectations. The needs and expectations of the customer are constantly and regularly taken into account (every 6 months) as a basis for improving or developing new services.

Q175. Does the entity involve employees, customers, and partners in managing innovation?





BASIC	Employees, customers, and partners are not involved in managing innovation.
DEVELOPING	Managing innovation is a result of an internal process that only involves employees only.
MATURING	Managing innovation is a result of an integrative process that involves employees, customers, and partners.
LEADING	Managing innovation is a result of an integrative process that involves employees, customers, partners, and other external entities. The process leverages design thinking (for example, human-centered design) using input from stakeholders to test and develop desired services.

6.5
CO-CREATION

CO-CREATION

Q176. Does the entity innovate through experimentation, such as with pilot projects or prototypes?





BASIC	The entity does not actively experiment when developing or enhancing service offerings and/or delivery methods.
DEVELOPING	The entity actively experiments and has launched a similar number of experiments this year as they did last year.
MATURING	The entity actively experiments and has launched slightly more experiments (101-120%) this year than last year.
LEADING	The entity actively experiments and has launched significantly more experiments (more than 120%) this year than last year.

Q177. Is the entity engaging in research, such as live labs or focus groups, to understand the future drivers of customer happiness, and applying their findings to co-create service offerings/service delivery methods that enhance the customer experience?





BASIC	No additional research is currently being conducted.
DEVELOPING	The entity is beginning to conduct sporadic research to better understand future drivers of customer happiness.
MATURING	The entity consistently engages with customers and relevant stakeholders, including private sector organizations, to understand future drivers of customer happiness, and is beginning to apply their findings to enhance service delivery. They are also starting to involve customers and relevant stakeholders in the co-creation process.
LEADING	The entity understands the future drivers of happiness and how to meet their customers’ needs and exceed their expectations. This is achieved through constant customer and relevant stakeholder engagement, and the co-creation and iteration of service offerings/service delivery methods based on research and feedback.

Q178.

Is customer feedback and input gathered through research and experimentation applied to improve services/service delivery on a regular basis?

BASIC

Feedback is not consistently applied to improve services/service delivery.

DEVELOPING

Feedback is applied sporadically across certain service delivery channels to improve specific services/service delivery.

MATURING

Feedback is selectively applied across various service delivery channels to improve services/service delivery.

LEADING

Feedback is continuously applied across most service delivery channels to improve services/service delivery. The feedback received, as well as the decisions made and actions taken based on that feedback, is published.

Q179.

Are customers empowered to provide feedback and enhance services/service delivery?

BASIC

The entity receives minimal feedback. Customers are not empowered and channels for feedback may be limited.

DEVELOPING

The entity has to seek out customers to provide consistent feedback.

MATURING

The entity receives consistent feedback from customers. Customers are empowered to contribute and are provided with the channels to do so.

LEADING

The entity consistently receives high-quality feedback through numerous channels. Customers feel very empowered as they have seen their responses utilized to enhance services/service delivery.

6.6 E-PARTICIPATION

ENCOURAGEMENT OF E-PARTICIPATION

Q180.

Does the entity encourage e-participation?

BASIC

The entity does not have any explicit initiatives or activities that encourage e-participation.

DEVELOPING

The entity encourages e-participation through:

- An e-participation policy or mission statement
- E-information, which provides citizens access to information without them having to request it

MATURING

The entity encourages e-participation through:

- An e-participation policy or mission statement
- E-information, which provides citizens access to information without them having to request it
- E-consultation, which engages citizens in contributions to and deliberation of public services and service delivery

LEADING

The entity encourages e-participation through:

- An e-participation policy or mission statement
- E-information, which provides citizens access to information without them having to request it
- E-consultation, which engages citizens in contributions to and deliberation of public services and service delivery
- E-decision making, which empowers citizens through co-designing services and co-producing service components and delivery based on the information collected through e-consultation

Q181. What tools does the entity effectively utilize to encourage e-participation?



BASIC There are currently no specific tools used to encourage e-participation.

DEVELOPING A few of the following tools are utilized to encourage e-participation:

- Discussion forums
- Customer satisfaction surveys
- Opinion polls
- Blogs
- Social networking sites
- Open data
- Webinars or online open meetings, such as online brainstorming sessions
- E-voting
- Crowdsourcing

MATURING Some of the following tools are utilized to encourage e-participation:

- Discussion forums
- Customer satisfaction surveys
- Opinion polls
- Blogs
- Social networking sites
- Open data
- Webinars or online open meetings, such as online brainstorming sessions
- E-voting
- Crowdsourcing

LEADING Most of the following tools are meaningfully utilized to encourage e-participation:

- Discussion forums
- Customer satisfaction surveys
- Opinion polls
- Blogs
- Social networking sites
- Open data
- Webinars or online open meetings, such as online brainstorming sessions
- E-voting
- Crowdsourcing

SOCIAL MEDIA

Q182. What social media platforms does the entity effectively utilize to share information and engage with citizens?



BASIC The entity is not present on social media.

DEVELOPING The entity effectively utilizes one of the following platforms:

- Facebook
- Instagram
- Twitter
- YouTube
- LinkedIn

MATURING The entity effectively utilizes two of the following platforms:

- Facebook
- Instagram
- Twitter
- YouTube
- LinkedIn

LEADING The entity effectively utilizes three or more of the following platforms:

- Facebook
- Instagram
- Twitter
- YouTube
- LinkedIn

The entity has achieved consistency in information, branding, and tone across its accounts.

Q183. How does the entity engage with citizens on social media?



BASIC The entity does not have any active and coordinated social media presence.

DEVELOPING The entity’s communications are infrequent and inconsistent.

MATURING The entity’s communications are frequent and consistent, allowing them to build an engaged audience.

LEADING The entity has an active social media presence and engages in two-way conversation. Its communications are frequent and consistent. The entity’s social media platforms are top of mind for customers when seeking accurate and relevant information, such as opening hours or service updates.

E-PARTICIPATION EFFECTIVENESS

Q184. What percentage of total website/smart application users utilize the e-participation section on the website/smart application?

BASIC	Less than 10%
DEVELOPING	11-30%
MATURING	31-50%
LEADING	More than 50%

At least one outcome of an e-consultation has resulted in a change or enhancement to services/ service delivery this year.

Q185. How effective are current e-participation efforts?

BASIC	The entity has seen little impact due to lack of e-participation.
DEVELOPING	As e-participation has risen, the entity has seen significant increases in one of the following categories: - Customer engagement - Web traffic - Awareness - Cost reduction - Efficiency - Transparency - Revenue - ROI on major investments in services/service delivery
MATURING	As e-participation has risen, the entity has seen significant increases in two of the following categories: - Customer engagement - Web traffic - Awareness - Cost reduction - Efficiency - Transparency - Revenue - ROI on major investments in services/service delivery
LEADING	As e-participation has increased, the entity has seen significant increases in three or more of the following categories: - Customer engagement - Web traffic - Awareness - Cost reduction - Efficiency - Transparency - Revenue - ROI on major investments in services/service delivery

PILLAR

7. PEOPLE EMPOWERMENT

The service and human resources culture contribution to empowering the entity to design and provide services and reach out to customers



SUB-PILLARS

7.1 SERVICE CULTURE & ROLES

The service culture values guide the behaviors of employees. The entity's role and employees' jobs are descriptive and documented.

7.2 EMPLOYEE HIRING & TRAINING

Customer-centric skills and character traits are emphasized in the hiring process and within training programs. Regular coaching is offered and there are opportunities for employees to practice particular skillsets.

7.3 CAREER MANAGEMENT

Employee goal-setting and self-assessment exercises occur on a regular basis. A coach is assigned to help employees set goals and guide their careers.

7.4 RECOGNITION & REWARDS

Employee performance is assessed and rewarded on a regular basis. Performance criteria are objective and clearly communicated to all staff members.

7.5 EMPLOYEE HAPPINESS

Employees feeling valued and happy at work is a key focus. Employee feedback is collected regularly and mentorship sessions allow for open conversation with the entity's leadership team.



Entity Leadership



Functional Executive



Physical Channel



Contact Center



Website



Smart Application



7.1
SERVICE CULTURE & ROLES

VALUES, BEHAVIORS, & ATTITUDES

Q186. What kind of service culture exists at the entity?

BASIC	There is no proactively managed service culture at the entity.
DEVELOPING	The entity has identified the values on which the service culture is based – customer focus, continuous development, and collaboration – but they are not consistently shared with all employees.
MATURING	The values on which the service culture is based – customer focus, continuous development, and collaboration – are shared and understandable, but they do not affect the behaviors of the employees.
LEADING	The values on which the service culture is based – customer focus, continuous development, and collaboration – are shared and understandable, and they affect the behavior of the employees. For example, the employees genuinely care about the customers.

CONTINUOUS DEVELOPMENT

Q187. Are employees encouraged to share their views and feedback with the entity to develop work mechanisms?

BASIC	Employees do not share their views and feedback regarding development initiatives, and they are not encouraged to do so.
DEVELOPING	Employees sometimes share their views and feedback regarding development initiatives, but they are not encouraged to do so.
MATURING	Employees are encouraged to share their views and feedback regarding development initiatives.
LEADING	Employees are encouraged to share their views and feedback regarding development initiatives, and they see their feedback implemented directly, which motivates them to provide more input.

COLLABORATION

Q188. Are collaborative cross-functional teams created to develop and implement specific new service initiatives in the entity?

BASIC	The teams concerned with new initiatives include members of the entity's back office.
DEVELOPING	Cross-functional teams consisting of front- and back-office employees may be established to develop and implement a specific initiative.
MATURING	Cross-functional teams consisting of front- and back-office employees are created to develop and implement all new initiatives within the entity.
LEADING	Most new initiatives are developed and implemented by a specialized cross-functional team that looks to involve external subject matter experts in the process.

EMPOWERMENT & AUTHORITY

Q189. Is the entity’s job description of service delivery channels specified and clearly documented?

BASIC	There is no job description, or if it exists, it is not documented.
DEVELOPING	The job description is documented, but it is not unified across service channels.
MATURING	The job description is documented, but it only follows some guidelines of service delivery channels and adopts at least two of the following points: ▪ Key responsibilities ▪ Requirements ▪ Reporting line ▪ Competencies ▪ Career path ▪ Performance measurements
LEADING	The job description is documented and unified across service delivery channels and includes most of the following points: ▪ Key responsibilities ▪ Requirements ▪ Reporting line ▪ Competencies ▪ Career path ▪ Performance measurements

Q190. Are job titles and responsibilities in the entity empowering to employees?

BASIC	Job titles used in different service delivery channels are uninspiring, and responsibilities are limited and repetitive.
DEVELOPING	Job titles used in different service delivery channels are ordinary, such as ‘customer happiness delegate,’ and responsibilities are limited and repetitive.
MATURING	Job titles used in different service delivery channels are innovative, such as ‘customer happiness consultant,’ and responsibilities are diverse for each role.
LEADING	Job titles used in different service delivery channels are empowering, such as ‘customer happiness consultant,’ responsibilities are diverse, and employees have significant decision-making power.

7.2
EMPLOYEE HIRING & TRAINING

EMPLOYEE HIRING

Q191. Are soft skills and character traits such as taking initiative, being detail-oriented, being a team player, and proactivity, which are critical elements in customer-facing roles, prioritized in the employee hiring process?





BASIC	Soft skills and character traits are generally not considered as important as other qualifications.
DEVELOPING	Soft skills and character traits considered as important as other qualifications for some types of roles.
MATURING	Soft skills and character traits are considered equally important to other qualifications for all types of roles.
LEADING	Soft skills and character traits are considered equally important to other qualifications and receive a lot of emphasis in the hiring process. The entity understands the personality profiles of customers and hires employees with complementary personality types.

EMPLOYEE TRAINING

Q192. Is there an official training program, including technical skills, soft skills, and coaching, for employees? Examples of training methods may include emails with relevant information and experiential learning.





BASIC	The entity does not have an official training program for employees.
DEVELOPING	There is an official training program for employees, but it does not include any of the following points: ▪ Building technical skills (as needed) ▪ Building soft skills (as needed) ▪ Ongoing coaching and enhancing performance ▪ Providing a training course on customer happiness excellence ▪ Providing a training course on a service-based culture
MATURING	There is an official training program for employees, and it includes at least two of the following elements: ▪ Building technical skills (as needed) ▪ Building soft skills (as needed) ▪ Ongoing coaching and enhancing performance ▪ Providing a training course on customer happiness excellence ▪ Providing a training course on a service-based culture
LEADING	There is an official training program for employees, and it includes most of the following points: ▪ Building technical skills (as needed) ▪ Building soft skills (as needed) ▪ Ongoing coaching and enhancing performance ▪ Providing a training course on customer happiness excellence ▪ Providing a training course on a service-based culture

7.3 CAREER MANAGEMENT

MENTORING & GOAL SETTING

Q195. Do employees set goals and conduct self-assessment exercises regularly?

	     
BASIC	Employees do not set goals or carry out self-evaluation.
DEVELOPING	Employees are encourages to set personal goals, but no assessment is carried out in accordance with these goals.
MATURING	Employees set goals and conduct self-assessment, but both practices are not part of the official review mechanism.
LEADING	Goal-setting and self-assessment exercises are carried out annually as part of the official review mechanism.

Q196. Is there a coach who helps employees set goals and guides them in their career?

	     
BASIC	There is no formal guidance system.
DEVELOPING	20-50% of employees receive some kind of unofficial guidance.
MATURING	51-80% of employees are assigned official coaches.
LEADING	80% of employees at different levels are assigned an experienced employee from their group who assumes the role of coach.

Q193. Are there ‘employee hero processes’ that enable employees to practice proactive problem resolution, where they become the ‘hero’ by having a clear process to resolve typical customer issues when they occur?

	     
BASIC	There are no employee hero processes. Employees generally use their best experience and efforts to resolve problems.
DEVELOPING	There are good examples of employee hero processes, but most employees are not aware of them.
MATURING	There are general employee hero processes, and employees receive selective training in this area.
LEADING	There are employee hero processes and guidelines for employees in all lines of work. Employees receive regular training in this area and have adopted a proactive mindset toward problem resolution.

Q194. Do employees receive cross training to meet service demand or drive longer-term career progression, such as training for similar jobs?

	     
BASIC	Employees do not receive formal cross training.
DEVELOPING	Employees receive cross training if they specifically request and demonstrate a need for it.
MATURING	Employees receive cross training if the entity’s leadership team anticipates a need for employees that can be easily deployed to different positions in the future.
LEADING	Employees receive regular cross training as the entity’s leadership team sees value in empowering employees to succeed in different positions.

7.4
RECOGNITION & REWARDS

PERFORMANCE MANAGEMENT

Q197. Are there official and objective criteria to assess the performance of employees?



BASIC	There are no criteria to assess employee performance.
DEVELOPING	There are non-objective criteria to assess employee performance, such as colleague support and the ability to cooperate.
MATURING	There are objective criteria to assess employee performance, but they do not include service-quality measurements.
LEADING	There are objective criteria to assess employee performance, and they include service-quality measurements that are within the individual's control, such as the quality and operational efficiency of their service.

Q198. Is employee performance assessed on a regular basis?



BASIC	Employee performance is not assessed.
DEVELOPING	Employee performance is assessed, but not on a regular basis and only when necessary.
MATURING	Employee performance is assessed twice a year.
LEADING	Employee performance is assessed twice a year, and there is a real-time system for employees to request performance feedback when they desire.

Q199. Are performance assessment criteria clearly communicated to the employees who are being assessed?



BASIC	Employees are not aware of the criteria by which they are assessed.
DEVELOPING	Assessment criteria are communicated to senior staff who oversee performance assessments, but not to the persons being assessed.
MATURING	Most staff understand the criteria by which they will be assessed, but they do not know what is expected of them in regard to each of these criteria.
LEADING	Performance criteria are communicated to all staff, along with the center's expectations in regard to each of these criteria. The criteria and expectations are available in digital manuals that are accessible to all staff at any time.

RECOGNITION

Q200. Are employees acknowledged for their performance on a regular basis?



BASIC	Staff are not acknowledged for their performance.
DEVELOPING	Staff are unofficially acknowledged for their performance by managers, but it does not happen in a systematic manner.
MATURING	Staff are officially acknowledged for their performance on an annual basis, and special rewards are given for excellence in service.
LEADING	Staff are officially acknowledged for their performance on an annual basis with special rewards for excellence in service formally and informally by both senior leadership and their direct peers.

Q201. Are there special programs to recognize and reward excellence in customer happiness?



BASIC	There are no recognition programs in place specifically for excellence in customer service.
DEVELOPING	Customer service criteria are included in the regular staff performance assessments, but they are not recognized.
MATURING	Excellence in customer service is officially recognized in addition to regular staff performance criteria.
LEADING	Excellence in service is recognized, and staff are given special rewards in this regard.



7.5
EMPLOYEE HAPPINESS

EMPOWERMENT

Q202. What is the entity’s employee happiness score?

BASIC	Less than 60%
DEVELOPING	60-80%
MATURING	81-90%
LEADING	More than 90%

Q203. Does the entity collect and use employee feedback to improve employee health and wellness?

BASIC	The entity does not formally collect employee feedback.
DEVELOPING	The entity collects employee feedback, but does not consistently use it to improve employee health and wellness at work.
MATURING	The entity collects employee feedback and consistently uses it to improve employee health and wellness at work.
LEADING	The entity collects employee feedback and consistently uses it to improve employee health and wellness both at work and outside of work.

Q204. Do employees receive regular mentorship to provide them with guidance that enables them to feel valued and happy at work?

BASIC	Most employees have mentorship sessions on an annual basis.
DEVELOPING	Most employees have mentorship sessions on a quarterly basis.
MATURING	Most employees have mentorship sessions on a monthly basis.
LEADING	Almost all employees have mentorship sessions frequently and whenever required. These open conversations are encouraged by the entity’s leadership team.

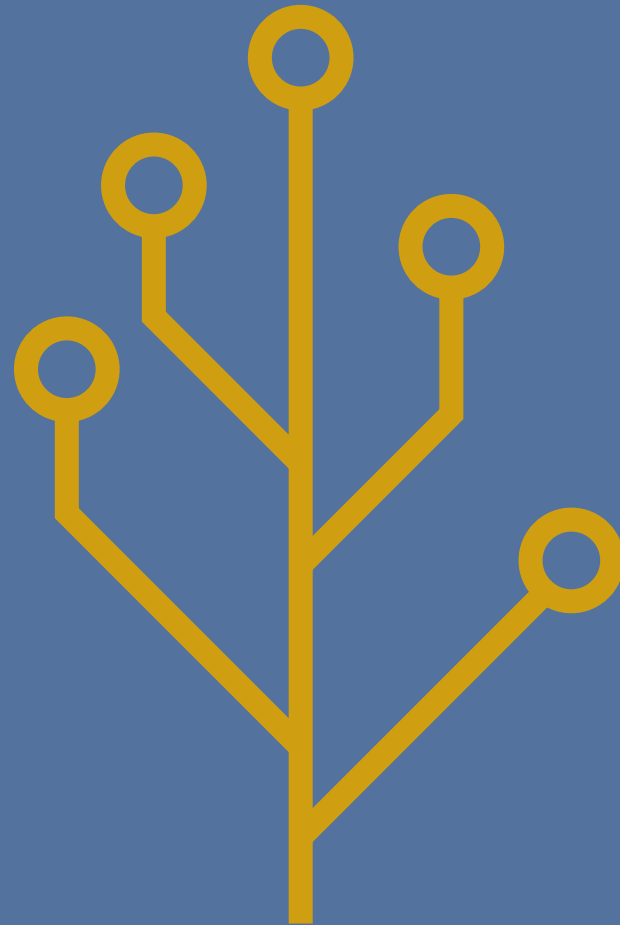
Q205. Are employees well equipped and empowered in their role?

BASIC	Employees are provided with basic resources, such as on-the-job training.
DEVELOPING	Employees are provided with multiple resources, such as onboarding, on-the-job training, and manuals.
MATURING	Employees are provided with diverse resources, such as onboarding, on-the-job training, manuals, mentorship, and workshops, and can make non-financial decisions without waiting for approval.
LEADING	Employees are empowered in their role and can make critical financial and non-financial decisions without waiting for approval. They are provided with diverse resources, such as onboarding, on-the-job training, manuals, mentorship, and workshops.

PILLAR

8. TECHNOLOGY INTEGRATION

The role of the entity's technology and systems in supporting the provision of integrated services



SUB-PILLARS

8.1 CUSTOMER RELATIONSHIP MANAGEMENT

Customer relationships are managed through an entity-wide system. Customer data is accessible and is used to provide enhanced services.

8.2 AUTOMATION & INTEGRATION

Automation is prevalent across the service delivery channels. Infrastructure allows for system integration within an entity and with external entities.

8.3 CONTENT MANAGEMENT

Both a content management system and knowledge management system are in place. Service channel employees can easily access relevant information to improve service.

8.4 DATA MANAGEMENT & ANALYTICS

All customer data is stored in a central database that is easy to access across all service delivery channels. Data security policies are put in place and adopted across the entity.

8.5 OPEN DATA

The use of open data is actively promoted. Access to open data and the online organization is comprehensive and well defined for individuals to seek out information.

8.6 PRIVACY & CYBERSECURITY

The importance of privacy and cybersecurity are emphasized across service delivery channels. Customer data is protected, payments can be made securely, and there are established procedures for addressing security breaches.



Entity Leadership



Functional Executive



Physical Channel



Contact Center



Website



Smart Application



8.1
CUSTOMER RELATIONSHIP MANAGEMENT

EXISTENCE OF A CUSTOMER RELATIONSHIP
MANAGEMENT SYSTEM

Q206. Is there an entity-wide system to record, track, and manage customer interactions?

	    
BASIC	There is no system to record and track customer interactions.
DEVELOPING	Software like Excel and email are used to record and track customer interactions.
MATURING	Multiple independent systems are used to automatically record and track customer interactions.
LEADING	There is a single modern, best-in-class system to automatically record and track almost all customer interactions.

TRACKING CAPACITIES

Q207. Does the entity’s technology system(s) allow for the formation of one unified, comprehensive view of customers?

	    
BASIC	The technology system does not allow for the formation of a unified view of information related to every customer.
DEVELOPING	There are duplicate files for a single customer in two or more systems, with some differences in their data. For example, there are different titles for the same customer in each system.
MATURING	There are duplicate files for a single customer in two or more systems, but the data is consistent in all systems.
LEADING	Most data related to each customer across different channels is accurately combined in one system using a unified customer ID number. The customer does not have to re-explain their inquiry or issue when seeking repeat assistance through different channels.

Q208. How complete is the entity’s customer interaction data?

	    
BASIC	The system does not record any customer interactions.
DEVELOPING	The system records less than half of all customer interactions. For example, service was provided to 1,000 customers, but data for only about 300 of those is available.
MATURING	The system records more than half of all customer interactions. For example, service was provided to 1,000 customers, but the data for only about 700 of those is available.
LEADING	Data on customer interactions is accurate and complete. The system records most customer interactions. For example, service was provided to 1,000 customers, and the data for about 950 of those is available.

REPORTING CAPABILITIES

Q209. Does the system have specific files for each customer?

	    
BASIC	The data in the system is random and there is not a separate file for each customer.
DEVELOPING	The system has files for most customers with some information on previous interactions, but front-office employees and customer happiness employees do not have access to these files.
MATURING	The system has files for most customers with some information on previous interactions. Front-office employees and customer happiness employees can access some information on previous interactions, but not while processing a transaction.
LEADING	The system has files for most customers with detailed information on previous interactions. Front-office employees and customer happiness employees can access comprehensive customer files, even while processing a transaction.

8.2 AUTOMATION & INTEGRATION

SERVICE AUTOMATION

Q212. Have front-office service delivery processes been automated wherever possible?

	     
BASIC	Front-office processes have not been automated.
DEVELOPING	Digital information is available sometimes. For example, information can be extracted from the database instead of asking the customer to provide it again.
MATURING	Time-saving techniques are applied to simplified, one-step processes, such as customer signatures and payments. For example, customers can use digital signatures, digital currencies, etc.
LEADING	Most front-office processes have been entirely automated and integrated. Customers are only required to input information once, all payments are consolidated into a single transaction, most services can be issued digitally, and most processes are paperless. Most automated processes have reliable back-up systems in case of system failure. The entity also experiments with new technologies to create new ways to automate additional service delivery processes.

Q213. Have back-office service delivery processes been automated wherever possible?

	     
BASIC	Back-office processes have not been automated.
DEVELOPING	Information is available digitally, such as the ability to approve transactions, but several processes are still conducted manually.
MATURING	There is a completely automated system for one-step processes, such as model-information copying. For example, barcode readers are used.
LEADING	Most back-office processes have been automated, and back-office procedures have become completely paperless. Most automated processes have reliable back-up systems in case of system failure. The entity also experiments with new technologies to create new ways to automate additional service delivery processes.

Q210. Does the system collect the data necessary to define customer characteristics and segments?

	     
BASIC	The system does not collect the data necessary to define customer characteristics and segments.
DEVELOPING	The system collects the data necessary to sort customers based on some basic geographical characteristics, such as their names and addresses.
MATURING	The system collects the data necessary to sort customers based on their demographic distribution and behavioral characteristics, such as their names, addresses, and the service delivery channels they use.
LEADING	The system collects detailed data that allows customers to be sorted based on their demographic distribution, behavioral characteristics, and attitudes, such as their names, addresses, the service delivery channels they use, the channels they prefer, etc.

Q211. Does the system allow customer data to be analyzed?

	     
BASIC	The system offers the possibility to obtain information on some variables separately, such as the total number of transactions or customers.
DEVELOPING	The system offers the possibility to define the visions of customers using cross-tab comparison between two or more data points, such as a list of services requested by citizens, but data transfer for the purpose of deep analysis is not possible or is very difficult.
MATURING	The system offers the possibility to define the visions of customers across different categories, such as the duration of service completion depending on each category. Data cannot be transferred to another system, such as the SAS System, to sort customers or for analysis purposes.
LEADING	The system offers the possibility to define the characteristics of customers across different categories, such as the duration of service completion depending on each category, through data analytics capabilities like regression analysis. Data can also be transferred to another system, such as the SAS System, to sort customers or for additional analysis purposes.

SERVICE INTEGRATION

Q214. Does the general technological infrastructure of the entity offer the possibility for system integration to create common platforms within the entity?

	     
BASIC	The center has multiple technological systems, but they cannot be integrated or interact with each other.
DEVELOPING	There are multiple technological systems, and at least two of which are manually connected (manual information input between two systems).
MATURING	There are multiple technological systems, and at least two of which are connected and allow for automatic information exchange.
LEADING	Most technological systems are integrated, which facilitates the exchange of the data and analytics, relevant information, and resources that they contain. The entity has an overarching internal strategy that covers numerous aspects of system integration, such as a single username and password that can be utilized across systems, and defines KPIs.

Q215. Is there a possibility to achieve integration between the technological infrastructure of the entity and other relevant external entities to create common platforms across entities?

	     
BASIC	There is no information exchange with any other external entity.
DEVELOPING	Information is exchanged with other external entities, but it is not possible for them to modify this information. Other entities may view information in the database, but cannot edit or change it.
MATURING	Information is exchanged with other external entities, and they are able to modify this information. External entities may view and edit or change information in the database.
LEADING	There is integration between the entity and other partner entities, as there is a possibility to submit requests to receive relevant services. There is also a common tool to manage processes between entities, which aims to coordinate and track service procedures. The entity has an overarching external strategy that covers numerous aspects of system integration, such as a single username and password that can be utilized across systems, and defines KPIs.

EMERGING TECHNOLOGIES

Q216. Are relevant emerging technologies (chatbots, AI, big data analytics, Internet of Things, etc.) proactively researched and adopted to support the delivery and management of services and improve the customer experience?

	     
BASIC	The entity does not actively seek out emerging technologies to improve the customer experience.
DEVELOPING	The entity occasionally scans the market for emerging technologies that can be used to improve the customer experience. Technologies are occasionally adopted as a result of a mandatory roll-out.
MATURING	The entity scans the market often for emerging technologies that can be used to improve the customer experience. The entity adopts feasible and impactful technologies, but it is not the first to do so.
LEADING	The entity is pushing boundaries and shaping the future of customer service by continuously testing and implementing relevant and innovative emerging technologies. It is constantly scanning the market for emerging technologies that can be used to improve the customer experience. Financially feasible and impactful technologies are proactively adopted, enabling the entity to set a new standard in customer excellence.

Q217. Do employees receive training on relevant emerging technologies? Examples of training methods may include emails with relevant information and experiential learning.

	     
BASIC	Employees do not receive training on emerging technologies.
DEVELOPING	Employees are beginning to receive sporadic training on relevant emerging technologies when they specifically request and demonstrate a need for it.
MATURING	Employees receive training on relevant emerging technologies that may be of use in their specific role.
LEADING	Employees receive training on many types of emerging technologies with the goal of empowering employees to understand these technologies and how to use them effectively.

8.3

CONTENT MANAGEMENT

CONTENT MANAGEMENT

Q219.

Does the entity use a content management system (a system that stores content that is shared with customers)?

BASIC	The entity does not use any content management system.
DEVELOPING	The entity uses a non-interactive content management system. It is available to all staff, but they cannot upload information or files to it.
MATURING	The entity uses an interactive content management system. It is available to all staff, and they are able to upload information and files to it.
LEADING	The entity uses an interactive content management system. It is available to all staff and to some relevant external entities, all of whom can upload information and files to it. The system is technically advanced and can be configured to allow additional stakeholders to connect to it quickly, such as by using robust application program interfaces (APIs) for data sharing.

Q220.

Does the entity use a knowledge management system (a system that stores content that is shared internally with employees to share with customers)?

BASIC	The entity does not use a knowledge management system.
DEVELOPING	The entity uses a traditional knowledge management system, but the entity’s culture does not promote knowledge exchange.
MATURING	The entity uses a knowledge management system and a mechanism to support activities related to it. There is a central database and unified data sorting, but the entity’s culture does not promote regular knowledge exchange.
LEADING	The entity uses a knowledge management system, as well as wide-ranging and continuously evolving mechanisms and smart tools that support knowledge assets. The entity’s culture promotes knowledge collection, organization, and exchange. Contribution and sharing of knowledge are recognized and are part of the staff KPIs, and contributors are rewarded.

Q218.

How effective is the current use of emerging technologies?

BASIC	The entity has seen little impact due to limited use of emerging technologies.
DEVELOPING	As experimentation with emerging technologies has increased, the entity has seen a significant rise in one of the following categories: - Customer engagement - Web traffic - Awareness - Cost reduction - Efficiency - Transparency - Revenue - ROI on major investments in services/service delivery
MATURING	As experimentation with emerging technologies has increased, the entity has seen a significant rise in two of the following categories: - Customer engagement - Web traffic - Awareness - Cost reduction - Efficiency - Transparency - Revenue - ROI on major investments in services/service delivery
LEADING	As experimentation with emerging technologies has increased, the entity has seen a significant rise in three or more of the following categories: - Customer engagement - Web traffic - Awareness - Cost reduction - Efficiency - Transparency - Revenue - ROI on major investments in services/service delivery

8.4
DATA MANAGEMENT & ANALYTICS

ENTERPRISE DATA WAREHOUSE

Q221. Is there a central database for all customer data?

BASIC	There is no database for customer data.
DEVELOPING	There are multiple and duplicate databases for different types of customer data.
MATURING	There are multiple, non-duplicate databases for different types of customer data.
LEADING	There is one central database for all customer data.

Q222. Is it easy to securely access the central customer database from all service delivery channels?

BASIC	There is either no central database, or it is not easy to access the central database from all service delivery channels.
DEVELOPING	A limited number of staff from some service delivery channels, such as the customer data analysis team or the leadership team, can securely access the central database.
MATURING	Most staff from all service delivery channels can securely access the central database. For example, all employees except those who have direct contact with customers can access the database.
LEADING	It is easy for everyone from all service delivery channels to securely access the central database, including the staff who have direct contact with customers, the analysis team, and the leadership team.

Q223. Has the entity adopted a data security policy?

BASIC	The entity has not adopted a policy that focuses on the security requirements of data collection, preservation, and access. Customer data can be accessed externally without a password.
DEVELOPING	The entity has not adopted a data security policy, but employees are aware of issues related to data security. Customer data can be accessed without a password.
MATURING	The entity has adapoted a policy that focuses on the security requirements of data collection, preservation, and access. Customer data is password protected and is not available for all employees.
LEADING	The entity has adapoted a policy that focuses on the security requirements of data collection, preservation, and access. Customer data is only available for the employees who need it. Data is password protected and encrypted, meaning data cannot be accessed on any computer other than the one designated for that purpose.

8.5
OPEN DATA

OPEN DATA

Q224. Does the entity encourage the use of its open data?

BASIC	The entity does not go out of its way to encourage the use of its open data.
DEVELOPING	The entity provides information on how to access and effectively use its open data.
MATURING	The entity provides information on how to access and effectively use its open data, and holds competitions and challenges such as hackathons to inspire and stimulate innovation using open data.
LEADING	The entity actively promotes the use of its open data. It provides information on how to access and effectively use its open data, and holds competitions and challenges such as hackathons to inspire and stimulate innovation using their data.

Q225. How effectively is the entity’s open data organized online?

BASIC	

8.6
PRIVACY & CYBERSECURITY

DIGITAL SECURITY

Q226. How successful is the entity at evaluating digital security?

	     
BASIC	An e-security assessment test has been completed to determine the potential of an e-security breach and the expected effects (if they occur), and the results are as follows: ▪ High probability ▪ High effect
DEVELOPING	An e-security assessment test has been completed to determine the potential of an e-security breach and the expected effects (if they occur), and the results are as follows: ▪ High probability ▪ Medium effect Or ▪ Medium probability ▪ High effect
MATURING	An e-security assessment test has been completed to determine the potential of an e-security breach and the expected effects (if they occur), and the results are as follows: ▪ High probability ▪ High effect Or ▪ Low probability ▪ Medium effect Or ▪ Medium probability ▪ Low effect
LEADING	The cybersecurity protocol for service delivery is considered to be best in class and is seen as best practice by other entities. An e-security assessment test has been completed to determine the potential of an e-security breach and the expected effects (if they occur), and the results are as follows: ▪ Low probability ▪ Low effect

Q227. How often does the entity evaluate its e-security?

	     
BASIC	The entity does not conduct an e-security assessment test.
DEVELOPING	The entity randomly conducts an e-security assessment test.
MATURING	The entity conducts an e-security assessment test on an annual basis and at every major update.
LEADING	The entity conducts an e-security assessment test every trimester and at every update and takes appropriate action according to the results.

Q228. Has the entity built a culture that promotes the importance of data privacy and security?

	     
BASIC	The entity does not consistently communicate the importance of data privacy and security to its employees.
DEVELOPING	The entity displays visual reminders on the importance of data privacy and security where staff can see it. Some employees are aware of it.
MATURING	The entity references the importance of data privacy and security in some aspects of the employee lifecycle – hiring, training, ongoing development – and most employees are aware of it.
LEADING	The importance of data privacy and security is included in every aspect of the employee lifecycle – hiring, training, ongoing development – and almost all employees are aware of it.

Q229. Is the Transport Layer Security (TLS) protocol used on the website (if applicable)?

	     
BASIC	The TLS protocol is not used in service-access channels.
DEVELOPING	An advanced TLS protocol belonging to the entity is used in service-access channels.
MATURING	A global TLS protocol is applied to some of the entity’s services requiring protection (encryption).
LEADING	A global TLS protocol is applied to almost all the entity’s services requiring protection (encryption).

Q230. Is it safe to access services and conduct payments through the entity’s digital channels?



BASIC	Logging on and making payments are secured through one service factor (username and password). The entity has all required payment certifications and is compliant with the Payment Card Industry Data Security Standards (PCI DSS).
DEVELOPING	Logging on and making payments are secured through one service factor (username and password, with additional password restrictions in terms of the number and type of characters). The entity has all required payment certifications and is compliant with the Payment Card Industry Data Security Standards (PCI DSS).
MATURING	Logging on and making payments are secured through two identity verification factors – username and password, with additional password restrictions in terms of the number and type of characters, plus sending the user a one-time password. The entity has all required payment certifications and is compliant with the Payment Card Industry Data Security Standards (PCI DSS).
LEADING	The entity is considered a leader within their sector for security and reliability of their digital channel. Logging on and making payments are secured through several identity verification factors – username and password, with additional password restrictions in terms of the number and type of characters, sending the user a one-time password, plus fingerprints. The entity has all required payment certifications, is compliant with the Payment Card Industry Data Security Standards (PCI DSS), and meets all global payment standards.

ENTERPRISE DATA WAREHOUSE

Q231. Is there a plan to protect customer data?



BASIC	There are no business continuity plans that ensure data protection in the event of technical or equipment failure.
DEVELOPING	Back-up data servers are upgraded occasionally to preserve data in the event of technical or equipment failure.
MATURING	Back-up data servers and information recovery systems, which are located outside the center and are prepared for events of technical or equipment failure, preserve daily back-up files to protect data.
LEADING	The entity has an overarching disaster recovery plan. As part of this plan, there is an external location used by the entity to ensure storage of all customer data on back-up data servers as soon as it is received.



SECURITY BREACHES

Q232. Do security procedures exist to effectively deal with customer data breaches?



BASIC	There are limited security breach procedures.
DEVELOPING	Security breach procedures exist, but are not consistently followed. The procedures are missing some of the following steps: - Identify and execute actions required to contain the breach - Identify and execute steps required to recover associated losses - Assess the severity of the breach - Notify all stakeholders potentially impacted by the breach - Investigate the breach’s causes - Determine pre-emptive steps that can be taken to prevent a reoccurrence of the breach - Real-time monitoring of risky user interactions to identify potential DDoS* attacks
MATURING	Security breach procedures exist and are consistently followed. The procedures reflect most of the following steps: - Identify and execute actions required to contain the breach - Identify and execute steps required to recover associated losses - Assess the severity of the breach - Notify all stakeholders potentially impacted by the breach - Investigate the breach’s causes - Determine pre-emptive steps that can be taken to prevent a reoccurrence of the breach - Real-time monitoring of risky user interactions to identify potential DDoS* attacks
LEADING	Security breach procedures exist and are consistently followed. The procedures reflect almost all of the following steps: - Identify and execute actions required to contain the breach - Identify and execute steps required to recover associated losses - Assess the severity of the breach - Notify all stakeholders potentially impacted by the breach - Investigate the breach’s causes - Determine pre-emptive steps that can be taken to prevent a reoccurrence of the breach - Real-time monitoring of risky user interactions to identify potential DDoS* attacks

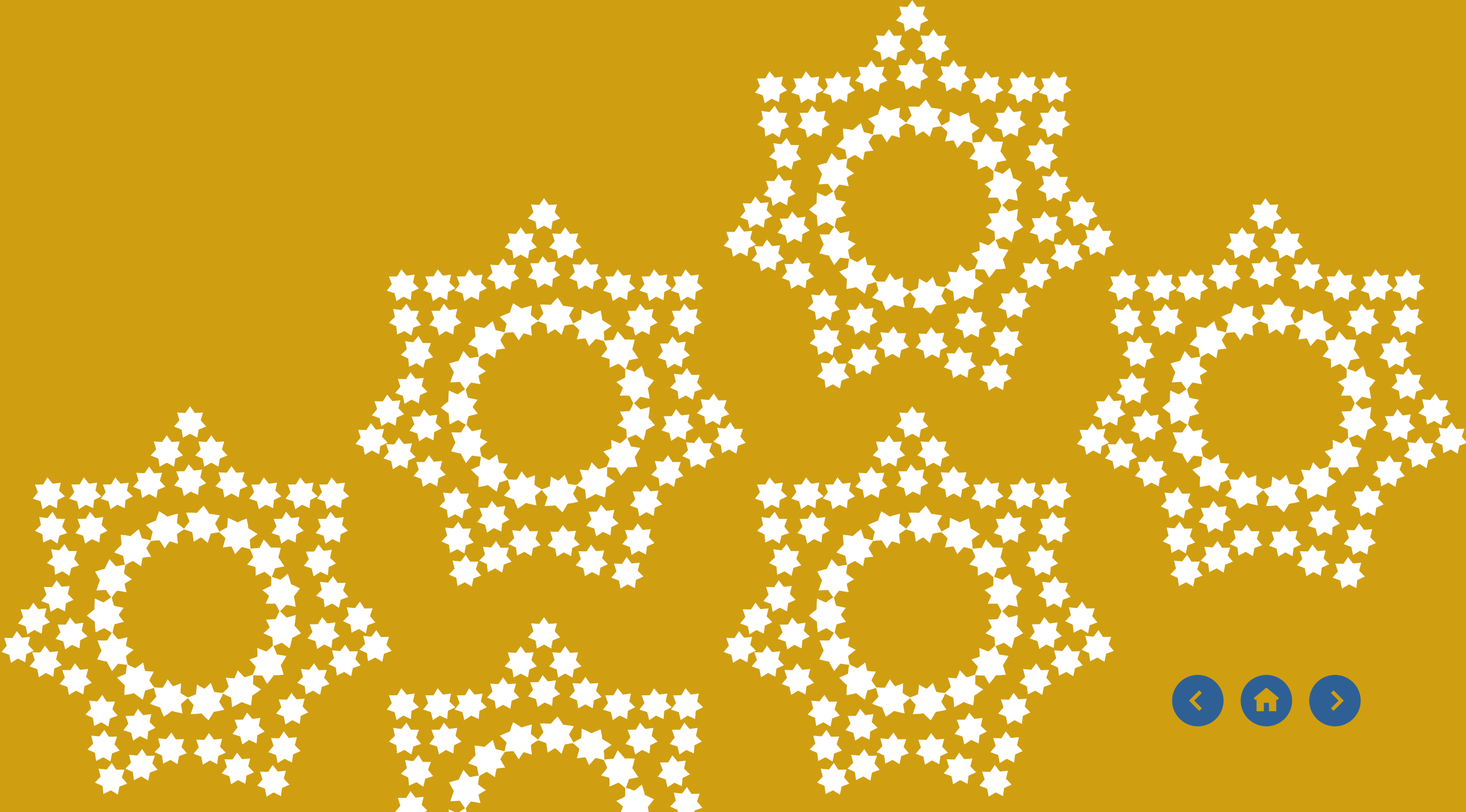
*DDoS: Distributed Denial of Service

Q233. Do employees receive training on how to proactively minimize security breaches?



BASIC	Employees do not receive training on minimizing security breaches.
DEVELOPING	Employees only receive training on minimizing security breaches if they specifically request and demonstrate a need for it.
MATURING	Employees receive training on minimizing security breaches if the entity’s leadership team anticipates a need for employees to have a strong understanding of security breach implications.
LEADING	Employees receive regular training on minimizing security breaches if the entity’s leadership team sees value in empowering employees to understand security breaches and how to prevent them.

GLOSSARY



GLOSSARY

ANCILLARY SERVICES	These services, which may undergo various modifications depending on the type of customer and purpose of the service, are generally delivered by applying the same procedure or by introducing a small modification to the procedure, such as doctor licensing versus technician licensing versus nurse licensing, and so forth.
BACK OFFICE	The range of administrative roles that are essential to service delivery in a given entity, but that do not require interaction with customers.
BEHAVIORAL VARIABLES	The range of information pertaining to customer behavior, including but not limited to the way customers use the channels and request the services they need.
BENCHMARKING	Comparing the entity’s criteria to those of another entity to understand the strengths and weaknesses, and identify areas that need to be improved.
CONTACT CENTER	A central office that receives phone calls and through which certain services can be provided.
CONTINUOUS PROCESS DEVELOPMENT	The process of constantly developing processes in order to achieve higher performance levels by promoting gradual change.
CORE SERVICES	The fundamental service delivered by an entity (passport issuance, for example), followed by a host of complementary and modified services.
CREATIVITY	Creating new ideas and turning them into services, procedures, systems, or social interaction modes.
CULTURE	A set of values and norms shared by groups and individuals in a given entity. It regulates the way they interact with each other within the entity and with external stakeholders.
CURRENT STATUS	A snapshot of the current state of affairs, covering services, procedures, human resources, and technology.
CUSTOMER	The primary beneficiary of the services. Specifically, the ‘customer’ is one of the country’s citizens, residents, visitors, or companies.

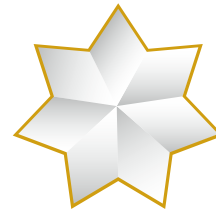
CUSTOMER CHARTER	An official document that describes the entity’s obligations toward its customers.
CUSTOMER EXPERIENCE	The nature and quality of interactions between the customer and the entity, including the customer’s opinion of the overall interaction with the entity.
CUSTOMER FEEDBACK	The process of collecting and understanding customers’ opinions and remarks, particularly those related to the level of customer satisfaction with – and attitude toward – the entity and the services it delivers.
CUSTOMER HAPPINESS CENTER	A center run by the entity that receives customers to provide them with all or part of its services through personal interactions.
CUSTOMER INSIGHTS	The sum of observations emerging from customer data analysis, highlighting customers’ needs, behaviors, and preferences.
CUSTOMER JOURNEY	The series of steps undertaken by the customer throughout their interaction with the entity. This journey includes all of the activities and interactions engaged by the customer, from before they arrive or make a service request until the transaction is complete.
CUSTOMER RATING	The process of organising customers into homogenous groups (categories) with varying needs, features, and behaviors, taking into account their feedback on the treatment they received and how it affected them.
CUSTOMER CENTRICITY	The notion of focusing on the customer’s needs when making all decisions and measuring success.
DELIVERED VALUE	The distinct value that an entity’s products and services deliver to its customers.
DEMOGRAPHIC VARIABLES	The range of statistical social information pertaining to the customer, including but not limited to geographical area, age, gender, and income.
DESIRED STATUS	An outlook on the desired situation, covering the future status of services, procedures, human resources, and technology.

EFFICIENCY	Refers to saving on service delivery costs by streamlining or restructuring procedures in order to prevent repetition and duplication, or by adopting alternative, cheaper channels for service delivery.
ENTITY	Any institution that provides services, whether they are provided by the government to citizens (G2C), government to businesses (G2B), businesses to customers (B2C), or businesses to businesses (B2B).
FRONT OFFICE	The range of functions that deal directly with customers and are responsible for serving the customers’ needs.
INFORMATION SERVICES	A set of services related to transferring information from the entity to the customers. Such services could be provided as an initiative by the entity, such as training programs or awareness campaigns, or at the request of a customer.
KEY PROCESSES	The entity’s most pivotal processes, in that they ensure strategy implementation and support and drive the value chain across the entity.
KEY SERVICES	The main services provided by the entity. All sub-services and supplementary services fall under this umbrella.
KNOWLEDGE	The competencies and skills acquired by a person through his or her experiences and information, including theoretical and practical knowledge of a certain subject.
LEADERS	A group of people who coordinate and balance the interests and activities of anyone connected with the entity.
MAIN LIFE STAGES	A set of important stages that affect customers’ lives, such as getting married or having a baby.

OPERATIONAL RE-ENGINEERING	The process of assessing the efficiency of existing procedures with the aim of identifying performance gaps and re-engineering the operating mechanism in order to increase its efficiency.
ORGANIZATIONAL MODEL	The entity’s conceptual framework that informs the design of the organizational chart.
PARTNER	An external party whom the entity strategically chooses to work with in order to achieve common goals and mutual benefits.
PARTNERSHIP	A sustainable working relationship between the entity and its partners, bringing added value to both parties. Partnerships may be forged with a group of parties, namely suppliers, distributors, educational bodies, or customers. Strategic partners contribute to supporting the entity’s strategic goals in one way or another.
PEOPLE OF DETERMINATION	Anyone suffering from a physical, sensory, mental, communicative, educational, or psychological disability, total or partial, permanent or temporary. This phrase is used because of the tremendous efforts these people make to overcome everyday challenges in order to attain various achievements.
PILLAR	Any of the main aspects of service delivery. Each pillar covers a different aspect of the service.
PIONEERING PRACTICE	An approach or procedure that everyone agrees is the best practice in a certain field.
PRIORITY SERVICES	The services that an entity deems important and that impact 80% of all its customers.
PROCESSES	Refers to a range of interdependent activities, given that the output of a particular outcome becomes an input for another activity. The steps of the process create added value as they turn inputs into outputs using resources.

QUALITATIVE INSIGHTS	Observations and analyses that are based on experience, perspective, and expertise rather than numerical calculations.
QUALITY LEVEL AGREEMENT	A contract between the entity and a third party whereby the two parties to the contract agree to what should be measured and what the outcomes (rewards and penalties) of that measurement should be. The Quality Level Agreement usually covers a range of payment categories/ measurement types, which, in turn, include one or more service/measurement levels.
QUANTITATIVE INSIGHTS	Observations and analyses that are numerical in nature, involving calculations based on measureable inputs.
SERVICE	The chain of activities or procedures performed by entities or their representatives to meet customers’ needs.
SERVICE DELIVERY CHANNEL	Any communication or interaction means between customers and entities. Through them, the customer can receive the requested services.
SERVICE DELIVERY PLATFORM	A small center, usually found in public commercial centers like malls, where customers can obtain services via face-to-face interactions.
SERVICE MANUAL	The list of services that a given entity provides for its customers.
SERVICE PASSION	The attitude or culture whereby customer service is given the highest importance. Employees who are passionate about customer service are strongly motivated to satisfy customers.
SERVICE STANDARD	The outcome of the expected service. For example, the expected timeframe, quality, satisfaction level, etc.
SMS	Refers to one aspect of communication services provided by the Global System for Mobile (GSM), using communication protocols which allow for the exchange of short messages between mobiles (text message).

STAKEHOLDER	Any person, group, or entity that has a direct or indirect interest in the entity, either because it can influence it or because it is exposed to its influence. External stakeholders include customers, partner suppliers, etc., while internal stakeholders may include individuals or groups of individuals.
STRATEGY	The approach chosen by the entity to set and achieve specific goals. It is a declaration of the approach adopted by the entity to complete its missions.
SUB-PILLAR	One of the sub-aspects that are included in a certain pillar. A group of sub-pillars forms one pillar.
SUPPORTING CHANNELS	Any means of communication or interaction between customers and entities used as support for the original channel, through which the customer can communicate with the entity.
TRANSFER BETWEEN CHANNELS	Moving a certain activity from one channel to another.
VISION	A presentation of the entity’s ambition and aspirations. It describes the desired future state the entity aims to achieve and defines the outcomes and positions it wants to reach. The vision must inspire people, encourage creativity, and spread enthusiasm.



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