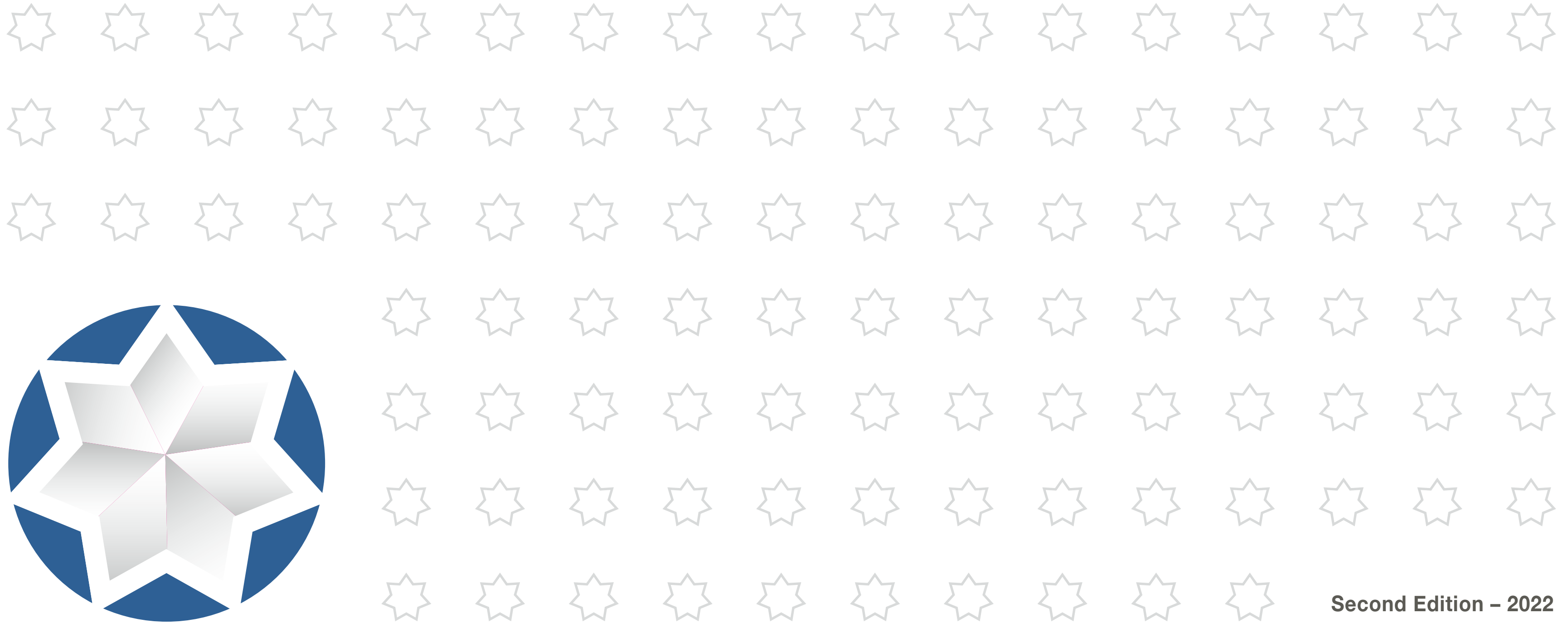


GLOBAL STAR RATING SYSTEM FOR SERVICES

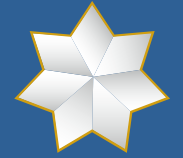


نظام النجوم العالمي لتصنيف الخدمات
Global Star Rating System for Services



Second Edition – 2022

THE SERVICE DELIVERY IMPROVEMENT FRAMEWORK



نظام النجوم العالمي لتصنيف الخدمات
Global Star Rating System for Services

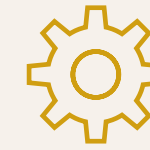
The entity leadership's awareness and commitment to developing service quality, and their ability to prepare for and implement change



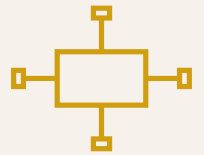
The entity's understanding of its customer base and how it uses the related customer databases and descriptions to provide better services



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



The entity's efficiency and effectiveness in communication with customers



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



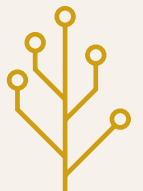
The entity's approach to designing and developing business processes, including performance management and innovation, and service-level agreements



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



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



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.

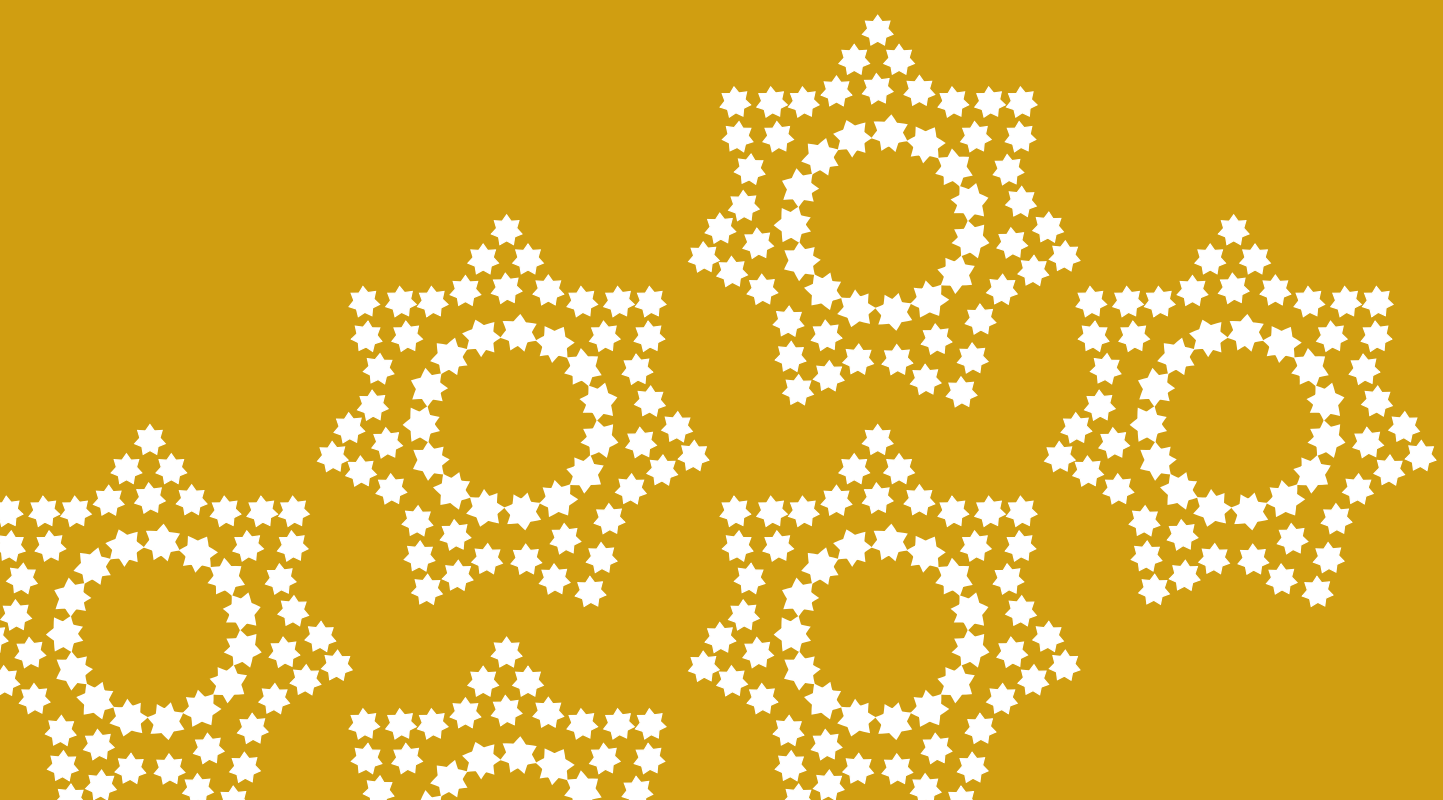
The GSRSS is built on a foundation of global best practices from both the public and private sectors, with a significant focus on involving the customer in service development and delivery through co-creation and e-participation. Layered into the assessment are key themes from the United Nations E-Government 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
315 CRITERIA

SERVICE DELIVERY CHANNELS



PHYSICAL CHANNEL

Physical channel refers to a brick-and-mortar government service center. It is an organizational unit that provides a service/product or a bundle of services/products to businesses, citizens, residents, and visitors in the UAE.



OUTSOURCED SERVICE CENTER

The outsourced service center is a model developed by government entities partnering with the private sector to provide customers with services across multiple outlets. The centers are licensed and operate under the management and supervision of the entity, ensuring high-quality services aiming to guarantee the happiness and satisfaction of the customer.



SHARED SERVICE CENTER

The shared service center is a model developed by an entity to partner with other entities as well as the private and government sectors to provide customers with services from one centralized location. The entity seeks to offer customers with an end-to-end, personalized service delivery experience.



CONTACT CENTER

A contact center is a channel through which service centers respond to customers' inquiries about services via social media, phones, emails and live chat. It is an integral part of the entity's customer relationship management (CRM) strategy.



SMART SERVICE CENTER

The smart service center is a channel offered by government entities to provide their service offerings through technologies that guarantee efficiency and satisfaction for citizens. The government initiative aims to convert the entities' services into smart services by digitizing the services delivered to the citizen, resident, and visitor in the UAE to sustain their happiness.



WEBSITES & SMART APPLICATIONS

Webites and smart applications are service channels with user-friendly interfaces that communicate information and the latest updates directly to customers. They support digital transformation and should promote customer satisfaction by delivering a seamless customer experience.



THE ASSESSMENT

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, customer satisfaction reports, and employee happiness scores.

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.

QUALIFICATION FOR ASSESSMENT

The GSRSS assesses and scores an entity's various service delivery channels, which may include brick-and-mortar customer service centers, smart service centers, outsourced service centers, shared 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, OUTSOURCED SERVICE CENTERS, & SHARED SERVICE CENTERS



- 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



SMART SERVICE CENTERS

- 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 a reception area, service stations, a lobby, and an information desk, appears as a separate unit and is easy to identify
- Has at least two service stations
- Operates at least five days per week
- Serves an average of at least 30 customers per day
- Is supported by smart and interactive technologies
- Enables customers to complete their transactions smartly, with minimum human interaction



WEBSITES & SMART APPLICATIONS



- All service delivery websites and 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	<p>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.</p>
2	<p>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.</p>
3	<p>HIGH VOLUME Services that represent the highest percentage of transactions or draw on the highest percentage of financial and human resources.</p>
4	<p>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.</p>

ASSESSMENT CRITERIA

The GSRSS assessment consists of eight pillars and 35 sub-pillars, which comprise a series of more than 300 criteria covering the relevant aspects of the Service Delivery Improvement Framework.


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

	<p>TOP-LEVEL LEADERSHIP Higher-order strategic questions that are intended to be answered by an entity’s leadership team.</p>
	<p>MIDDLE-LEVEL LEADERSHIP More detailed strategic questions impacting multiple channels that are intended to be answered by the entity’s functional executive team.</p>
	<p>LOWER-LEVEL LEADERSHIP 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.</p>
	<p>PARTNER AGENCY LEADERSHIP Questions that are intended to be answered by the partner agency’s leadership team, rather than that of the entity.</p>

There are seven sets of channel-specific questions – one set each for physical channels, outsourced service centers, shared service centers, contact centers, smart service centers, websites, and smart applications.

ASSESSMENT PHASES

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

PHASE 1	<p>PREPARATION</p> <p>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.</p> <p>During Phase 1, the service delivery channel is required to:</p> <ul style="list-style-type: none"> 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	<p>REVIEW</p>  <p>FIELD VISIT For physical channels, outsourced service centers, shared service centers, smart service centers, and contact centers, 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.</p> <p>During the visit, the center's director is required to:</p> <ul style="list-style-type: none"> 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  <p>FUNCTIONALITY REVIEW For 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. The assessment team will also perform a field visit to the concerned entity.</p>
PHASE 3	<p>ADDITIONAL DOCUMENT REVIEW</p> <p>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.</p>
PHASE 4	<p>STAR RATING</p> <p>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 once every two year.</p>

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.

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

N Number of questions
 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

MATURITY

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%

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:

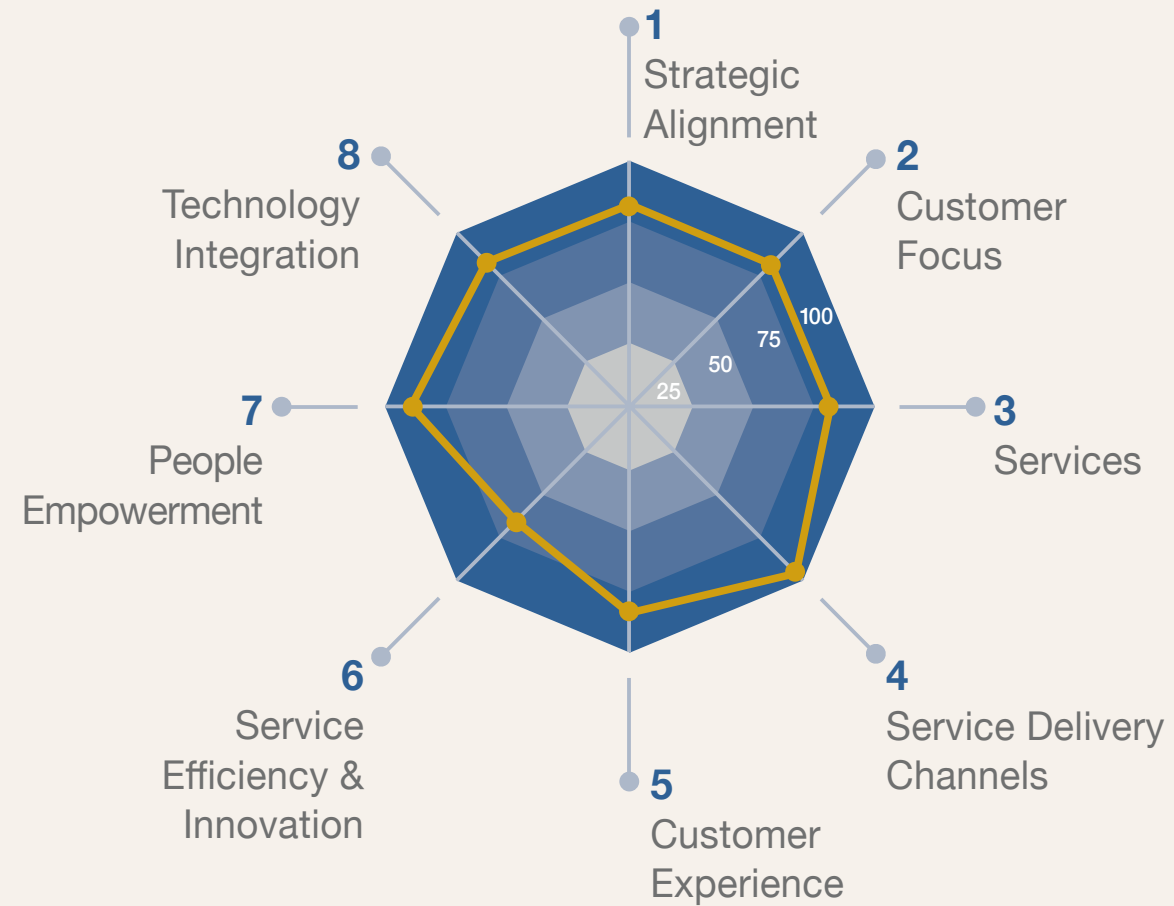
EVIDENCE QUALITY	SCORE
<p>NO EVIDENCE The entity has not presented any evidence, or the evidence it has provided is totally unreliable. For example, when assessing the extent of support and commitment during repeated meetings, the entity was unable to provide any evidence proving any such meetings took place.</p>	0%
<p>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.</p>	40%
<p>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.</p>	80%
<p>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.</p>	100%

STAR RATING

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

OVERALL RESULT	STAR RATING
0-30%	UNRATED
31-50%	★ ★
51-70%	★ ★ ★
71-80%	★ ★ ★ ★
81-90%	★ ★ ★ ★ ★
91-96%	★ ★ ★ ★ ★ ★
ACHIEVING 7 STARS	<p>★ ★ ★ ★ ★ ★ ★</p> <p>TOTAL ASSESSMENT SCORE OF MORE THAN 96%</p> <hr/> <p>INNOVATION AND IMPLEMENTATION OF FUTURE BEST PRACTICES ACROSS ALL EIGHT PILLARS</p> <hr/> <p>CUSTOMER HAPPINESS RATING OF MORE THAN 96%</p> <hr/> <p>EXCELLENCE IN COST PER SERVICE, COMPARED WITH OTHER SIMILAR SERVICE CHANNELS</p>

ASSESSMENT OUTCOME EXAMPLE



■ Basic ■ Developing ■ Maturing ■ Leading

Overall Result

82.5%

Star Rating



DISPLAYING STAR RATINGS

The service delivery channel will receive a plaque (physical channel, smart service center, outsourced service center, shared service center) or a GSRSS badge (website, smart application) to display their star rating. For contact centers, the interactive voice response (IVR) will announce the star rating. Each channel will also receive the final outcome of the assessment and the associated report detailing its strengths and opportunities for improvement of all aspects of the Service Delivery Improvement Framework.



PHYSICAL CHANNELS, SHARED SERVICE CENTERS, OUTSOURCED SERVICE CENTERS & SMART SERVICE 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 splash screen.



CONTACT CENTERS

The interactive voice response (IVR) will announce the relevant star rating to callers.

VALIDITY

Assessments of physical channels, smart service centers, shared service centers, and outsourced service centers 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.

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.

LEADERSHIP

- Top-level Leadership
- Middle-level Leadership
- Lower-level Leadership
- Partner Agency Leadership

CHANNELS

- Physical Channel
- Contact Center
- Website
- Smart Application
- Smart Service Center
- Shared Service Center
- Outsourced Service Center

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 brainstorming 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.

Q7. How does the entity's leadership team ensure outsourced service centers are engaged and involved in strategic decisions?



BASIC The entity's leadership team does not engage outsourced service centers in strategic decisions.

DEVELOPING The entity's leadership team meets with its outsourced service centers twice a year to brief them about strategic decisions that have already been established.

MATURING The entity's leadership team meets its outsourced service centers regularly to discuss higher-order strategic priorities and invites them to participate in discussions. The entity's leadership sometimes considers the centers' perspectives when making strategic decisions.

LEADING The entity's leadership team meets its outsourced service centers regularly to discuss higher-order strategic priorities. The entity organizes activities such as workshops with its centers to ensure participation and involvement in defining strategic priorities and making decisions for the service delivery strategy.

MAPPING TO SERVICE DEVELOPMENT STRATEGY

Q8. How does the entity's leadership team decide on partnerships including the private sector?



BASIC The entity does not have specific criteria for selecting partners to offer and manage the entity's services.

DEVELOPING The entity's leadership team has established selection criteria such as location details, personnel competency, past experience, etc., to inform the selection of their partners.

MATURING The entity's leadership team has established clear selection criteria for partnerships that cover location, capabilities, past experiences, services offered to other entities within the shared service center, and the customer feedback received about the partner's services.

LEADING The entity's leadership team has established clear selection criteria covering all pillars, such as physical location and capabilities, personnel readiness and performance, past and present performance of the center for all services offered, especially around service-level agreements and KPIs (missed or met), and customer experience and feedback.

Q9. What are the entity's strategic goals for the shared service center?



BASIC No strategic goals have been set for the shared service center besides processing services.

DEVELOPING Limited strategic goals have been set for the shared service center, which are focused on processing services within the agreed service-level agreements. Customer centricity is not addressed at this stage.

MATURING The entity has set strategic goals that cover the need to process services within the agreed service-level agreements, while also ensuring that customer experience is unified and customer satisfaction is achieved.

LEADING The entity's goals for the shared service center are to adopt a customer-centric approach in terms of creating a unified customer experience and achieving a high level of customer satisfaction. The shared service center is expected to have a degree of liberty in taking initiative to enhance customer experience, such as bundling services.

Q10. 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.

Q11. To what extent does the entity's strategy support operational efficiency (spending money productively)?



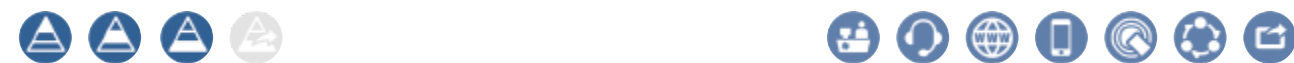
BASIC The entity's vision, mission, objectives, and strategy do not appear to support operational efficiency.

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.

Q12. 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.

LEADERSHIP TEAM CONSENSUS

Q13. 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.

Q14. 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.

Q15. Does the entity adhere to the UAE government services strategy?



BASIC The entity's vision, mission, goals, and strategy do not support the transformation to anticipatory services.

DEVELOPING The entity's vision, mission, goals, and strategy partially support the transformation to anticipatory services by adopting the new approach in some of the entity's initiatives.

MATURING The entity's vision, mission, goals, and strategy generally support the transformation to anticipatory services by adopting and implementing the new approach and launching some major initiatives.

LEADING The entity's vision, mission, goals, and strategy fully support the transformation to anticipatory services by adopting the new approach and optimizing the development of all services to become proactive, including related strategies, operational plans, and initiatives.

1.2 ALIGNMENT TO DESIRED OUTCOMES

MEETINGS & COMMUNICATION

Q16. 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.

Q17. 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 communication 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

Q18. 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

Q19. 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.

Q20. 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%

Q21. How does the entity's leadership redesign service delivery for the smart service center?



BASIC The entity's leadership team has not established an implementation plan for redesigning services for the smart service center.

DEVELOPING The entity's leadership team developed a plan for redesigning services for the smart service center, but it does not include the allocated resources (technology, experience, and financial), phases, and activities to streamline processes.

MATURING The entity's leadership team has developed a good understanding of redesigning services for the smart service center and the key elements involved, such as resources, financial requirements, phases, and activities to streamline processes. The leadership team has developed some activities to create and raise awareness about smart services delivery among employees.

LEADING The entity's leadership team clearly understands the lean process* of redesigning services for the smart service center. The team also understands its importance and impact on the entity's efficiency. The service centre's leadership team has developed activities to create and raise awareness among employees about the service delivery plan, including resources (technology, experience, and financial), phases, and activities to streamline processes.

*Lean process redesign aims to streamline the entity's processes/services to integrate in the smart service center and encourage continuous improvement of the quality and efficiency of smart services.

Q22. Does the leadership’s strategy include a smart service center roadmap?



BASIC There is no roadmap for service delivery-related initiatives.

DEVELOPING A timeline roadmap for smart service delivery initiatives exists, but does not incorporate decision-making systematic analysis, opportunities evaluation criteria, or envisioned phases for the digitization of the services.

MATURING A smart service delivery roadmap exists and it incorporates decision-making systematic analysis, opportunities evaluation criteria, and envisioned phases for the digitization of the services, such as:

- Activities
- Milestones
- Deadlines
- Resources
- Owners
- Interdependencies

LEADING A smart service delivery roadmap exists and it incorporates decision-making systematic analysis, opportunities evaluation criteria, and envisioned phases for the digitization of the services, such as:

- Activities
- Milestones
- Deadlines
- Resources
- Owners
- Interdependencies

The entity has incorporated these plans into its organizational planning.

Q23. How does the leadership enhance services for the smart service center?



BASIC The smart service center’s leadership team is not working to enhance the center’s services.

DEVELOPING The smart service center’s leadership team works to enhance the center’s services, but does not have the right methods for detecting opportunities.

MATURING The smart service center’s leadership team implements methods for collecting and evaluating customer happiness to detect opportunities and possibly enhance the center’s services.

LEADING The smart service center’s leadership team detects opportunities for service improvement from heat maps and customer happiness reports to regularly analyze and enhance the center’s services through detailed findings.

Q24. Does the leadership team have the right competencies to manage the smart service center?



BASIC The leadership team does not have the competencies to manage the smart service center.

DEVELOPING The leadership team has some competencies, but does not know how to use them efficiently to manage the smart service center.

MATURING The leadership team has a good understanding of how to manage a smart service center and has all competencies required to manage the center efficiently and achieve its strategic goals.

LEADING The leadership team clearly understands the importance of regularly training and acquiring new, up-to-date competencies in managing smart service centers, formulating strategic initiatives for efficient management, and upskilling employees to quickly adapt with technology upgrades.

Q25. How does the leadership team measure the smart service center’s impact compared to other service channels?



BASIC The leadership team does not analytically measure the impact of the smart service center.

DEVELOPING The leadership team analytically measures the impact of the smart service center, but does not reflect its findings in the form of weaknesses and strengths, or in implementation plans for improvement.

MATURING The leadership team measures and analyzes the impact of the smart service center on different operational aspects related to the different stakeholders – executives, employees, customers, and government – and implements plans for improvement.

LEADING The leadership team measures and analyzes the impact of the smart service center on different operational aspects related to the different stakeholders – executives, employees, customers, and government – and implements plans for improvement, while also establishing KPIs for regular evaluation of the center’s operational efficiency with the aim of upgrading services.

MEETINGS & COMMUNICATION

Q26. How does the entity ensure all outsourced service centers are aligned and accountable for the service delivery experience?



BASIC The entity only updates its outsourced service centers with requirements pertaining to services. It does not hold the outlets accountable for customer experience.

DEVELOPING The entity provides its outsourced service centers with feedback about their performance and areas of improvement, but does not hold them accountable for customer experience.

MATURING The entity updates its outsourced service centers with requirements pertaining to services. It holds the centers accountable for those requirements only.

LEADING The entity has formed a team whose role is to communicate with its outsourced service centers on a regular basis to ensure all are compliant with the guidelines the entity has provided and that the customer experience is consistent across the different outlets. This team is responsible for analyzing the service delivery experience and rewards or penalizes centers accordingly.

Q27. How does the outsourced service center cascade and implement changes the entities have made to services?



BASIC The outsourced service center's leadership team did not establish a communication strategy to update stakeholders with any changes the entities have made to services, which could delay the implementation of changes and affect customers.

DEVELOPING The outsourced service center's leadership team has established an internal communication strategy to update stakeholders with any changes the entities have made to services, to provide sufficient time for implementation of changes, and to limit any interruption in service delivery that could affect customers.

MATURING The outsourced service center's leadership team has established a clear internal communication strategy to update stakeholders with any changes the entities have made to services. It includes a defined action plan to carry out the necessary changes without interrupting service delivery that could affect customers, and ensuring compliance to guidelines, professionalism, quality, and superior excellence is always adhered to.

LEADING The outsourced service center's leadership team has established a clear internal communication strategy to update stakeholders with any changes the entities have made to services. It includes a defined action plan to carry out the necessary changes without interrupting service delivery that could affect customers, and ensuring compliance to guidelines, professionalism, quality, and superior excellence is always adhered to. The center's employees are required to provide feedback to potentially improve service delivery.

Q28. How does the entity communicate new regulations to shared service center partners?



BASIC The entity communicates with its partners through periodic events about the new regulations.

DEVELOPING The entity communicates new regulations through regular events such as on-site workshops.

MATURING The entity communicates new regulations through regular events such as workshops and training sessions, and documents and shares all details with its partners.

LEADING The entity communicates new regulations to the appropriate stakeholders through multiple channels. On-site training and support for partners is provided to ensure changes are implemented successfully and partners are empowered to deliver as per the new regulations.

Q29. How does the shared service center address changes in service delivery requirements issued by its partners?



BASIC The shared service center's leadership team has not establish a communication strategy to update stakeholders with any changes entities have issued pertaining to services, which could delay the implementation of changes and affect customers.

DEVELOPING The shared service center's leadership team has established an internal communication strategy to update stakeholders with any changes entities have issued pertaining to services, to provide sufficient time for implementing changes, and to limit any interruption in service delivery that could affect customers.

MATURING The shared service center's leadership team has established a clear internal communication strategy to update stakeholders with any changes entities have issued pertaining to services. It includes a defined action plan to carry out the necessary changes without interrupting any service delivery that could affect customers, and ensures compliance to guidelines, professionalism, quality, and superior excellence is always adhered to.

LEADING The shared service center's leadership team has established a clear internal communication strategy to update stakeholders with any changes entities have issued pertaining to services. It includes a defined action plan to carry out the necessary changes without interrupting any service delivery that could affect customers, and ensures compliance to guidelines, professionalism, quality, and superior excellence is always adhered to. The center's employees are required to provide feedback to potentially improve service delivery.

Q30. How do the entity's partners communicate with each other?



BASIC There is no integration between the entity and its partners and communication is limited to traditional channels such as phone calls.

DEVELOPING There is no integration between the entity and its partners and communication is made through basic channels such as emails, phone calls, and letters.

MATURING The integration between the entity and its partners has been established through a digital channel and systems are in place to ensure near real-time communication between the entity's partners.

LEADING The integration between the entity and its partners has been established through all digital channels and systems are in place to ensure real-time communication between the entity's partners.

Q31. How does the entity's leadership ensure all its partners are aligned and accountable for the service delivery experience?



BASIC There is no accountability in place to ensure partners deliver a quality service delivery experience.

DEVELOPING The entity makes periodic inspection visits to its partners to check on the quality of service delivery and address issues as needed.

MATURING The entity establishes service-level agreements and KPIs that are analyzed periodically through digital capabilities. Partners are rewarded or penalized accordingly.

LEADING In addition to service-level agreements and KPIs, the entity deploys enhanced digital capabilities, such as data collection and analysis and social media integration, to predict challenges and implement preventive measures.

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.

LEADERSHIP

-  Top-level Leadership
-  Middle-level Leadership
-  Lower-level Leadership
-  Partner Agency Leadership

CHANNELS

-  Physical Channel
-  Contact Center
-  Website
-  Smart Application
-  Smart Service Center
-  Shared Service Center
-  Outsourced Service Center

2.1 CUSTOMER CHARTER

CUSTOMER CHARTER

Q32. 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

Q33. Is the customer charter effectively communicated to customers (e.g. the UAE government charter for future services)?



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.

Q34. 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

Q35.	Is customer data collected in order to provide a 360 degree view of the customer and determine their needs and preferences?
	 
BASIC	No customer data, or very little customer data, is collected. At smart service centers, the only customer data collected is through the Emirates ID.
DEVELOPING	Only demographic data about customers is collected, such as age, gender, and nationality. At smart service centers, customer data is collected and it includes at least one of the following: <ul style="list-style-type: none"> Basic information (name, ID number, contact, address, age, gender, country, and language) Inquiries or complaints Customer satisfaction Most frequently used services
MATURING	Only demographic and behavioral data about customers is collected, such as channel usage duration and frequency. At smart service centers, customer data is collected and it includes two or three of the following: <ul style="list-style-type: none"> Basic information (name, ID number, contact, address, age, gender, country, and language) Inquiries or complaints Customer satisfaction Most frequently used services
LEADING	Robust data is systematically collected for almost all customers. In addition to comprehensive customer data, real-time data on customers is collected and analyzed through multiple methods using advanced technologies, such as sensors and opportunities for live feedback on customer service. Relevant insights from the data are made available to users for viewing. At smart service centers, customer data is collected and it includes all of the following: <ul style="list-style-type: none"> Basic information (name, ID number, contact, address, age, gender, country, and language) Inquiries or complaints Customer satisfaction Most frequently used services

Q36.	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.
Q37.	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.
Q38.	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 response to feedback to improve its customer services. At smart service centers, customer feedback is captured using emerging technologies and interactive discussions. The data is processed through advanced analytics to collect insights and make recommendations.

Q39. Is data from anticipatory service customers collected and analyzed in order to help redesign and develop these services?



BASIC Data from anticipatory service customers is not collected or analyzed.

DEVELOPING Data from anticipatory service customers is collected and analyzed.

MATURING Data from anticipatory service customers is collected and analyzed, and plans are developed to improve the customer experience.

LEADING Data from anticipatory service customers is collected and analyzed, and plans are developed and fully implemented to improve the customer experience.

COLLECTING CUSTOMER FEEDBACK

Q40. 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.

Q41. 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

Q42. 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

Q43. 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.

Q44. 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

Q45. 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.

Q46. How does the entity provide services within the smart service center to fit customer needs and expectations?



BASIC The center does not provide or design services based on standard requirements for each service.

DEVELOPING The center provides services based on the demographics of the majority of customers visiting the smart service center.

MATURING The center provides services based on customer demographics, as well as needs and expectations data collected from customers in past transactions, and redesigns its services to fit their preferences.

LEADING The center provides services based on customer demographics, as well as needs and expectations data collected from customers in past transactions, through an omni-channel system, and redesigns its services by providing customers options to customize their own experience.

CUSTOMER DATA

Q47. How does the entity share customer data and insights with its outsourced service centers?



BASIC The entity does not share any data collected from outsourced service centers with the management of those centers.

DEVELOPING The entity shares only raw data with the outsourced service centers.

MATURING The entity consolidates and analyzes customer data then shares its findings with the outsourced service centers.

LEADING The entity first consolidates and analyzes customer data and then shares its findings and recommendations with the outsourced service centers on a regular basis. The entity ensures the centers provide input to improve services based on the shared data and insights.

Q48. How does the outsourced service center share customer insights with government entities?



BASIC The outsourced service center does not follow a clear methodology to share customer insights with government entities.

DEVELOPING The outsourced service center collects customer insights through employee observation and occasionally communicates with government entities during meetings.

MATURING The outsourced service center has developed methods for collecting, sorting, and consolidating data derived from customer and employee feedback, and shares reports with government entities accordingly.

LEADING The outsourced service center has developed methods and adopted systems for collecting, sorting, and consolidating data derived from customer and employee feedback using analytics. The center has also appointed a team that is accountable to share information and insight with government entities to ensure a seamless relationship.

Q49. What is the overall perception of value for money (VFM)* in regard to transactions made at an outsourced service center?



BASIC The cost is too high and value is not justifiable for the services provided.

DEVELOPING The value is good for the services provided, but the cost is too high.

MATURING The value reflects the efficiency and effectiveness of the services provided, but the cost is too high.

LEADING The value reflects the maximum efficiency and effectiveness of the services provided based on the cost.

*Value for money (VFM) refers to price in relationship to the efficiency and effectiveness of a purchase.

Q50. How do the shared service center partners communicate customer feedback with one another?



BASIC The entity and its partners do not collect customer feedback and do not communicate with each other.

DEVELOPING The entity and its partners collect customer feedback through standard channels, such as call centers, and provide feedback to partners via traditional modes of communications (emails, meetings, events). They do not utilize digital systems to share information with one another.

MATURING The entity and its partners collect customer feedback through various channels, such as on-site surveys, call centers, and digital channels (portal, online surveys, etc.), and share information with one another via traditional and digital modes of communications to ensure a seamless relationship.

LEADING The entity and its partners collect customer feedback through various channels, such as on-site surveys, call centers, and digital channels (portal, online surveys, etc.), and share information with one another via digital modes of communication. The entity and its partners have full digital integration and feedback is communicated in near real time to ensure a seamless relationship.

USING CUSTOMER INSIGHTS

Q51. How does the entity provide services within the shared service center to fit customer needs and expectations?



- BASIC** The center does not provide or design services based on standard requirements for each service.
- DEVELOPING** The center provides services based on the demographics of the majority of customers visiting the shared service center.
- MATURING** The center provides services based on customer demographics, as well as needs and expectations data collected from customers in past transactions.
- LEADING** The center provides services based on customer demographics, as well as needs and expectations data collected from customers in past transactions, and redesigns its services to fit their preferences.

2.3 CUSTOMER SEGMENTATION

CUSTOMER SEGMENTATION

Q52. 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.

Q53. 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. At smart service centers, customer segments are based on demographics, psychographics, business industry, or geographic segmentation to target the right audience for the center and for each service.

2.4 CUSTOMER-CENTRIC CULTURE

CUSTOMER-CENTRIC CULTURE

Q54. 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.

Q55. Does the entity segment outsourced service center customers in a clear and comprehensive way to create a better customer experience?



BASIC Customers are not segmented into different categories with varied needs. The entity does not have a customer segmentation system, or if such a system does exist, it is not documented. The entity does not share or utilize customer segmentation in centers to create a better customer experience.

DEVELOPING The entity is aware that customers have different needs and preferences, but it does not segment customers into clearly defined and distinct categories. A customer segmentation system exists, but employees do not use it. The entity rarely shares or utilizes customer segmentation in centers to create a better customer experience.

MATURING Customers are segmented into clearly defined and distinct categories based on a single measure (e.g. age). The customer segmentation system is documented and circulated among employees who are in direct contact with customers. The entity often shares and utilizes customer segmentation in centers to create a better customer experience.

LEADING Customers are segmented into clearly defined and distinct categories based on multiple measures (e.g. age, address, behaviors). The entity has conducted a clearly defined study to determine how categories can be segmented in a way that meets the customer-focused principle (e.g. customer profile, expectations, ambitions, vulnerable groups). The customer segmentation system is used among employees. The entity consistently shares and utilizes customer segmentation in outlets to create a better customer experience.

Q56. 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:

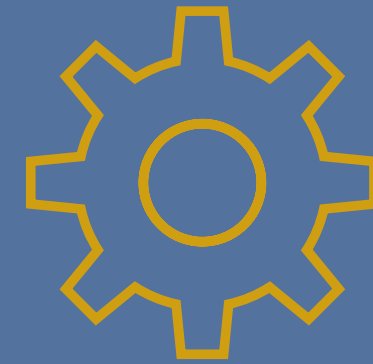
- Promoting customer-focused leadership
- Collecting data and insights via multiple channels to understand customers
- Developing services based on customer needs and behaviors
- Collaborating with customers and key stakeholders to co-create services and service delivery
- Designing the experience for 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

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, 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.

LEADERSHIP

-  Top-level Leadership
-  Middle-level Leadership
-  Lower-level Leadership
-  Partner Agency Leadership

CHANNELS

-  Physical Channel
-  Contact Center
-  Website
-  Smart Application
-  Smart Service Center
-  Shared Service Center
-  Outsourced Service Center

3.1

SERVICE DEFINITION

SERVICE DEFINITION

Q57. 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

Q58. 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

Q59. 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.

Q60. Does the entity consult its partners when establishing the service catalogue?



BASIC The entity sets their own service catalogue without consulting its partners.

DEVELOPING The entity collects feedback from its partners regarding the service catalogue when making their final pick of the services to be included.

MATURING The entity and its partners collaborate and align on choosing the service catalogue to be offered.

LEADING The entity and its partners set the service catalogue in a collaborative manner and ensure all parties are aligned. The services included are based on the customer experience.

3.2 SERVICE BUNDLING

SERVICE PACKAGES

Q61. 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.

Q62. 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.

Q63. Are services and service delivery processes developed to be inclusive and accessible to all citizens, including groups like the elderly, 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, and people of determination. The entity continues to actively engage with citizens to enhance the accessibility and quality of their services and delivery processes.

Q64. How does the entity allocate service offerings to its various outsourced service centers?



BASIC There is no clear process for allocating service offerings to outsourced service centers.

DEVELOPING The entity allocates service offerings to outsourced service centers randomly, applying minimal categorization to the services.

MATURING The entity categorizes its services based on customer needs and allocates them to outsourced service centers accordingly.

LEADING The entity categorizes its services based on customer needs, capacity planning, and historical data analysis, and allocates them to outsourced service centers accordingly.

Q65. How does the entity introduce new services in a shared service center?



BASIC The entity introduces new services without analyzing any potential relationship that might exist with the current services offered at the shared service center.

DEVELOPING The entity analyzes its own services offered at the shared service center and introduces the new services in line with this analysis.

MATURING The entity analyzes their own services and other partners' services offered at the shared service center, looking for any potential bundling of services. It introduces the new services in line with this analysis.

LEADING The entity has appointed a team, which is responsible for services offered in the shared service center, to act as the main driver for introducing new services by identifying those that would enhance the customer experience and the quality of the entity's service delivery.

Q66. Do the entities represented in the service bundle cooperate efficiently during the bundle development process?



BASIC The entity is represented in the shared service bundle.

DEVELOPING The entity is represented in the shared service bundle, and suggestions are shared internally.

MATURING The entity is represented in the shared service bundle, and suggestions are shared both internally and externally.

LEADING The entity is represented in the shared service bundle. Suggestions are shared both internally and externally and are fully implemented.

3.3 SERVICE STANDARDS & METRICS

SERVICE CRITERIA

Q67. 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

Q68. 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.

Q69. 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

Q70. 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 five 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.

Q71. 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.

Q72. 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 rule 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.

Q73. 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

Q74. 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% of customers are able to access the same service quality across all support channels.

Q75. What is the average time required to address customer inquiries across the various website/smart application/smart service center support channels?



BASIC	Inquiries submitted via digital support channels are not addressed within the appropriate timeframe, according to channel type. <ul style="list-style-type: none"> Email: Within 1 day Chat initiation: Within 30 seconds Resolving inquiry via instant chat: Within 5 minutes Social media: Within 1 hour
DEVELOPING	Less than 60% of inquiries submitted via digital support channels are consistently addressed within the appropriate timeframe, according to channel type. <ul style="list-style-type: none"> Email: Within 1 day Chat initiation: Within 30 seconds Resolving inquiry via instant chat: Within 5 minutes Social media: Within 1 hour
MATURING	60-80% of inquiries submitted via digital support channels are consistently addressed within the appropriate timeframe, according to channel type. <ul style="list-style-type: none"> Email: Within 1 day Chat initiation: Within 30 seconds Resolving inquiry via instant chat: Within 5 minutes Social media: Within 1 hour
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. <ul style="list-style-type: none"> Email: Within 1 day Chat initiation: Within 30 seconds Resolving inquiry via instant chat: Within 5 minutes Social media: Within 1 hour

Q76. 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%

Q77. Are positive practices applied when resolving inquiries through digital channels, such as email and SMS?

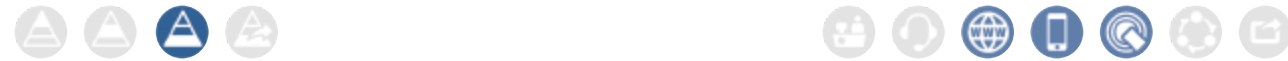


BASIC	None of the following positive practices are applied: <ul style="list-style-type: none"> Sending a digital/smart response from the entity's official website/smart service center address with the entity's letterhead and the relevant agent's contact information Error-free documents Accurate information All inquiries are resolved
DEVELOPING	One of the following positive practices is applied: <ul style="list-style-type: none"> Sending a digital/smart response from the entity's official website/smart service center 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: <ul style="list-style-type: none"> Sending a digital/smart response from the entity's official website/smart service center 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 of more of the following positive practices are applied:

- Sending a digital/smart response from the entity’s official website/smart service center address with the entity’s letterhead and the relevant agent’s contact information
- Error-free documents
- Accurate information
- All inquiries are resolved

Q78. What percentage of the entity’s total number of priority service transactions are conducted via the website/smart application/smart service center?



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.

Q79. What percentage of the total number of registered smart channel and smart service center users are active users?



BASIC 10-30%

DEVELOPING 31-70%

MATURING 71-90%

LEADING More than 90%

Q80. What is the entity’s digital conversion rate for its priority services?



BASIC Less than 50% of priority services are delivered via the website/smart application/smart service center.

DEVELOPING 51-70% of priority services are delivered via the website/smart application/smart service center.

MATURING 71-98% of priority services are delivered via the website/smart application/smart service center.

LEADING More than 99% of priority services are delivered via the website/smart application/smart service center.

TRUST

Q81. 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

Q82. 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.

Q83. 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.

Q84. How often are calls abandoned?




BASIC More than 10% of all calls are abandoned before reaching the contact center agent.

DEVELOPING 8-10% of all calls are abandoned.

MATURING 5-7% of all calls are abandoned

LEADING Less than 5% of all calls are abandoned.

Q85. What is the maximum number of options that a chatbot provides or are listed on an interactive voice response menu on a call?




BASIC 7 or more

DEVELOPING 6

MATURING 5

LEADING 4, with options listed in order of priority from highest to lowest

Q86. 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%

Q87. How often is the customer able to obtain the required service/support 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

Q88. How is customer feedback handled within the smart service center?




BASIC Customer feedback is addressed after the service is completed within the smart service center and the feedback has been collected from the customer.

DEVELOPING Customer feedback is addressed through the call centers immediately after the service is completed within the smart service center.

MATURING Customer feedback is gathered by employees in the smart service center and addressed instantly.

LEADING Customer feedback is addressed proactively during the transaction within the smart service center through the call centers so that customers leave happy. It also helps to avoid further complications.

Q89. How does the customer relationship management (CRM) system enable employees to respond to customer feedback within the smart service center (if applicable)?



BASIC The CRM system is managing customer information at the most basic level and is not handling complaints directly within the smart service center.

DEVELOPING The CRM system is managing a database of customers' basic information and past transactions to better understand smart service center customers.

MATURING The CRM system is managing a database of customers' basic information, demographics, and past transactions to quickly address complaints and issues that have been raised within the smart service center.

LEADING The CRM system is managing a database of customers' basic information, demographics, preferences, and past transactions to understand customer behavior and handle complaints in a timely manner within the smart service center. Services are also constantly updated based on the gathered data to ensure they are convenient and in line with customer preferences.

Q90. How is customer wait time managed in the smart service center?



BASIC Wait times are usually long, and a comfortable waiting area is available for customers in the smart service center.

DEVELOPING Wait times average 10 to 15 minutes, and a comfortable waiting area equipped with refreshments and engagement tools is available for customers in the smart service center.

MATURING Wait times are no more than 5 minutes, and a comfortable waiting area equipped with refreshments and engagement tools is available for customers in the smart service center.

LEADING Wait time is not applicable in this center, but waiting areas equipped with refreshments and engagement tools are available for customers in the smart service center.

Q91. What methods does the entity deploy to ensure service quality across centers?



BASIC The entity provides its centers with service-level agreements to abide by.

DEVELOPING The entity provides its centers with service-level agreements and KPIs to abide by, and a system of penalty and reward is deployed accordingly.

MATURING The entity provides its centers with service-level agreements and KPIs to abide by, and a system of penalty and reward is deployed accordingly. Both the entity and its centers collect customer feedback and implement corrective and preventive methods.

LEADING The entity allocates its centers with service-level agreements and KPIs to abide by, and a system of penalty and reward is deployed accordingly. Both the entity and its centers collect customer feedback and implement corrective and preventive methods, along with innovative initiatives that add to the level of excellence.

Q92. How is service delivery performance measured within the smart service center?



BASIC Service delivery performance in the smart service center is not measured through any of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Human intervention
- Service scope adherence
- Service delivery success

DEVELOPING Service delivery performance in the smart service center is measured through some of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Human intervention
- Service scope adherence
- Service delivery success



MATURING Service delivery performance in the smart service center is measured through most of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Human intervention
- Service scope adherence
- Service delivery success

LEADING Service delivery performance in the smart service center is measured through all of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Human intervention
- Service scope adherence
- Service delivery success

Q93. What percentage of the entity's service offerings have been converted to smart services?



BASIC Less than 50%. Less than half of the entity's service offerings have been digitized, while the remaining half is still in the process.

DEVELOPING 51% to 70%. More than half of the entity's service offerings are digitized, but the remaining services are still in the process.

MATURING 71% to 90%. Most of the entity's service offerings are digitized, but a few are still in the process due to changes in policies and regulations.

LEADING More than 90%. The majority of the entity's service offerings are digitized and in the development phase to ensure efficiency in terms of time, effort, and cost.

Q94. Do customers utilize the entity's services through the smart service center?

BASIC Customers are not utilizing the entity's services through the smart service center.

DEVELOPING Customers are utilizing the entity's services through the smart service center, but traffic in the center is still low because of reasons such as:



- No human interaction
- Lack of user-friendliness
- Lack of awareness

MATURING Customers are utilizing the entity's services through the smart service center and traffic is increasing due to the center's convenience and high accessibility.

LEADING Customers are utilizing the entity's services through the smart service center and traffic has increased significantly because of reasons such as:

- Convenience
- High accessibility
- Good reputation
- Word of mouth
- Marketing campaigns

Q95. How does the entity support its outsourced service centers in collecting customer feedback?



BASIC The entity has requested that the outsourced service centers collect customer feedback using any method they wish.

DEVELOPING The entity has established a clear methodology to support its outsourced service centers in collecting customer feedback.

MATURING The entity has established a clear methodology and provides all of its outsourced service centers with tools to collect customer feedback.

LEADING The entity has established a clear methodology and provides all of its outsourced service centers with tools to collect customer feedback. Regular meetings are held to ensure feedback is addressed proactively in order to optimize operations.

Q96. How does the outsourced service center address customer feedback to reinforce standards and tackle deficiencies in service delivery?

BASIC The outsourced service center does not follow a clear process for addressing customer feedback. The employees discuss customer feedback verbally during internal meetings, and it is sometimes conveyed to the entity.

DEVELOPING The outsourced service center does not follow a clear process for addressing customer feedback. However, employees always discuss customer feedback during internal meetings, and it is always conveyed to the entity.

MATURING The outsourced service center follows a process for addressing customer feedback, which includes:

- Prioritizing concerns that need to be addressed quickly
- Sharing feedback with their internal team
- Conveying feedback to the entity

LEADING The outsourced service center follows a clear process for addressing customer feedback, which includes:

- Prioritizing concerns that need to be addressed quickly
- Sharing feedback with their internal team
- Conveying feedback to the entity
- Taking initiative to establish solutions that fall within the guidelines
- Investigating concerns further (e.g. following up with customers on feedback to gather more insights)

Q97. How does the entity support its partners in collecting customer feedback?



BASIC The entity has requested that partners collect customer feedback using any method they wish.

DEVELOPING The entity has established a clear methodology to support its partners in collecting customer feedback.

MATURING The entity has established a clear methodology and provides all of its partners with tools to collect customer feedback.

LEADING The entity has established a clear methodology and provides all of its partners with tools to collect customer feedback. Regular meetings are held to ensure feedback is addressed proactively in order to optimize operations.

Q98. How does the entity ensure its partners are providing a standardized, high-quality experience?



BASIC Service delivery performance is not measured through any of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Number of employees involved
- Service scope adherence
- Service delivery success

DEVELOPING Service delivery performance is measured through some of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Number of employees involved
- Service scope adherence
- Service delivery success

MATURING Service delivery performance is measured through most of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Number of employees involved
- Service scope adherence
- Service delivery success

LEADING Service delivery performance is measured through all of the following operational metrics:

- On-time service delivery
- Service quality
- Service cost
- Number of employees involved
- Service scope adherence
- Service delivery success

Q99. What percentage of the entity's individual services are being transformed into anticipatory services?



BASIC The entity is not working to transform any of its individual services into anticipatory services.

DEVELOPING The entity is working to transform 50% of its individual services into anticipatory services.

MATURING The entity is working to transform 80% of its individual services into anticipatory services.

LEADING The entity is working to transform 100% of its individual services into anticipatory services.

3.4 MARKETING & COMMUNICATION

MAPPING & IDENTIFYING TARGET GROUPS

Q100. 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

Q101. 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.

Q102. 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

Q103. 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

Q104. 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.

MAPPING & IDENTIFYING TARGET GROUPS

Q105. How is the leadership promoting the use of smart services through other channels?



BASIC The entity is not promoting smart services widely and is depending on its current success factors such as location and word of mouth.

DEVELOPING The entity is promoting the use of smart services through one of the other channels (call center, smart application, website, social media, and physical center) by announcing the services that are available through the smart service center.

MATURING The entity is promoting the use of smart services through two or three of the other channels (call center, smart application, website, social media, and physical center) using marketing campaigns.

LEADING The center is promoting the use of smart services through all channels (call center, smart application, website, social media, and physical center) using marketing campaigns.

CONSISTENCY & AWARENESS

Q106. How does the leadership spread awareness and educate customers about its smart services?



BASIC The leadership does not spread awareness or educate customer about its smart services.

DEVELOPING The leadership has launched campaigns to spread awareness about the services offered through smart service centers.

MATURING The leadership launches regular marketing campaigns to spread awareness and educate the public about the services offered through smart service centers and their efficiency for all stakeholders in saving time, effort, and money.

LEADING The leadership launches regular marketing campaigns, talks, and workshops with customers to spread awareness about the services offered through smart service centers and their efficiency for all stakeholders in saving time, effort, and money, and educates customers on how to benefit from the other services the entity provides.

Q107. How does the entity ensure customers understand the services offered in various outsourced service centers?



BASIC The entity lists the various outsourced service centers on their website only and includes a somewhat clear breakdown of their service offerings and requirements.

DEVELOPING The entity lists the various outsourced service centers on their website only and includes a clear breakdown of their service offerings and requirements.

MATURING The entity ensures all outsourced service centers include a list of service offerings and requirements across all digital platforms and communication channels. The entity also ensures that communication through social media and within the outlets is aligned and up to date.

LEADING The entity ensures all outsourced service centers include a list of service offerings and requirements across all digital platforms and communication channels. The entity also ensures that communication through social media and within the outlets is aligned and up to date, and deploys analytical capabilities to analyze, enhance, and personalize campaigns to reach target customers.

Q108. How does the outsourced service center communicate its service offerings?



BASIC The outsourced service center does not communicate its service offerings. It relies on the entity to do so.

DEVELOPING The outsourced service center relies on the reception employees only to communicate service offerings.

MATURING The outsourced service center relies on a few different channels to communicate its service offerings, such as reception employees, brochures, flyers, etc.

LEADING The outsourced service center takes initiative to communicate service offerings and develop materials such as brochures, flyers, wayfinding, step-by-step journey, etc., which adhere to the entity's branding guidelines.

Q109. How does the entity address changes in service delivery across all outsourced service centers?



BASIC The entity has not established a clear communication strategy pertaining to changes in service delivery. It updates outlets verbally, causing disruptions in service delivery.

DEVELOPING The entity has established a basic communication process pertaining to changes in service delivery. It updates outlets and concerned stakeholders via emails with documentation.

MATURING The entity has established a clear communication strategy to inform all outlets and stakeholders of changes in service delivery and prepares the outlets for adopting the required changes, while ensuring that continuity of services is smooth and uninterrupted.

LEADING The entity has established a clear communication strategy to inform all outlets and stakeholders of changes in service delivery and prepares the outlets for adopting the required changes, while ensuring that continuity of services is smooth and uninterrupted. The entity always provides a support team that outlet employees can contact if they have any questions or concerns.

Q110. Are customers aware of the value for money (VFM)* with regards to transactions conducted at an outsourced service center?



BASIC The customer does not understand the cost of transactions at the outsourced service center and a breakdown is not provided.

DEVELOPING The customer somewhat understands the different components of the transaction as a breakdown is articulated to them verbally.

MATURING The customer understands that the outlet is a privately operated service center and the cost of all services and fees are clearly articulated after a transaction is completed.

LEADING The customer understands that the outlet is a privately operated service center and the cost of all services and fees are clearly articulated before and after a transaction is completed, allowing the customer to clearly understand and appreciate the value for money of the service provided.

*Value for money (VFM) refers to price in relationship to the efficiency and effectiveness of a purchase.

Q111. Are customers aware of the proactive services and bundles that are available?



BASIC Customers are not aware of the available anticipatory services or what is required prior to receiving the service.

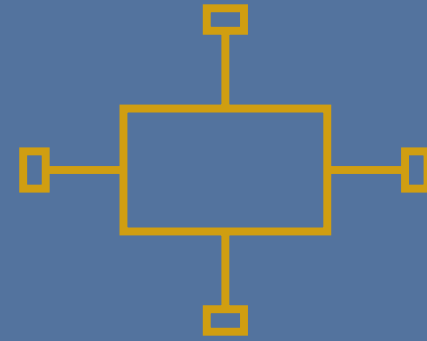
DEVELOPING Customers have been made aware of some of the available anticipatory services through channels that were not planned by the entity.

MATURING Customers have been made aware of all available anticipatory services through the entity's marketing campaigns.

LEADING Customers have been made aware of all available anticipatory services through targeted, efficient marketing campaigns that the entity has developed. The entity measures the campaigns' impact periodically.

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.

LEADERSHIP

-  Top-level Leadership
-  Middle-level Leadership
-  Lower-level Leadership
-  Partner Agency Leadership



CHANNELS

-  Physical Channel
-  Contact Center
-  Website
-  Smart Application
-  Smart Service Center
-  Shared Service Center
-  Outsourced Service Center

4.1 CHANNEL CAPACITY & DEMAND

SERVICE DEMAND & EXPECTATIONS

Q112. 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.

SERVICE DEMAND & FORECASTING

Q113. 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.

PLANNING SERVICE DELIVERY CHANNELS' CAPACITY

Q114. Does the entity have a plan to manage the service delivery channels' capacity to meet current and future needs?



BASIC The entity does not have a plan to manage the service delivery channels' capacity to meet current and future needs.

DEVELOPING The entity has a plan to manage the capacity to meet current and future expectations for 20-50% of its service delivery channels. There is limited use of demand volume forecasts for capacity planning.

MATURING The entity has a plan to manage the capacity to meet current and future expectations for 51-80% of its service delivery channels. There is adequate use of demand forecasts for capacity planning.

LEADING The entity has a comprehensive and effective plan to manage the capacity to meet the current and future needs of more than 80% of its service delivery channels. 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.

Q115. 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.

4.2 CHANNEL ASSESSMENT

LOCATION/SITE

Q116. Is the center conveniently located relative to main roads?



BASIC The location of the center is not convenient. It is located more than 400 meters away from the main road(s).

DEVELOPING The smart service center/customer happiness center is 200-400 meters away from the main road(s).

MATURING The location of the center is convenient – less than 200 meters away from the main road(s). It is located on a side street close to a main road and easily accessible by car and foot.

LEADING The location of the center is perfect. It is right on a main road and easily accessible by car and foot.

Q117. Is the center conveniently located relative to public transport?



BASIC The location of the center is not convenient. It is more than 400 meters away from main public transport stops.

DEVELOPING The center is 200-400 meters away from main public transport stops.

MATURING The location of the center is convenient. It is 100-200 meters away from main public transport stops.

LEADING The location of the center is convenient. It is less than 100 meters away from main public transport stops.

Q118. Is there a sign at the entrance of the premises or inside the lobby to indicate the location of the center within the building?



BASIC There is no sign indicating the location of the center at the building's entrance or inside the lobby.

DEVELOPING There is a sign indicating the location of the 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 center at the building's entrance or inside the lobby.

LEADING There is a clear sign indicating the location of the center at the building's entrance or inside the lobby. It is easily noticeable and multilingual when necessary.

Q119. 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

Q120. 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

Q121. 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

Q122. Are the center's working hours convenient?



BASIC Working hours are inconvenient. The center is open less than 7 hours per day on weekdays only.

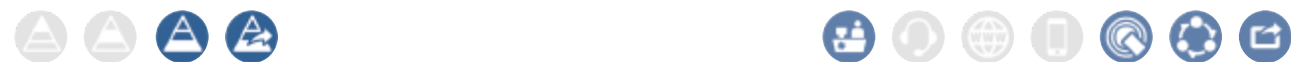
DEVELOPING The center has limited working hours. It is open 7 hours per day and is closed on weekends.

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

Q123. Are the 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

Q124. Is the internal and external appearance of the 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

Q125. 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.

CENTER DESIGN

Q126. 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.

Q127. 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

Q128. 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

Q129. 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

Q130. How many languages are services provided in (written and verbal communication)?*



BASIC Services are available only in the country's official language.

DEVELOPING Services are available in the country's official language and one other language.

MATURING Services are available in more than two languages including the country's official language and other languages. The entity also has access to interpreter services by phone.

LEADING Services are available in three or more languages including the country's official language and other languages. The entity also has access to interpreter services by phone.

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

TECHNOLOGY FACILITIES

Q131. 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

Q132. 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.

Q133. 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

Q134. 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.

Q135. 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

Q136. 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.

Q137. 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.

Q138. Can people of determination carry out their transactions via the website/smart application/smart service center?



BASIC People of determination cannot use the website/smart application/smart service center.

DEVELOPING The website/smart application/smart service center is adapted to be used by people of determination, in compliance with AAA-level* guidelines for website/smart application/smart service center content access.

MATURING The website/smart application/smart service center is adapted to be used by certain categories of people of determination, in compliance with AAA-level* guidelines for website/smart application/smart service center content access.

LEADING People of determination can easily and effectively interact with the website/smart application/smart service center, and get the same information and support as other users. The website/smart application/smart service center is adapted, and all relevant service offerings are suited to be used by people of determination in an innovative 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 innovative 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)

Q139. Is the content on the website/smart application/smart service center available in multiple languages?



BASIC The entity's website/smart application/smart service center is available only in the country's official language.

DEVELOPING The entity's website/smart application/smart service center is available in the country's official language and one or two additional languages.

MATURING The entity's website/smart application/smart service center is available in the country's official language and three or four other languages at all times.

LEADING The entity's website/smart application/smart service center is available in the country's official and unofficial languages and 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

Q140. 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.

Q141. 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.

Q142. 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

Q143. Does the website/smart application/smart service center interface give users a positive first impression?



BASIC The interface is complicated and unclear. It does not give users a positive first impression, nor does it reflect the channel's purpose at first glance.

DEVELOPING The interface is not complicated, but it does not clearly reflect the purpose of the channel or the services being offered.

MATURING The interface is simple and gives users a positive first impression. It reflects the channel's purpose, but does not clearly reflect the services being offered.

LEADING The interface is very simple and clear, and it gives users a positive first impression. It clearly reflects the channel's purpose and the services being offered at first glance.

Q144. Is the design of the website/smart application/smart service center interface 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

Q145. **How many key elements does the entity's website/smart application/smart service center 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
- Change language link
- 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
- Change language link
- 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
- Change language link
- 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 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
- Change language link
- Site policy
- Copyright
- Accurate location
- Click to chat for live assistance
- Link to open data
- Link to e-participation
- Link to customer charter

Q146. Is there a dedicated link for the services provided by the entity?



BASIC The website/smart application/smart service center provides a link to the entity’s services, but it is located on internal pages and is difficult to find.

DEVELOPING The website/smart application/smart service center provides a link to the entity’s services, but it is not clearly visible.

MATURING The website/smart application/smart service center 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/smart service center 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 commonly used services.

Q147. How easy is it to search for information on the website/smart application/smart service center?



BASIC The website/smart application/smart service center does not have a search function.

DEVELOPING

- The website/smart application/smart service center includes a search function, but it is not prominently visible and is located only on the homepage
- The way information is structured helps users find what they are looking for, but with some difficulty
- A basic search function is available
- Keyword searches and searches using partial words are not available

MATURING

- The website/smart application/smart service center includes a search function that is prominently visible
- The way information is structured allows users to easily find what they are looking for
- Every page features a search box that allows users to search across the entire site
- Keyword suggestion is available
- An updated FAQ section is included
- Google search engine capabilities are available
- Basic and advanced search capabilities are available
- Search results are relevant
- Information is obtained within a maximum of three clicks

LEADING Locating the information required through the website/smart application/smart service center is a simple and seamless process:

- The website/smart application/smart service center features a search function that is prominently visible
- The way information is structured allows users to easily find what they are looking for
- Every page features a search box that allows users to search across the entire site
- Keyword suggestion is available
- An updated FAQ section is included
- Google search engine capabilities are available
- Basic and advanced search capabilities are available
- Search is available in all types of text
- Search results are classified by type, adequacy, popularity, or in chronological order
- Search results are relevant and accurate
- Information is obtained within a maximum of two clicks

Q148. Does the website/smart application/smart service center support content customization for individual customers?



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

DEVELOPING The website/smart application/smart service center 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

MATURING The website/smart application/smart service center 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 it when submitting any request
- Customization of most-used services lists
- Customization of most-viewed pages
- Customer privacy guarantees are available

LEADING The digital channel can be easily personalized to fit the needs of the customer. The design should be automatically set based on the user's detected persona and updated as the user interacts with the channel based on their selected preferences and behavior. The website/smart application/smart service center 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 it when submitting any request
- Customization of most-used services lists
- Customization of most-viewed pages
- Customer privacy guarantees are available
- Proactively suggests services according to the customer's profile

QUALITY

Q149. How long does it take to launch the website/smart application?



BASIC

- The website/smart application takes a long time to initiate
- It takes a long time to load pages and it crashes often

DEVELOPING

- The time required to initiate the website/smart application is sufficient, but it feels too slow
- Most pages load seamlessly, but services are not completed smoothly and effectively

MATURING

- The time required to initiate the website/smart application gives the user the impression that it is instantaneous
- Most pages load seamlessly
- The majority of services, other than those that require complex tasks, can be completed digitally

LEADING

- The time required to initiate the website/smart application gives the user the impression that it is instantaneous
- Most pages load seamlessly
- The majority of services, other than those that require complex tasks, can be completed digitally
- Navigation between pages is quick and easy
- Upon reopening, the application remembers the last-browsed page and gives the user the option to return to the same page

Q150. How high is the quality of the website/smart application/smart service center interface and how often is the information updated?



BASIC The website/smart application/smart service center interface is neglected. It contains several links that do not work and that are not updated or archived periodically. Information is inaccurate, unclear, incomplete, and irrelevant.

DEVELOPING The website/smart application/smart service center interface is not of a high quality. It contains several links that do not work, and they are updated annually or bi-annually. An archive for links exists but it is not updated. Some information is inaccurate, unclear, incomplete, and irrelevant.

MATURING The website/smart application/smart service center interface is of a high quality. All links work efficiently due to frequent updates. The archive is updated and most of the information is accurate, clear, complete, and relevant.

LEADING The website/smart application/smart service center interface is considered best in class within the sector. All links work efficiently due to instant and timely updates. The archive is updated and most of the information is accurate, clear, complete, and relevant. It also features direct information related to events or as required.

Q151. How many spelling and grammatical errors are found on the website/smart application/smart service center interface?



BASIC The website/smart application/smart service center interface contains many spelling and grammatical errors. Content translated into other languages is inconsistent.

DEVELOPING The website/smart application/smart service center interface contains some spelling and grammatical errors. Content translated into other languages is inconsistent.

MATURING The website/smart application/smart service center interface contains a few spelling and grammatical errors. Translated content is consistent across the various languages.

LEADING The website/smart application/smart service center interface does not contain any spelling and grammatical errors. Translated content is consistent across the various languages.

Q152. 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.

Q153. Is it possible to assess a service and send customer feedback after the service is delivered through the website/smart application/smart service center?



BASIC The website/smart application/smart service center does not offer the ability to assess a service and send customer feedback after the service is completed.

DEVELOPING The website/smart application/smart service center offers the ability to assess a service and send customer feedback after the service is completed.

MATURING The website/smart application/smart service center offers the ability to assess a service and send customer feedback after the service is completed. Corrective action is taken within 24 hours and the customer is notified during official business hours.

LEADING The website/smart application/smart service center offers the ability to assess a service and send customer feedback instantly after the service is completed. Corrective action is taken immediately and the customer is notified during their preferred time. The service level is upgraded over time based on customer feedback and requests.

Q154. Are feedback forms available for the website/smart application/smart service center?



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 system. 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

Q155. Can all the steps related to the service be done digitally through the website/smart application/smart service center?



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

- 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/smart service center:

- 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/smart service center:

- 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/smart service center, which includes:

- 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
- If different services require the same procedures, customers may use that procedure to apply for another service at the same time

Q156. Is the personal information that a customer has made available to the entity used or pre-populated when the customer accesses services from a partner entity (e.g. a single sign-on for government entities)?



BASIC The customer's personal information is not used when applying for a service through the website/smart application/smart service center. Several fields must be filled out to collect the information required for service delivery.

DEVELOPING The customer's basic personal information is used to a limited extent when applying for a service through the website/smart application/smart service center. Some additional fields must be filled out to collect the information required for service delivery.

MATURING The customer's full personal information is used when applying for a service through the website/smart application/smart service center. All necessary fields are automatically filled out with the information required for service delivery.

LEADING The customer's full personal information is used when applying for a full service through the website/smart application/smart service center. All necessary fields are automatically filled out with the information required for service delivery, and the customer is reminded of other related services.

Q157. To what extent is it possible to submit payments through the website/smart application/smart service center (e.g., PayPal, credit card, Apple Pay, Samsung Pay)?



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

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

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

LEADING Submitting payments through the website/smart application/smart service center is smooth, simple, and seamless. Customers can pay for multiple services in a single transaction using any credit card, digital wallets, or contactless payment.

Q158. 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

Q159. How are customers supported when using the website/smart application/smart service center?



BASIC	Support is provided through some of the following channels and is available only during business hours: <ul style="list-style-type: none">▪ Telephone/contact center▪ Email▪ Instant chat▪ Social media▪ Video tutorials and/or other guidance on using the portal
DEVELOPING	Support is provided through the following channels and is available on weekdays and weekends: <ul style="list-style-type: none">▪ Telephone/contact center▪ Email▪ Instant chat▪ Social media▪ Video tutorials and/or other guidance on using the portal
MATURING	Support is provided through the following channels and is available 24/7: <ul style="list-style-type: none">▪ Telephone/contact center▪ Email▪ Instant chat▪ Social media▪ Video tutorials and/or other guidance on using the portal

LEADING	Support is provided through the following channels and is available 24/7: <ul style="list-style-type: none">▪ 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 portal
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SELF-SERVICE

Q160. What percentage of priority services are available in a complete end-to-end manner through the website/smart application/smart service center?



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

Q161. Is there a convenient process for customers to update or change their basic information, such as address or phone number, through the website/smart application/smart service center that is then 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 without additional assistance.
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

Q162. 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.

Q163. 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.

Q164. 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.

Q165. Do the contact center and smart service 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

Q166. Do contact center and smart service center employees use positive practices to leave customers with a good first impression?



BASIC 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 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 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 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

Q167. 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.

Q168. 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

Q169. 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

Q170. 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

Q171. 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.

Q172. 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.

ACCESSIBILITY

Q173. How have the needs of people of determination been considered while designing the smart service center?



BASIC The needs of people of determination have not been considered while designing the smart service center.

DEVELOPING The needs of people of determination have been considered while designing the smart service center, but some details have been missed and need to be reconsidered.

MATURING The needs of people of determination have been considered while designing the smart service center and other recommendations have also been taken into account.

LEADING The needs of people of determination have been considered from the very beginning while designing the smart service center, and regular feedback is collected from people of determination while they are receiving the services to consistently improve their experience.

ADVANCED SYSTEMS

Q174. Do the smart services require human intervention to support customers within the smart service center?



BASIC Human intervention is needed permanently in the smart service center; human intervention is indispensable.

DEVELOPING Human intervention is needed to handle back-end operations and support customers with not-yet-digitized services.

MATURING Human intervention is needed only to support and assist customers in receiving digital services.

LEADING Customers can perform transactions and get support without human intervention. The interfaces are designed to be intuitive.

Q175. Can services be completed end-to-end within the smart service center?



BASIC No service can be completed end-to-end within the smart service center.

DEVELOPING A few services can be completed end-to-end in the smart service center, but others still require the integration of other government entities within the center's system.

MATURING Most services can be completed end-to-end in the smart service center, except a few that still require the integration of other government entities within the center's system.

LEADING All services are completed end-to-end in the smart service center thanks to the seamless integration of all designated government entities within the center's system.

4.3 AVAILABILITY OF SERVICES

SERVICES PROVIDED

Q176. 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

Q177. 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

Q178. What 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 to customers, including customer happiness centers, contact centers, and service through digital channels, such as smart application or SMS service, smart service centers, kiosks, instant chat, and AI chatbot.

TRANSFER TO HIGH-OPERATIONAL & EFFICIENT SERVICE DELIVERY CHANNELS

Q179. 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

Q180. 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

Q181. 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

Q182. 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

Q183. 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.

Q184. 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.

CHANNEL COORDINATION

Q185. What is the connectivity level between the smart service center and other service channels (customer happiness center, contact center, website, smart application)?



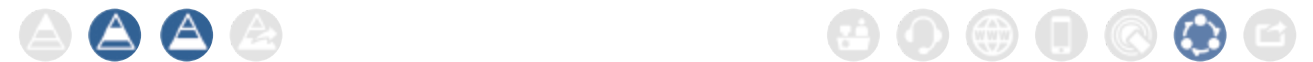
BASIC The smart service center is not connected with the other service channels. Every channel operates independently.

DEVELOPING The smart service center is connected with the contact center for supporting the customers, however, it has not yet been integrated with the entity's customer happiness center, website, or smart application.

MATURING The smart service center is connected with the entity's other smart channels and the contact center through a database that stores customers' data and their past transactions.

LEADING The smart service center is well connected with all of the entity's channels, as they are managed by the same team. If a customer starts a transaction in any of the channels, it can be completed from another since all customer data and open transactions are stored in the same database across all channels.

Q186. Can services be completed end-to-end within the shared service center?



BASIC No service can be completed end-to-end within the shared service center. Payments can be made through the cashier every time a transaction is initiated.

DEVELOPING A few services can be completed end-to-end within the shared service center, but others still require the integration of other partners within the center's system. Payments can be made through traditional methods, such as cash, ATM, and check, at the cashier every time a transaction is initiated.

MATURING Most services can be completed end-to-end within the shared service center, but others still require the integration of other partners within the center's system. Payments can be made using credit cards at the partners' counters every time a transaction is initiated.

LEADING All services are completed end-to-end in the shared service center thanks to the seamless integration of all designated partners within the center's system. Payments can be made using any method, including digital wallets and contactless payment, and all transactions can be paid at once at the same counter.

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.

LEADERSHIP

-  Top-level Leadership
-  Middle-level Leadership
-  Lower-level Leadership
-  Partner Agency Leadership

CHANNELS

-  Physical Channel
-  Contact Center
-  Website
-  Smart Application
-  Smart Service Center
-  Shared Service Center
-  Outsourced Service Center

5.1 MEASUREMENT & CONSISTENCY

SEGMENT, CHANNEL, & SERVICE CONSISTENCY

Q187. 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

Q188. 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.

SEGMENT, CHANNEL, & SERVICE CONSISTENCY

Q189. How does the entity ensure outsourced service centers deliver a quality experience across all the services it provides?



BASIC The entity does not believe there is value in measuring the quality of services provided, as long as services are fulfilled and transactions are completed.

DEVELOPING The entity has designed processes to offer a standardized experience across all centers, collects feedback about the quality of customer experience being delivered via all available channels, and addresses comments and complaints that are specifically about customer experience.

MATURING The entity has designed processes to offer a standardized experience across all centers, collects feedback about the quality of customer experience being delivered via all available channels, and addresses comments and complaints that are specifically about customer experience. The entity tracks its activities across the centers regularly using tools to measure service quality, including:

- Mystery shoppers
- Post-service ratings
- Follow-up surveys
- Social media monitoring
- Service metrics (average waiting time, number of queuing tokens, number of transactions, etc.)

LEADING The entity has designed processes to offer a standardized experience across all centers, collects feedback about the quality of customer experience being delivered via all available channels, and addresses comments and complaints that are specifically about customer experience. The entity tracks its activities across the centers regularly using tools to measure service quality, including:

- Mystery shoppers
- Post-service ratings
- Follow-up surveys
- Social media monitoring
- Service metrics (average waiting time, number of queuing tokens, number of transactions, etc.)

The entity carries out initiatives and activities to address quality and consistency with innovative solutions based on these measurements.

5.2 ASSESSMENT OF CUSTOMER JOURNEYS

JOURNEY-DRIVEN CUSTOMER EXPERIENCE

Q190. How does the entity ensure its shared service center partners deliver a quality experience across all the services they provide?



BASIC The entity does not believe there is value in measuring the quality of services provided, as long as services are fulfilled and transactions are completed.

DEVELOPING The entity has designed processes to offer a standardized experience across all centers, collects feedback about the quality of customer experience being delivered via all available channels, and addresses comments and complaints that are specifically about customer experience.

MATURING The entity has designed processes to offer a standardized experience across all centers, collects feedback about the quality of customer experience being delivered via all available channels, and addresses comments and complaints that are specifically about customer experience. The entity tracks its activities across the centers regularly using tools to measure service quality, including:

- Mystery shoppers
- Post-service ratings
- Follow-up surveys
- Social media monitoring
- Service metrics (average waiting time, number of queuing tokens, number of transactions, etc.)

LEADING The entity has designed processes to offer a standardized experience across all centers, collects feedback about the quality of customer experience being delivered via all available channels, and addresses comments and complaints that are specifically about customer experience. The entity tracks its activities across the centers regularly using tools to measure service quality, including:

- Mystery shoppers
- Post-service ratings
- Follow-up surveys
- Social media monitoring
- Service metrics (average waiting time, number of queuing tokens, number of transactions, etc.)

The entity carries out initiatives and activities to address quality and consistency with innovative solutions based on these measurements.

Q191. 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. For smart and shared service centers, visual communication has not been implemented.

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 experiences have not been defined or documented. For smart and shared service centers, visual communication has also been implemented, but it does not help inform the customer journey. For smart and shared service centers, visual communication has also been implemented for wayfinding within the center and it is very helpful to the customer's journey.

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. For smart and shared service centers, visual communication has also been implemented to highlight services, processes, and wayfinding within the center, and it is allowing customers to intuitively navigate through touchpoints within their journey.

SERVICE INFORMATION EXPERIENCE

Q192. 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

Q193. 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

Q194. 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

Q195. 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

Q196. 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%

Q197. How effective is the support call center in responding to customer inquiries and feedback?



BASIC The call center is not empowered informationally or digitally to respond to customer inquiries and complaints.

DEVELOPING The call center has the digital capabilities to collect customer inquiries and feedback, but it still requires the involvement of the relevant department to respond to customer requests.

MATURING The call center has the digital capabilities to collect and respond to customer requests, as long as the digital platform provides the necessary details to access the required information.

LEADING The call center has the digital capabilities to collect and respond to customer requests, as long as the digital platform provides the necessary details to access the required information. The support call center also receives the necessary technical support, such as knowledge-based articles.

SERVICE INFORMATION EXPERIENCE

Q198. Does the digital channel provide a good experience for customers during the 'receiving service information' step of the customer journey?



BASIC The digital channel 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 digital channel 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 digital channel 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 digital channel 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

Q199. Does the digital channel provide a good experience for customers during the 'service application submission' step of the customer journey?



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

- Filling out the service delivery application through the website/smart application/smart service center
- 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 digital channel observes one or two of the following positive practices to enhance the customer experience:

- Filling out the service delivery application through the website/smart application/smart service center
- 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 digital channel observes three or four of the following positive practices to enhance the customer experience:

- Filling out the service delivery application through the website/smart application/smart service center
- 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 digital channel is considered to be leading within the sector and provides an excellent customer experience that exceeds expectations. It observes most the following positive practices to enhance the customer experience:

- Personalizing the experience based on user personas
- Offering access to a chatbot for support
- Filling out the service delivery application through the website/smart application/smart service center
- 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

Q200. Does the digital channel provide a good experience for customers during the 'communicating during procedures' step of the customer journey?



BASIC The digital channel 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/smart service center
- Calculating relevant fees and paying them all in a single transaction

DEVELOPING The digital channel 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/smart service center
- Calculating relevant fees and paying them all in a single transaction

MATURING The digital channel 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/smart service center
- Calculating relevant fees and paying them all in a single transaction

LEADING The digital channel 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/smart service center
- Calculating relevant fees and paying them all in a single transaction
- Offering access to a chatbot for support

SERVICE COMPLETION EXPERIENCE

Q201. Does the digital channel provide a good experience for customers during the ‘service completion’ step of the customer journey?



BASIC The digital channel 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 digital channel 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 digital channel 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 digital channel observes most 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

CUSTOMER HAPPINESS

Q202. What is the overall rate of customer happiness while using the website/smart application/smart service center?



BASIC Less than 60%

DEVELOPING 60-80%

MATURING 81-90%

LEADING More than 90%

Q203. Has the smart service center enhanced the customer experience compared to the physical customer happiness center?



BASIC The customer experience has improved slightly as a result of shorter waiting times.

DEVELOPING The customer experience has improved significantly as a result of shorter waiting times and increased service accessibility.

MATURING The customer experience has improved significantly as a result of shorter waiting times, increased service accessibility, and the elimination of transaction mistakes.

LEADING The customer experience has improved significantly as a result of shorter waiting times, increased service accessibility, the elimination of transaction mistakes, and the efficient delivery of multiple services from the same station.

SERVICE INFORMATION EXPERIENCE

Q204. 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

Q205. 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 service
- Keeping a record of the customer's transactions and automatically notifying them of any relevant service renewal

INTERACTIONS DURING SERVICE PROCESSING

Q206. 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

Q207. Does the contact center deliver a good experience for customers during the ‘service completion’ step of the customer journey?



BASIC The contact 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
- Follow-up through the contact center
- 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 contact 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
- Follow-up through the contact center
- 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 contact 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
- Follow-up through the contact center
- 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 contact 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
- Follow-up through the contact center
- 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

Q208. What is the overall rate of customer happiness with the contact center?



BASIC Less than 60%

DEVELOPING 60-80%

MATURING 81-90%

LEADING More than 90%

5.3

CUSTOMER HAPPINESS & VALUE

CUSTOMER VALUE

Q209. What is the entity's score on the Customer Plus?



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

Q210. 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.

Q211. 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.

CUSTOMER HAPPINESS

Q212. Do customers feel the value for money (VFM)* is adequate for the service delivered?



BASIC	Customers are unsure if the VFM of services and offerings is adequate for the service delivered.
DEVELOPING	Customers feel that the VFM for some of the services and offerings is adequate for the service delivered.
MATURING	Customers feel that the VFM for most of the services and offerings is adequate for the service delivered.
LEADING	Customers feel that the VFM for all of the services and offerings is adequate for the service delivered.

*Value for money (VFM) refers to price in relationship to the efficiency and effectiveness of a purchase.

Q213. What is the overall rate of customer happiness after receiving individual or bundled anticipatory services?



BASIC	Less than 43%
DEVELOPING	43% - 60%
MATURING	61% - 79%
LEADING	More than 79%

5.4

PROACTIVE PROBLEM RESOLUTION

PROBLEM RESOLUTION

Q214. 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

- LEADERSHIP
- Top-level Leadership
 - Middle-level Leadership
 - Lower-level Leadership
 - Partner Agency Leadership

- CHANNELS
- Physical Channel
 - Contact Center
 - Website
 - Smart Application
 - Smart Service Center
 - Shared Service Center
 - Outsourced Service Center

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.

6.1 OPERATIONAL EXCELLENCE

PROCESS DESIGN

Q215. 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.

Q216. 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.

Q217. 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

Q218. 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.

CONTINUOUS DEVELOPMENT OF PROCESSES

Q219. 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.

Q220. 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.

Q221. 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.

Q222. How does the outsourced service center enhance service delivery experiences?



BASIC The outsourced service center does not take initiative to enhance the service delivery experience.

DEVELOPING The outsourced service center only uses customer feedback received from the entity to improve the service delivery experience.

MATURING The outsourced service center implements and tracks service-level agreements. Customer feedback is also collected through digital channels and the appropriate action is taken in response.

LEADING The outsourced service center implements and tracks service-level agreements, and takes action for services that are not covered by these agreements. The outlet also organizes co-creation sessions and invites government entities and focus groups to participate in order to come up with ideas that address challenges gathered from customer feedback in order to enhance the customer experience.

Q223. How has the shared service center improved the efficiency of partners' service delivery?



BASIC Not much efficiency has been achieved, as partners work in silos despite the fact that they are located in a shared service center.

DEVELOPING The shared service center provides some solutions to all partners in a centralized way, such as payment processing.

MATURING The shared service center unifies the customer experience by grouping and conducting transactions through a single point of contact for both partners and customers.

LEADING The shared service center unifies the customer experience by grouping and conducting transactions through a single point of contact for both partners and customers. The center provides integration capabilities via digital systems across partners to enhance efficiency in delivering services.

6.2 SERVICE LEVELS & GOVERNANCE

PARTNERSHIPS & ALLIANCES

Q224. 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.

Q225. 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.

Q226. 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).

Q227. 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

Q228. 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

Q229. Are service performance measures unified and shared at the level of the entity's organizational units?



BASIC There are no specific service performance measures.

DEVELOPING The entity has identified several service performance measures, but they are not unified.

MATURING Service performance measures are unified at the level of the entity and all organizational units.

LEADING Service performance measures are unified at the level of the entity, and they are shared among several external entities in order to promote a consistent work environment.

Q230. Does the entity have a comprehensive performance management system?



BASIC The entity has no performance management system.

DEVELOPING The entity has a primitive performance management system, which does not cover all key areas, such as strategic, operational, and staff-related areas.

MATURING The entity has developed a performance management system based on strategic, operational, and staff-related considerations.

LEADING The entity has developed a performance management system that is considered to be best in class within the sector, and is based on strategic, operational, and staff-related considerations. It is unified across different service delivery channels and internal organizational units.

REPORTS

Q231. Does the entity use a standard service performance reporting process?



BASIC There is no standard performance reporting model at the entity level.

DEVELOPING There has been an attempt to unify performance reports within service delivery channels through some standard measures and reports.

MATURING There are standard performance reports and measures, such as a balanced scorecard, which are unified across all service delivery channels.

LEADING There is a comprehensive reporting system that issues standard performance reports and measures, such as a balanced scorecard, which are unified across all service delivery channels and shared between relevant entities.

Q232. Based on the strategic objectives of the entity, are the correct internal KPIs being measured to monitor and track progress?



BASIC Generic KPIs are used to monitor and track progress.

DEVELOPING The entity has a mix of generic and customized KPIs.

MATURING The entity has a defined set of customized KPIs that are aligned with its strategic objectives.

LEADING The entity has a defined set of customized KPIs that are aligned with its strategic objectives. The KPIs support customer experience, productive spending, and employee happiness.

Q233. Are service performance reports issued regularly?



BASIC Performance reports are not issued.

DEVELOPING Performance reports are drawn up only upon request of the entity's leadership.

MATURING Performance reports are issued regularly, such as every six months, and upon request of the entity's leadership.

LEADING Performance reports are submitted constantly and regularly to the entity's leadership and are circulated to external entities.

MEASURES

Q234. To what extent are the technologies available in the smart service center needed/ utilized in delivering services?



BASIC None of the technologies available in the smart service center are needed/utilized when delivering services.

DEVELOPING Few of the technologies available in the smart service center are needed/utilized when delivering services.

MATURING Most of the technologies available in the smart service center are needed/utilized when delivering the services, and only a few devices are not utilized.

LEADING All technologies available in the smart service center are necessary/crucial for delivering services. A regular audit is conducted to verify the use of these technologies in facilitating service delivery and to determine whether certain ones are dispensable or indispensable according to customer interactions.

REPORTS

Q235. How has the smart service center improved the efficiency of its services?



BASIC The smart service center has not improved the efficiency of its services.

DEVELOPING The smart service center has improved the efficiency of its services in relation to cost, time, and human resources.

MATURING The smart service center has improved the efficiency of its services in relation to cost, time, human resources, service quality, and customer happiness.

LEADING The smart service center has improved the efficiency of its services in relation to cost, time, human resources, service quality, and customer happiness. The resources that are no longer in use are reallocated to serve other operations.

Q236. How innovative are the technologies and methods used in the smart service center to deliver services efficiently to customers?



BASIC The smart service center is not innovative in delivering services and achieving efficiency.

DEVELOPING The smart service center is moderately innovative. It adopts new technologies but keeps the same usual services scheme.

MATURING The smart service center is highly innovative. It adopts new technologies and develops its services to achieve the required efficiency and customer happiness.

LEADING The service center has state-of-the-art technologies and services are customer-centric. Their innovation is high when it comes to tackling user needs and delivering the adequate solutions for an efficient service and happy customers.

6.4 SERVICE INNOVATION

INNOVATION MANAGEMENT

Q237. 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.

Q238. 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

Q239. 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.

Q240. 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.

Q241. 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.

Q242. 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.

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

6.6 E-PARTICIPATION

ENCOURAGEMENT OF E-PARTICIPATION

Q243. 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

Q244. 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

Q245. 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.

Q246. How does the entity engage with citizens on social media?



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

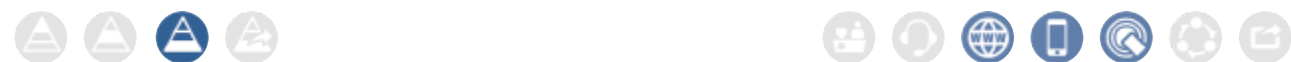
DEVELOPING The entity's communications are infrequent and inconsistent.

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. For outsourced and shared service centers, the entity also provides clear guidelines pertaining to any social media and online communication with customers.

E-PARTICIPATION EFFECTIVENESS

Q247. What percentage of total website/smart application/smart service center users utilize the e-participation section on the website/smart application/smart service center?



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.

Q248. 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.

LEADERSHIP

-  Top-level Leadership
-  Middle-level Leadership
-  Lower-level Leadership
-  Partner Agency Leadership

CHANNELS

-  Physical Channel
-  Contact Center
-  Website
-  Smart Application
-  Smart Service Center
-  Shared Service Center
-  Outsourced Service Center

7.1 SERVICE CULTURE & ROLES

VALUES, BEHAVIORS, & ATTITUDES

Q249. 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

Q250. 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

Q251. 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

Q252. 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

Q253. Are job titles and responsibilities in the entity empowering to employees?



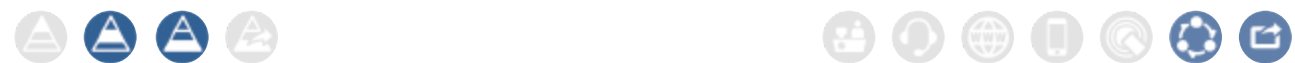
BASIC Job titles used in different service delivery channels are uninspiring, and responsibilities are limited and repetitive.

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.

Q254. How does the entity ensure all outsourced service center employees are well equipped to deliver an exceptional customer experience?



BASIC Employees perform their daily activities and are not provided with the appropriate training and tools to deliver a proper customer experience.

DEVELOPING The entity only provides employees with training sessions and materials at major events pertaining to service delivery, such as the launch of a new system.

MATURING The entity provides regular training sessions and materials to ensure employees deliver an exceptional customer experience.

LEADING The entity provides regular training sessions and materials to ensure employees deliver an exceptional customer experience and empowers them with digital tools that guide them in servicing customers.

Q255. How does the entity ensure the quality of work of all outsourced service center employees is maintained at the desired levels?



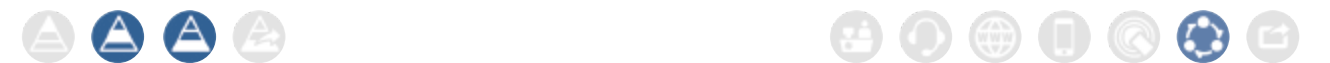
BASIC The entity does not implement any metric to assess the performance of center employees.

DEVELOPING The entity is reactive and provides training to employees when the quality of their work falls below the desired levels.

MATURING The entity empowers its center employees with direct channels of communication, such as video conferencing. The entity implements clear service-level agreements and KPIs that employees must adhere to and address via a penalty and reward system.

LEADING The entity empowers its center employees with direct channels of communication, such as video conferencing. The entity implements clear service-level agreements and KPIs that employees must adhere to and deploys, via its digital tools, an escalation and alert system that notifies employees in advance about areas that need to be addressed and then escalates to their managers when there are potential issues with the quality of employees’ work.

Q256. How does the entity ensure all shared service center employees are well equipped to deliver an exceptional customer experience?



BASIC Employees perform their daily activities and are not provided with the appropriate training and tools to deliver a proper customer experience.

DEVELOPING The entity only provides employees with training sessions and materials at major events pertaining to service delivery, such as the launch of a new system.

MATURING The entity provides regular training sessions and materials to ensure employees deliver an exceptional customer experience.

LEADING The entity provides regular training sessions and materials to ensure employees deliver an exceptional customer experience and empowers them with digital tools that guide them in servicing customers.

Q257. How does the entity ensure the quality of work of all its partners is maintained at the desired levels?



BASIC The entity does not implement any metric to assess the performance of its partners' employees.

DEVELOPING The entity is reactive and provides training to employees when the quality of their work falls below the desired levels.

MATURING The entity empowers its center employees with direct channels of communication, such as video conferencing. The entity implements clear service-level agreements and KPIs that employees must adhere to and address via a penalty and reward system.

LEADING The entity empowers its center employees with direct channels of communication, such as video conferencing. The entity implements clear service-level agreements and KPIs that employees must adhere to and deploys, via its digital tools, an escalation and alert system that notifies employees in advance about areas that need to be addressed and then escalates to their managers when there are potential issues with the quality of employees' work.

7.2 EMPLOYEE HIRING & TRAINING

EMPLOYEE HIRING

Q258. 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

Q259. 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

Q260. 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.

Q261. 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.

Q262. How is the management team trained to manage the smart service center?



BASIC The management team is trained once before the launch of the smart service center.

DEVELOPING The management team receives a yearly training on administering services efficiently and enhancing the management of the center.

MATURING The management team receives training sessions and workshops twice a year to enhance the management of the center, the services involved, and customer satisfaction.

LEADING The management team receives training sessions and workshops every quarter to stay up to date with the latest technology and international best practices to ensure they are well trained to improve customer experience and deal with daily management challenges.

7.3

CAREER MANAGEMENT

MENTORING & GOAL SETTING

Q263. Do employees set goals and conduct self-assessment exercises regularly?



BASIC Employees do not set goals or carry out self-evaluation.

DEVELOPING Employees are encouraged 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.

Q264. Is there a coach who helps employees set goals and guides them in their career?



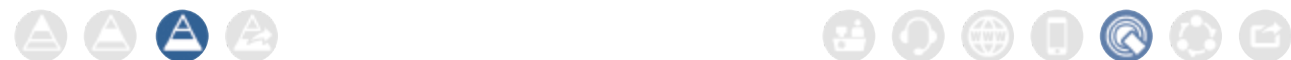
BASIC There is no formal guidance system.

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.

Q265. How has the management team handled the reallocation of human resources in the smart service center?



BASIC The reallocation of human resources is not tackled within the entity after launching the smart service center.

DEVELOPING The reallocation of human resources has been tackled within the entity after launching the smart service center, but no actions have been taken.

MATURING The reallocation of human resources has been tackled within the entity after launching the smart service center and an action plan is in progress to reallocate the talents and competencies to fit with the entity's needs across all channels.

LEADING The reallocation of human resources has been tackled prior to the launch of the smart service center and an action plan was executed to reallocate talents and competencies to fit with the entity's needs across all channels. Other employees received training and courses to acquire the skills required by the entity.

Q266. How have roles been redefined for the entity of the smart service center?



BASIC Roles have not been redefined, some are simply excluded from the center.

DEVELOPING Some roles have been redefined to fit the needs of the smart service center. Other job descriptions remain the same but are transferred.

MATURING Roles have been redefined to fit the needs of the smart service center. Most of the new job descriptions are related to meeting the needs of the back end.

LEADING Roles have been assessed and redefined based on the needs of the smart service center, and some are excluded completely. The new job descriptions are related to meeting the needs of the back end and other channels' operational needs.

7.4

RECOGNITION & REWARDS

PERFORMANCE MANAGEMENT

Q267. 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.

Q268. 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.

Q269. 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

Q270. 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.

Q271. 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

Q272. What is the entity's employee happiness score?



BASIC Less than 60%

DEVELOPING 60-80%

MATURING 81-90%

LEADING More than 90%

Q273. 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.

Q274. 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.

Q275. 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.

Q276. How does technology support and empower the smart service center's back-office employees?



BASIC Back-office employees are not at all empowered by the technology integrated in the smart service center.

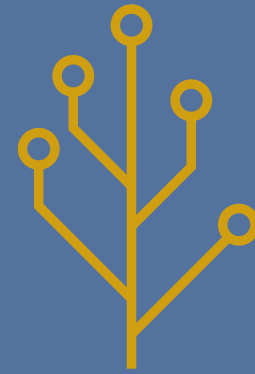
DEVELOPING Back-office employees do not feel very empowered by the technology integrated in the smart service center, and they do not believe that its integration brought any major improvement.

MATURING Back-office employees are empowered by the technology integrated in the smart service center as it has decreased the time and effort required to manage routine tasks.

LEADING Back-office employees are empowered by the technology integrated in the smart service center as it has decreased the time and effort required to manage routine tasks, which in turn has allowed them to fulfill daily tasks much faster and more efficiently.

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.

LEADERSHIP

-  Top-level Leadership
-  Middle-level Leadership
-  Lower-level Leadership
-  Partner Agency Leadership

CHANNELS

-  Physical Channel
-  Contact Center
-  Website
-  Smart Application
-  Smart Service Center
-  Shared Service Center
-  Outsourced Service Center

8.1 CUSTOMER RELATIONSHIP MANAGEMENT

EXISTENCE OF A CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

Q277. 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

Q278. 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.

Q279. 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

Q280. 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.

Q281. 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.

Q282. 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.

Q283. Does the entity give its outsourced service centers access to the customer relationship management (CRM) system?



BASIC The entity does not share information from the CRM system with its outsourced service centers.

DEVELOPING The entity gives its outsourced service centers limited access to view information on the CRM system.

MATURING The entity gives its outsourced service centers access to the CRM system.

LEADING The entity gives its outsourced service centers access to the CRM system and ensures customer information is collected and used by the centers to deliver and improve services.

Q284. How has the customer relationship management (CRM) system improved response time for feedback on complaints within the shared service center?



BASIC The CRM is managing customer information at a basic level and is not handling complaints directly.

DEVELOPING The CRM is managing a database of basic customer information and past transactions to better understand the customers.

MATURING The CRM is managing a database of basic customer information, demographics, and past transactions to quickly address complaints and raised issues.

LEADING The CRM is managing a database of basic customer information, demographics, preferences, and past transactions to understand customer behavior and handle complaints in a timely manner. Services are also consistently updated based on customer data to align with their preferences and offer more convenience.

Q285. Do customers have to provide personal data to receive requested services?



BASIC Customers must provide all documents and data for every service request.

DEVELOPING Customers must provide some documents and data for every service request. They do not have to provide basic data that is linked to their national ID, such as nationality, age, and gender.

MATURING Customers must only provide documents and data that are subject to change, such as telephone number, job title, education, and marital status, for every service request.

LEADING Customers do not have to provide any documents or data to receive requested services. Customer information is updated automatically from the integrated government database.

8.2 AUTOMATION & INTEGRATION

SERVICE AUTOMATION

Q286. 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.

Q287. 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.

SERVICE INTEGRATION

Q288. 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.

Q289. 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

Q290. 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.

Q291. 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.

Q292. 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

SERVICE AUTOMATION

Q293. How is technology helping smart service center employees facilitate service transactions for customers?



BASIC Technology is not helping employees facilitate service transactions for smart service center customers.

DEVELOPING Technology is helping employees facilitate service transactions for customers. Its efficiency and relevancy to the employees are measured, but no significant impact has been detected.

MATURING A relevant technology is helping employees facilitate service transactions for customers, and it enhances the efficiency of employees' tasks in delivering high-quality services.

LEADING A relevant technology has been incorporated in all operations – front end and back end – to enhance the efficiency of employees' tasks in delivering high-quality services to customers and reduce the number of routine tasks so they can focus on more important duties.

SERVICE INTEGRATION

Q294. Has the new technology integrated data from the legacy government systems?



BASIC The new technology is working only with new data collected from customers and their latest transactions.

DEVELOPING The new technology has integrated some of the old data, but not all data has been integrated, such as:

- Basic customer information (name, age, birth data, nationality, contact information, etc.)
- History of past transactions
- Customer satisfaction meter

MATURING The new technology has integrated most of the old data, but is still working to integrate the remaining information, such as:

- Basic customer information (name, age, birth data, nationality, contact information, etc.)
- History of past transactions
- Customer satisfaction meter

LEADING The new technology has integrated all of the old data as a single phase of the roadmap for incorporating smart technologies across the entity's channels, including:

- Basic customer information (name, age, birth data, nationality, contact information, etc.)
- History of past transactions
- Customer satisfaction meter

EMERGING TECHNOLOGIES

Q295. How does the smart service center leverage concepts of emerging technologies?



BASIC The smart service center does not leverage the concepts of emerging technologies.

DEVELOPING The smart service center is leveraging the emerging technologies on a small scale by delivering one or two of the following services:

- Addressing FAQs
- Providing technical support
- Welcoming customers
- Managing complaints/inquiries
- Collecting and analyzing data
- Generating reports on customer satisfaction

MATURING The smart service center is leveraging the emerging technologies on a small scale by delivering three to five of the following services:

- Addressing FAQs
- Providing technical support
- Welcoming customers
- Managing complaints/inquiries
- Collecting and analyzing data
- Generating reports on customer satisfaction

LEADING The smart service center is leveraging the emerging technologies on a small scale by delivering all of the following services on a regular basis:

- Addressing FAQs
- Providing technical support
- Welcoming customers
- Managing complaints/inquiries
- Collecting and analyzing data
- Generating reports on customer satisfaction

USER-FRIENDLY TECHNOLOGY

Q296. How does the entity assess the level of the technology’s user friendliness within the smart service center?



BASIC The entity is not assessing the level of the technology’s user friendliness within the smart service center.

DEVELOPING The entity is assessing the level of the technology’s user friendliness within the smart service center using one or two of the following methods:

- Observation of interactions
- Customer feedback after transactions
- Quantitative surveys
- Focus groups
- Follow-up calls after services are provided

MATURING The entity is assessing the level of the technology’s user friendliness within the smart service center using three to four of the following methods:

- Observation of interactions
- Customer feedback after transactions
- Quantitative surveys
- Focus groups
- Follow-up calls after services are provided

LEADING The entity is assessing the level of the technology’s user friendliness within the smart service center using all of the following methods:

- Observation of interactions
- Customer feedback after transactions
- Quantitative surveys
- Focus groups
- Follow-up calls after services are provided

EMERGING TECHNOLOGIES

Q297. What technology does the entity deploy to ensure all outsourced service center systems are efficient and effective?



BASIC The entity provides its outsourced service centers with multiple systems, requiring employees to work across all of them.

DEVELOPING The entity provides its outsourced service centers with fully integrated systems.

MATURING The entity provides its outsourced service centers with fully integrated systems and tools to monitor and track their performance through dashboards and reports in real time, which enables a standardized experience for customers.

LEADING The entity provides its outsourced service centers with fully integrated systems and tools to monitor and track their performance through dashboards and reports in real time, which enables a standardized experience for customers. The entity regularly updates these systems based on centers’ feedback and performance.

Q298. What technology does the shared service center deploy to ensure services are delivered efficiently?



BASIC The entity provides its partners with multiple systems, requiring employees to work across all of them.

DEVELOPING The entity provides its partners with fully integrated systems.

MATURING The entity provides its outsourced service centers with fully integrated systems and tools to monitor and track their performance through dashboards and reports in real time, which enables a standardized experience for customers.

LEADING The entity provides its outsourced service centers with fully integrated systems and tools to monitor and track their performance through dashboards and reports in real time, which enables a standardized experience for customers. The entity regularly updates these systems based on their partners’ feedback and performance.

Q299. To what extent does the entity rely on the available government KPIs that are linked to national initiatives?



BASIC The entity does not rely on the available government KPIs that are linked to national initiatives, which are grouped according to the following three pillars:

- Infrastructure – Federal Network (FedNet)
- Secure Services – the digital identity system
- Services Alignment – the Government Services Bus (GSB), the National Customer Relationship Management (NCRM) gateway, and the National Smart Data Standards

DEVELOPING The entity partially relies on the available government KPIs that are linked to national initiatives, which are grouped according to the following three pillars:

- Infrastructure – Federal Network (FedNet)
- Secure Services – the digital identity system
- Services Alignment – the Government Services Bus (GSB), the National Customer Relationship Management (NCRM) gateway, and the National Smart Data Standards

MATURING The entity fully relies on the available government KPIs that are linked to national initiatives, which are grouped according to the following three pillars:

- Infrastructure – Federal Network (FedNet)
- Secure Services – the digital identity system
- Services Alignment – the Government Services Bus (GSB), the National Customer Relationship Management (NCRM) gateway, and the National Smart Data Standards

LEADING The entity fully relies on the available government KPIs that are linked to national initiatives, which are grouped according to the following three pillars, and assists in improving and developing them:

- Infrastructure – Federal Network (FedNet)
- Secure Services – the digital identity system
- Services Alignment – the Government Services Bus (GSB), the National Customer Relationship Management (NCRM) gateway, and the National Smart Data Standards

8.3 CONTENT MANAGEMENT

CONTENT MANAGEMENT

Q300. 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.

Q301. 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.

8.4 DATA MANAGEMENT & ANALYTICS

ENTERPRISE DATA WAREHOUSE

Q302. Is there a central database for all customer data?



BASIC There is no database for customer data.

DEVELOPING There are multiple, duplicate databases for different types of customer data.

MATURING There are multiple, unique databases for different types of customer data.

LEADING There is one central database for all customer data. The entity and its partners use information from a single source.

Q303. 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.

Q304. 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 adopted 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 adopted 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

DESIGN

Q305. 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.

Q306. How effectively is the entity's open data organized online?



BASIC

- There is a section for open data
- Certain entity-related datasets are published on the website
- Datasets are published, but they are incomplete and out of date

DEVELOPING

- There is a section for open data
- Most entity-related datasets are published on the website
- Published datasets are complete and up to date

MATURING

- There is a section for open data
- All entity-related datasets are published on the website
- Published datasets are complete and updated
- Open data is provided according to customer categories
- There are instructions for reusing and benefiting from open data
- The public has opportunities to propose new open datasets for publication on the website

LEADING Comprehensive open data is well defined, including what it is and where it was sourced, and can easily be located and uploaded to conduct analysis and uncover unique insights. The entity:

- Has internal data science capabilities
- Provides a section for open data
- Publishes all entity-related datasets on the website
- Ensures datasets are complete and up to date
- Organizes open data according to customer categories
- Offers instructions for reusing and benefiting from open data
- Gives the public opportunities to propose new open datasets for publication on the website
- Provides an application programming interface (API)
- Supplies a platform for conducting analysis on published datasets
- Collects information on what data is being used for

8.6 PRIVACY & CYBERSECURITY

DIGITAL SECURITY

Q307. 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

Q308. 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.

Q309. 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.

Q310. 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).

Q311. 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

Q312. 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

Q313. 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

Q314. 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.

DIGITAL SECURITY

Q315. How is technology used to identify customers within the smart service center?



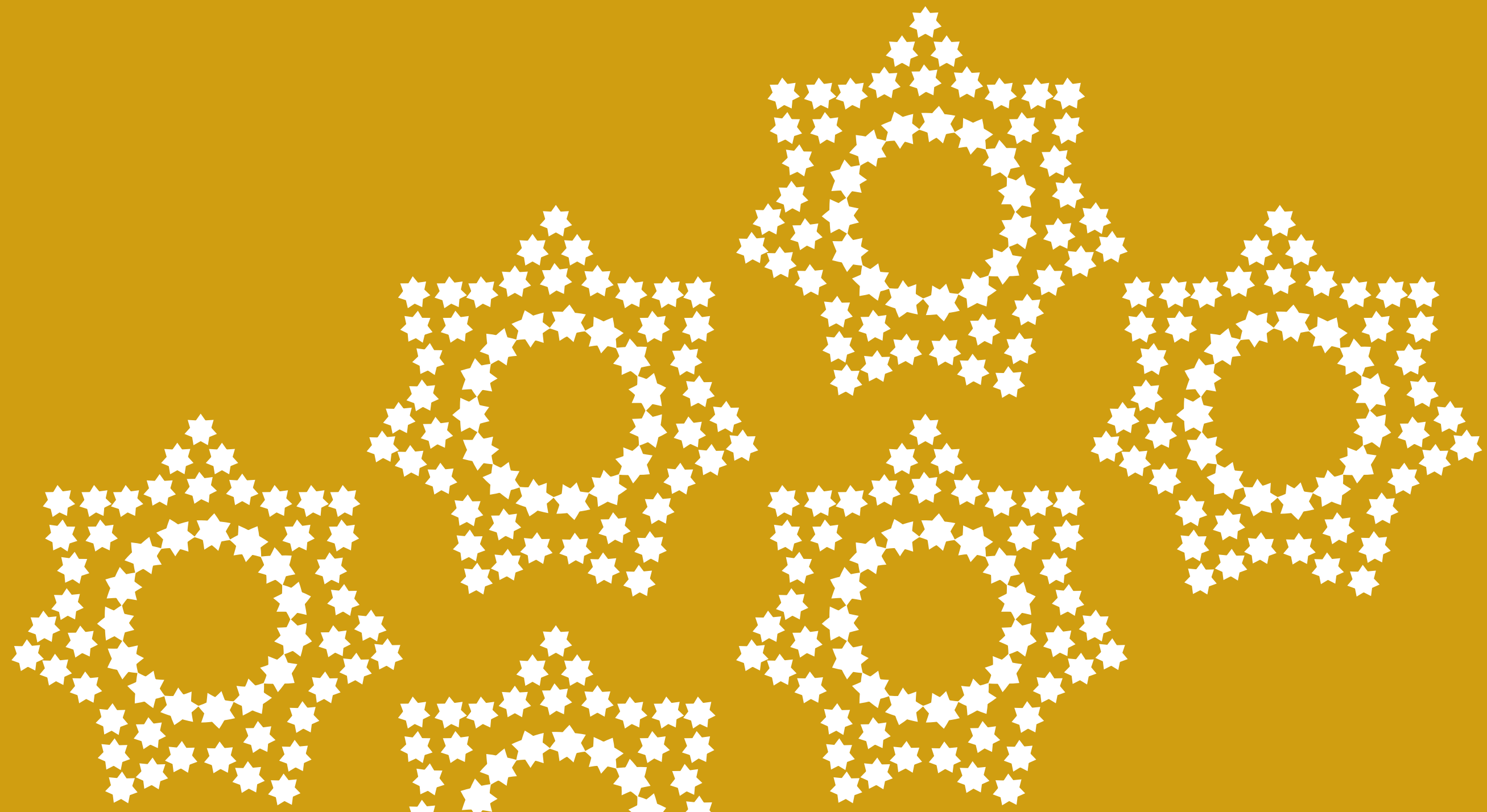
BASIC A human representative from the entity verifies customer identity at the entrance.

DEVELOPING Customer identity is verified multiple times - first through ID scanners that collect their information, and then the call center is required to reconfirm customer identity before some transactions.

MATURING Customer identity is verified through digital tools, such as ID and fingerprint scanners, once before each transaction.

LEADING Customer identity is verified once at the beginning of the customer experience in the smart service center using digital tools such as ID scanning, fingerprinting, or personal security questions.

GLOSSARY

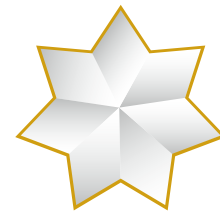


ANCILLARY SERVICES	These services, which may undergo various modifications depending on the type of customer and purpose of the service, are generally delivered by applying the same procedure or by introducing a small modification to the procedure, such as doctor licensing versus technician licensing 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 (e.g. the UAE government charter for future services).
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 measurable 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.



نظام النجوم العالمي لتصنيف الخدمات
Global Star Rating System for Services