DUBAI MODEL FOR GOVERNMENT SERVICES

THE MAIN DOCUMENT

Dubai' The Model Centre

The Executive Council

Government of Dubai

مركز نموذج دبي

المجلس التنفيذي

حكومة دبي

“We realise that what we have so far achieved is, by any standards, pioneering. However, we also realise that we are only at the beginning of the road, and there is still a great distance to cover. We are confident, however that we are on the right track.”

His Highness Sheikh Mohammed Bin Rashid Al Maktoum
UAE Vice President, Prime Minister and Ruler of Dubai

VISION...

When we chose 11/11/2010 to launch Dubai Model for Government Services , we had in mind one of the sayings of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister, Ruler of Dubai, “the successful team makes 1+1=11”. Through this equation, we put the improvement of government services first to support all our other priorities for a more efficient and customer-centric government.

The Dubai Model for Government Services is the basis for improving our government services. It serves our strategic vision of enhancing the sustainable development of Dubai and supporting its international position as a preferred destination for finance, business, and tourism.

As we announce that Dubai Model for Government Services will be applied on all services offered by the Government of Dubai, we recognize this main document with its unified methodologies and tools, as a reference to all government entities. Government services will be assessed in accordance with this document’s content in order to be improved from good to better, and from excellent to model services.

As a believer of the importance of internal capability building for improved government services, we designated the assessors of service centres in the Government of Dubai as “Public Service Nawakhetha”. Each of the “Nawakhetha” is a key agent for positive change that puts the Government of Dubai always first.

During the first cycle of implementation, the Dubai Model for Government Services achieved unprecedented results. It established a new line of thinking that requires all efforts cooperation to realize our vision to improve government services in Dubai to become among the best in the world. Therefore, we announce the establishment of Dubai’ The Model Centre, as a neutral and independent entity attached to the Executive Council, responsible for supporting the realization of this vision... soon

Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai, Chairman of Dubai Executive Council

PREFACE

"We are moving from diagnosis to treatment" stated His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum Crown Prince of Dubai, Chairman of Dubai Executive Council during Dubai Model for Government Services (DMGS) launch. Following His Highness's directives, we are applying new thinking to government services, reinforcing its position as a main driver for all other strategic pillars.

Improving government services in Dubai is nothing new. Some services in different government entities have achieved excellence and managed to set best practice examples. However, what new in DMGS is the way to diagnose and assess services through a leading model made by Dubai, applied in Dubai, and recognized by specialist international entities. Furthermore, what new in DMGS is the clear roadmap to roll-out these practices and tools to all government services in Dubai under the leadership directives. Moreover, what new is the hallmark created by Dubai and named after Dubai in the world of government services delivery, to become the true standard for Dubai's development and an approach to be followed.

The implementation of the first cycle of DMGS was a major challenge; yet, it was made possible through the involved entities' efforts as well as their conviction that this endeavor would be fruitful and have tangible results. However, the greater challenge came after the leadership's directives to roll out this initiative to all government services. Dubai is known for its leadership that sets no limits for its distinction; therefore, these directives will be another step towards unprecedented excellence in government services in Dubai. Our leaders' trust is the basis that will help the Government of Dubai win this challenge again... And there's more.

We all know that great achievements can only be made through cooperation and participation; therefore, I would like to thank government entities that represented the different strategic sectors in the first cycle of implementing DMGS, namely Dubai Police General Headquarters, Roads and Transport Authority, Dubai Municipality, Land Department and Community Development Authority. All these efforts deserve to be mentioned with a deep sense of gratitude for the immense cooperation received from officials in charge of all entities, improvement leaders, and their improvement teams.

Abdullah Abdul Rahman Al Shibani
Secretary General of the Executive Council

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The Main Document

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Development Team

Team Leader

Eman Al Suwaidi

Author

Dr. Wafa' Abu Snaineh

Review and International Accreditation Team

Professor A. Parasuraman	Miami University, United States of America
Professor Pervez K. Ahmed	Monash University, Malaysia
Professor Julie Furst-Bowe	University of Wisconsin-Stout, United States of America
Professor Jens Dahlagaard	Linköping University, Sweden
Professor Su Mi Park	Lund University, Sweden
Professor Mohamed Zairi	The European Centre for Best Practice Management, United Kingdom

Local Review and Leaders of Pilot Team– Government of Dubai

Colonel Abdullah Al Khayat	Dubai Police General Headquarters
Dr. Aysha Al Busmait	Roads and Transport Authority
Maryam Al-Hammadi	Dubai Municipality
Mohamed Al-Bidwawi	Land Department
Mohannad Saeed	Community Development Authority

Support and Coordination Team

Hessa Mesmar

Mushira Al Zarouni

Saeed Al Mulla

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Concepts & Terms

Concept / Term	Definition
Back-office Staff	Employees in charge of the administrative work necessary to deliver the service and who are not required to deal directly with customers.
Customer	Anyone from the public, whether individuals or companies, communicating or dealing directly with the government entity in order to receive a service or a product. This also includes the indirect beneficiaries of the service from the society.
Customer Complaints	Any communication from the customer (written or verbal) to report lack of satisfaction with the service delivered and/or its delivery method.
Customer Data Analysis	Studying, organizing, and processing customer's data through examining trends, expectations, comparisons, root cause analysis, and/or cause and effect analysis to understand customer behaviours and how to impact their satisfaction levels, understand their patterns of interaction with the different service delivery channels, and their usage rates, as well as the extent of profitability of customers and how to retain them (whenever applicable).
Customer Experience	All touch points between the customer and the government entity delivering the service, including customer responses to each touch point.
Customer Information	Customer's details such as name, address, age, social status, place of residence, activities, and preferences, as well as responses to touch points with the government entity.
Customer Insights	In-depth understanding of the customer's needs and expectations through the collection and analysis of their information during receipt of a service or upon consultation to know their points of view with regard to the services delivered or to be delivered.

Concept / Term	Definition
Customer Segmentation	Dividing the customer base into groups (or segments) according to each group's distinguished characteristics, where customers in each group have specific similar characteristics such as demographic, behavioural, or social characteristics, etc. This enables the government entity to target each of these groups differently to ensure that the needs and expectations of its customers are met.
Efficiency	The actual amount of outputs against each unit of input.
Employee Grievance	Complaints/comments submitted by the employee, usually with regard to actions against him/her or upon the occurrence of injustice to him/her due to rules and regulations in force or applied practices.
Front-line Staff	Employees, and their direct supervisors, in charge of service delivery through direct contact with customers. See "Service Delivery Stars".
Government Main Service	A family of services that reflects a public mission or duty carried out by the government entity by means of interaction or cooperation with all segments of customers to meet their needs and expectations and/or add a fundamental value to them. A set of services that fall under the main service share many characteristics and differ in few specific characteristics.
Government Service	A set of activities or processes and their outputs carried out by a government entity, or the representatives thereof, by means of interaction or cooperation with customers, aiming to meet their needs and expectations and/or add value to them.
Government Service Quality	Extent of fulfilment of customers' needs and expectations as efficiently as possible.

Concepts & Terms

Concept / Term	Definition
Information Quality	Extent of comprehensiveness, clarity, accuracy, updatedness, and consistency of information.
Partnership	Cooperation between a government entity and another entity from the government sector (local or federal or semi-government) or the private sector to deliver a specific service or a set of services.
Quality Attributes	The characteristics of a service that impact customers' assessment of their experience with the government entity; Such as service accessibility, speed of delivery, ease of use, service information quality, etc...
Service Co-delivery	Delegating certain types of customers a specific authority to help them participate in delivering the service to themselves (whenever possible).
Service Delivery Channels	Means that can be used to communicate with customers in order to deliver a service, such as phone, text messages, e-mail, website, or service delivery kiosks and centres, etc...
Service Delivery Stars	Employees, and their direct supervisors, in charge of service delivery through direct contact with the customers.
Service Improvement Culture	Core values, practices, and behaviours that are adopted and followed by the leadership and employees in the government entity to demonstrate the importance of emphasis on service improvement.
Service Inputs	Financial resources, human resources, and assets used by a government entity to be able to deliver a service to the customer.
Service Outputs	Number of the service completed units irrespective of the measurement scale used. Service outputs can be measured by the number of completed transactions, the number of treated cases, etc...

Concept / Term	Definition
Service Realization	A set of internal processes required to be performed by back-office staff in the service centres before delivering the final service by front-line staff, as well as the processes implemented to ensure a model service delivery. These processes include service design, development and testing, as well as identifying and providing different resources for service delivery and quality assurance procedures.
Service Standards	A set of performance indicators (scales and numerical targets) to reflect the level at which the government entity undertakes to commit to in delivering its main services. These standards include service delivery indicators as well as indicators for dealing with service related complaints. This definition refers to standards announced to customers in service charters as well as unannounced internal standards.
Service/Customer Charter	A document in which the government entity commits to maintain its obligations towards customers and announce the main services description, their main benefits for customers, their main standards, and methods of service recovery, transparently and objectively.
Transparency	Granting fair opportunities to all concerned parties to access and review services information and their improvement related decisions. The latter shall include justifications, responsible entities, and consequences.

EXECUTIVE SUMMARY

Introduction to Dubai Model for Government Services

Executive Summary

INTRODUCTION

The increasingly growing importance of public services in today's world brings into attention the significant and vital role played by governments in supporting the sustainable growth and development of cities in all sectors. Leading public services are the backbone of economy at any city. They reflect the government's commitment to providing a better life to its customers from all segments and in all areas.

In light of the Continuous endeavour of Government of Dubai to enhance its services, the Dubai Model for Government Services (DMGS) was launched. DMGS is a strategic initiative with the aim of focusing the efforts of different government entities to create the necessary positive change in their services, and to add new and unprecedented dimensions of excellence to government services delivery, contributing by that to the achievement of the Service Improvement aim in the Dubai Strategic Plan 2015.

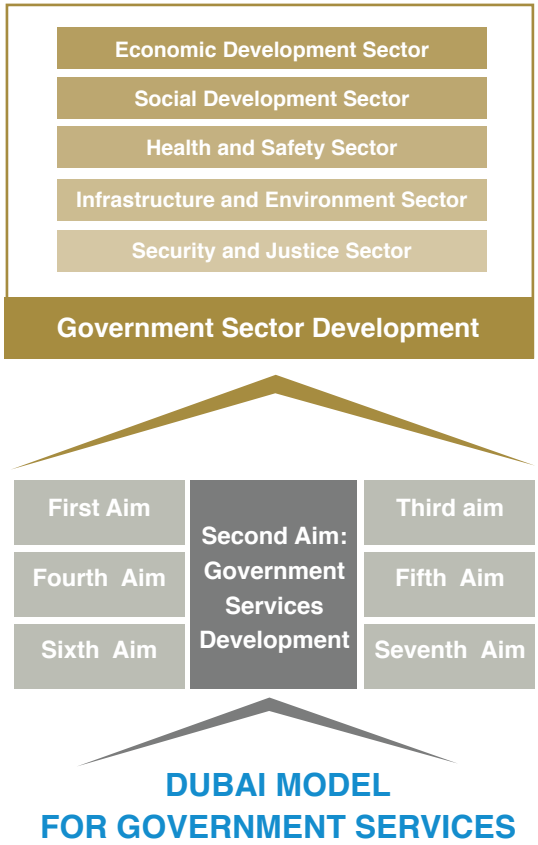


Figure A: DMGS and Dubai Strategic Plan

The Dubai Model for Government Services aims to support government entities in their quest to achieve balance between the following strategic objectives:

- **Greater Customer Centricity:** Placing the customer at the core of the government services delivery process and focusing on his/her needs and expectations.

- **Improved Service Efficiency:** The optimal use of all kinds of resources for the delivery of government services.

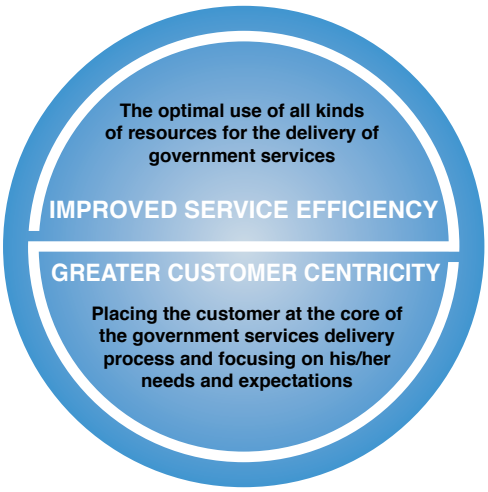


Figure B: Strategic Objectives for Government Services Development Aim

Furthermore, the DMGS will contribute to:

- Enhancing capabilities in service delivery. Government entities will become more and more familiar with the best practices in service delivery and the most important methods of service assessment and improvement. They will refer to a general framework, unified; applicable tools and methodologies and will use a unified reference for best practices in the delivery, assessment, and improvement of services.

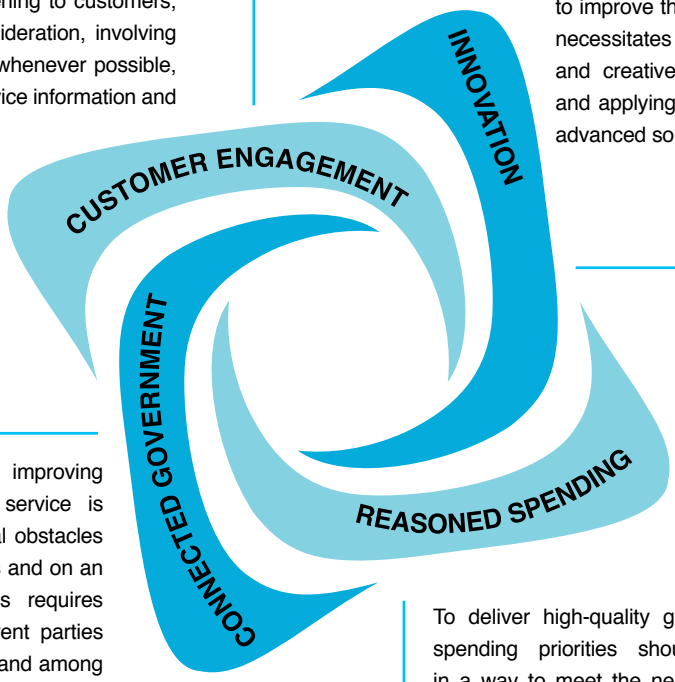
- Providing accurate information on service delivery improvements in the Government of Dubai. This will eventually facilitate productive inter-governmental benchmarking, contribute to the decision-taking process, and promote the spirit of integration in the Government of Dubai, both within the same government entity or among several government entities.

- Documenting the best local practices in service delivery. Those will be published locally and globally to raise awareness, exchange knowledge and promote the positive image of Dubai.

The DMGS initiative is based on four guiding principles summarized as follows:

To ensure good quality of government services, the customer should be able to participate in the design, delivery and assessment of services. This can be achieved by listening to customers, taking their opinion into consideration, involving them in the service delivery, whenever possible, and informing them of the service information and latest developments.

To achieve the desired positive transformation in government services, services should be looked at in a new and different way. Innovation requires to question what to offer and why and to explore new ways to improve the quality of offerings. This necessitates the encouragement of new and creative ideas, while developing and applying pioneering initiatives and advanced solutions.



One important factor in improving the quality of government service is overcoming the organizational obstacles within the government entities and on an intergovernmental level. This requires joint efforts among the different parties within one government entity and among various government entities, as well as cooperation with other partners from the Federal Government, semi-government and private sector, so that the government body becomes a single consistent and coherent body able to deliver effective and efficient services.

To deliver high-quality government services, spending priorities should be determined in a way to meet the needs and interests of the customers of various segments, and to reconsider spending in the areas that do not add value to them.

Figure C: Guiding Principles of DMGS

INITIATIVE IMPLEMENTATION RESPONSIBILITY

The improvement of government services falls within the responsibility of all government sector employees. The successful implementation of the DMGS lies primarily with the top management in government entities. Top management's exceptional support and commitment as well as continuous participation are the driving force for the positive change affected by this initiative.

Since ensuring top management's support is the essential first step before the implementation of any improvement program, the government entity's top management role with regard to the DMGS can be defined as follows:

- Enhance and encourage a culture of service improvement in the government entity, and ensure a balance in the interaction and participation of the improvement initiatives at all levels.
- Communicate with employees in the government entity to clarify the improvement initiatives' objectives prior to implementation, and communicate implementation progress updates regularly.
- Form a service improvement team to supervise the implementation of the improvement methodology within the government entity, and follow-up on the team's work regularly while providing necessary support.
- Follow-up on the progress of the service improvement initiatives and the accomplishment of its objectives.
- Provide regular training opportunities for employees on service assessment and improvement tools implementation.
- Communicate with partners from different local and federal government entities, as well as from the semi-government and private sector as required during the implementation of the improvement initiatives.

The service improvement team will lead and oversee the implementation of the service improvement methodology. The methodology includes the development and monitoring of the service improvement plan and its implementation, as well as monitoring the implementation of recommendations that potentially come up during the implementation.

INITIATIVE IMPLEMENTATION SCOPE

Despite the possibility of implementing the methodologies and tools of DMGS on all types of government services, its implementation scope is currently restricted to Government to Customers (G2C) services, or Government to Business (G2B) services. This will cover a vast range of government services and a significant transactions volume.

The model's scope of work doesn't currently include Government to Government (G2G) or Government to Employees Services (G2E).

DMGS DOCUMENTS

The DMGS documents comprise three main components that serve as an integrated system. Those components are designed to enable government entities to deliver high-quality government services. They are:

- DMGS Main Document exclusively detailed in the following three parts.
- Case study examples for the model implementation in the five strategic sectors of the Government of Dubai. Five government entities successfully participated in the documentation of the service improvement methodology; Dubai Police General Headquarters, Roads and Transport Authority (RTA), Dubai Municipality, Land Department, and Community Development Authority.
- A set of guidebooks that describe in details some of the most important concepts that were briefly mentioned in the DMGS main document, providing additional and specific information for the relevant employees, with regard to details of the implementation of service delivery and improvement.

DMGS MAIN DOCUMENT

The main document is designed to be used by all managers and employees of service delivery sectors and departments. Furthermore, employees in the excellence and quality departments or service development and improvement departments may use this document.

The main document outlines in details all the main perspectives and criteria that impact the delivery of a model government service. It also comprises a set of unified tools adopted by the DMGS to be used in the assessment of government services, as well as the methodology used for improving government services. The contents of this document are detailed in three parts.

PART ONE
MODEL GOVERNMENT SERVICE DELIVERY CRITERIA

Based on the latest research, this part contains key criteria for enhancing the quality of government services in service centres. These criteria are divided into six different perspectives:

- **Customer Insights:** It illustrates the importance of understanding the various needs and expectations of customers, and places them at the core of the government services delivery process.
- **Service Charter:** The various government entities commit, by virtue of service charters, to maintain their obligations towards customers, announcing the main services standards and the method of service recovery, transparently and objectively.
- **Service Realization:** It relates to the criteria of service definition, design, development, testing, and verification.
- **Customer Experience:** It illustrates the most important areas that lead to providing customers with a positive experience throughout all touch points with a government entity.
- **Service Delivery Stars:** It sheds light on the front-line staff of government entities as a key pillar through which service improvement can only be achieved.
- **Service Improvement Culture:** It emphasizes the importance of the leadership role in building and reinforcing a service improvement culture, as well as the values and behaviours that should be adhered to by all.

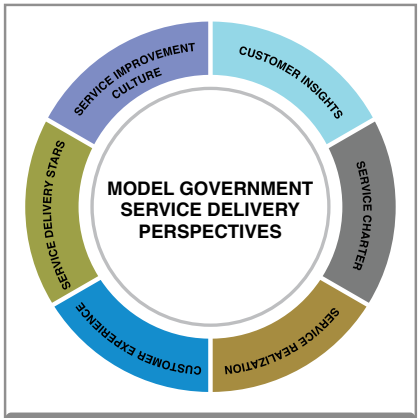


Figure D: Model Government Service Delivery Perspectives

PART TWO
THE UNIFIED SERVICES ASSESSMENT TOOLS

This part includes a set of unified tools for services assessment tools. Adopting unified tools by DMGS enables government entities to implement benchmarking in relevant areas, using common components of the assessment tools, whether among different departments or sectors within the government entity or between several different government entities. Therefore, these tools will help increase the understanding of best practices applied in the various government entities, share the lessons learnt, and support collective learning in the Government of Dubai.

The main document includes a detailed explanation of the three unified tools for assessment of government services and service centres in a balanced manner, namely:

- **Self-assessment Tool:** Can be used to assess the internal capabilities of service centres and their ability to deliver high-quality services, according to the model government service criteria stated in Part One of this document.

- **Unified Customer Experience Tool:** Used to assess the customer's experience at all touch points with the government entity upon obtaining a service, and to measure his/her satisfaction with that service.

- **"Efficiency" tool:** Used to assess the relationship between the service inputs and outputs, and to demonstrate the improvement in the services' efficiency.

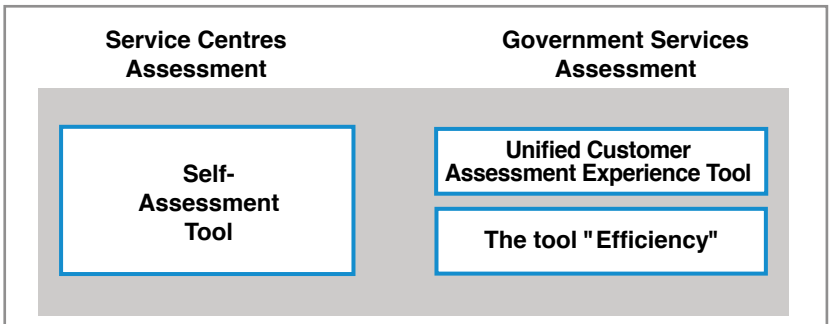


Figure E: Unified Tools for Government Services Assessment

PART THREE
GOVERNMENT SERVICES IMPROVEMENT METHODOLOGY

This part provides a detailed and comprehensive explanation of the service improvement methodology adopted in the DMGS. The methodology consists of five interrelated phases that contribute to raising awareness among government entity employees on how to both lead and implement the service improvement efforts in a systematic and orderly manner, as follows:

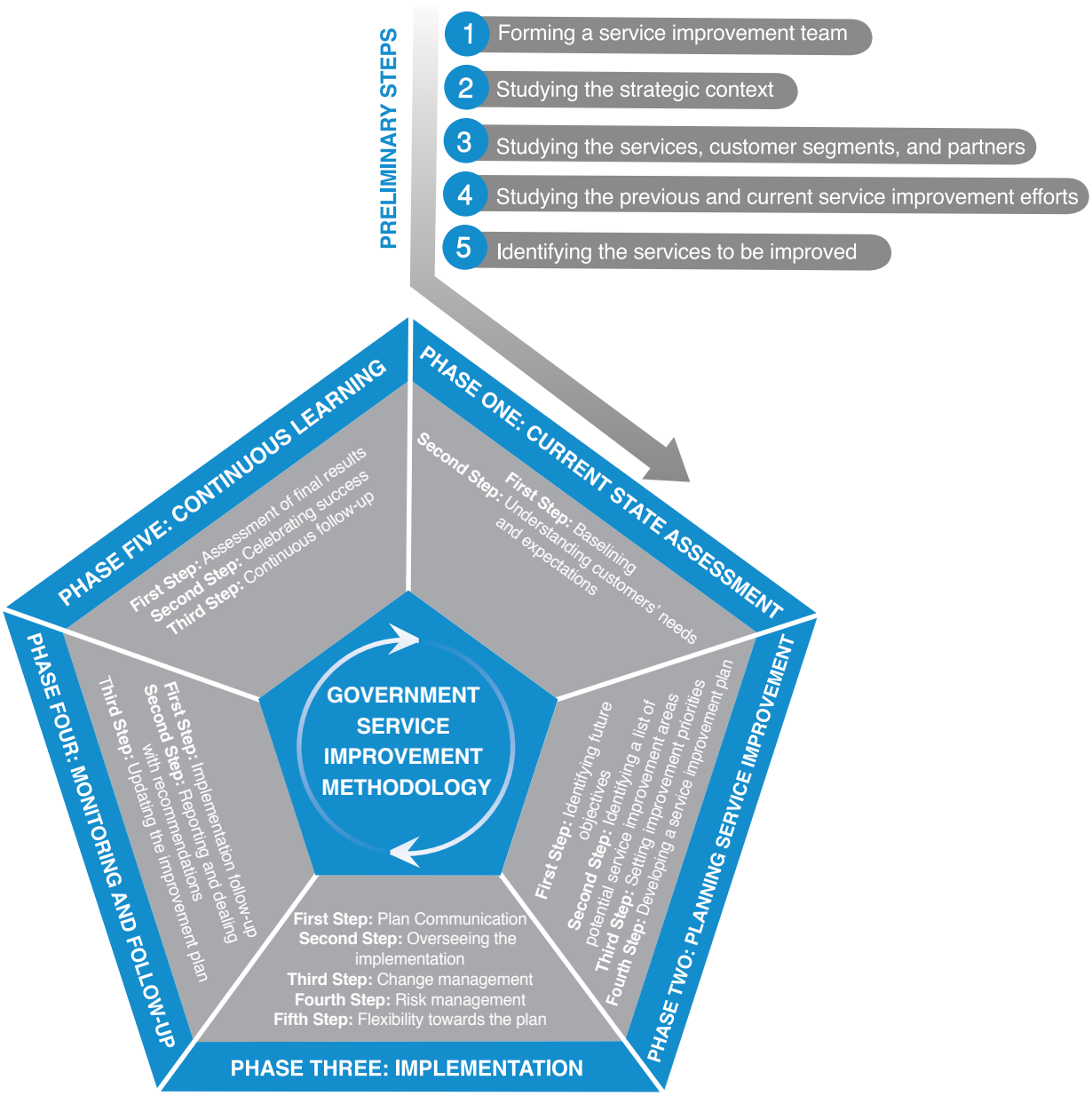


Figure F: DMGS Government Service Improvement Methodology

- **Phase One:** Current State Assessment

The purpose of this phase is to study the performance of the services to be improved in their current state and customers' expectations regarding these services.

- **Phase Two:** Planning Service Improvement

The purpose of this phase is to determine how services will look like after improvement and how to achieve that.

- **Phase Three:** Implementation

The purpose of this phase is to transform the plan for service improvement developed in Phase Two into reality, by implementing specific improvement initiatives.

- **Phase Four:** Monitoring and Follow-up

The purpose of this phase is to ensure that the implementation of the improvement plan is proceeding in the right direction and as planned.

- **Phase Five:** Continuous Learning

The purpose of this phase is to finalize the improvement initiatives implementation, to facilitate collective learning within the government entity, and ensure continuity of the improvement.

This methodology is based on a balanced measurement approach that quantifies the results before and after the improvement process, in order to enhance positive change in a scientific and structured manner.

Before implementing the five phases of the improvement process, a set of preliminary steps should be undertaken by the government entity. These steps are detailed to ensure that necessary preparations are made and the government entity is ready for the service improvement endeavor. They include identifying the responsibility of the service improvement methodology implementation, understanding the strategic context of services, and forming a general perception on the reality of service delivery and improvement at the government entity.

This part also includes a tool for setting priorities and selection criteria for the services to be improved within a certain period of time. It is not recommended that the government entity becomes engaged in efforts to improve all its services at the same time. However, it may develop an improvement plan for all its main services to be completed according to a specific timetable, based on the most important priorities.

“Dubai Model for Government Services… From Diagnosis to Treatment”

HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of the Dubai Executive Council

Figure G: DMGS General Framework

PART ONE

Model Government Service Delivery Criteria

Based on the latest research, This part includes the key criteria for improving the quality of government services in service centres. The criteria are divided into six different perspectives: Customer Insights, Service Character, Service Realization,Customer Experience, Service Delivery Stars and Service Improvement Culture.

INTRODUCTION

This part details key criteria to adhere to for improving the quality of government services in service centres. The criteria are divided into six different perspectives as shown in the figure below, accompanied by examples whenever necessary to provide clarification.

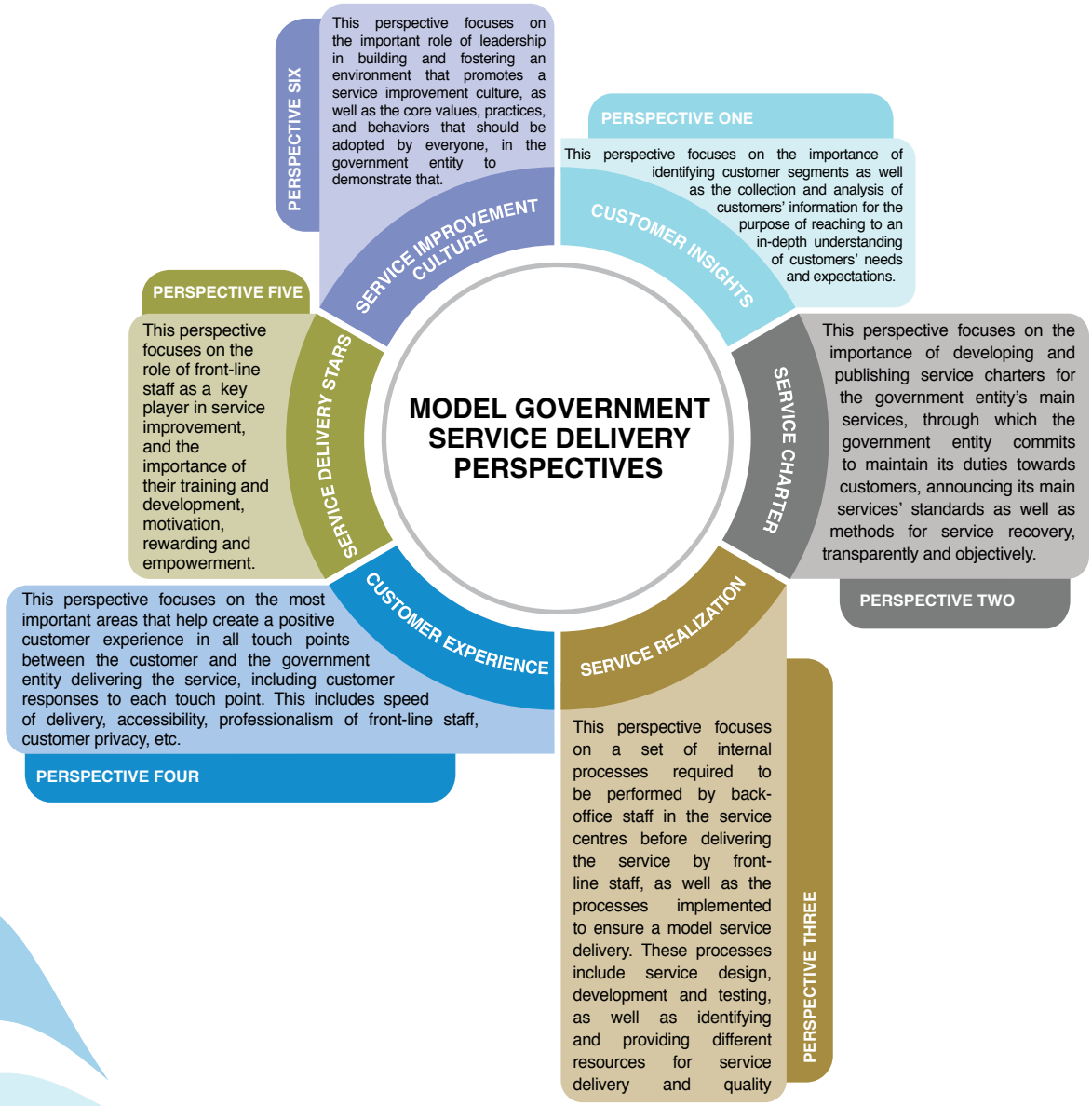
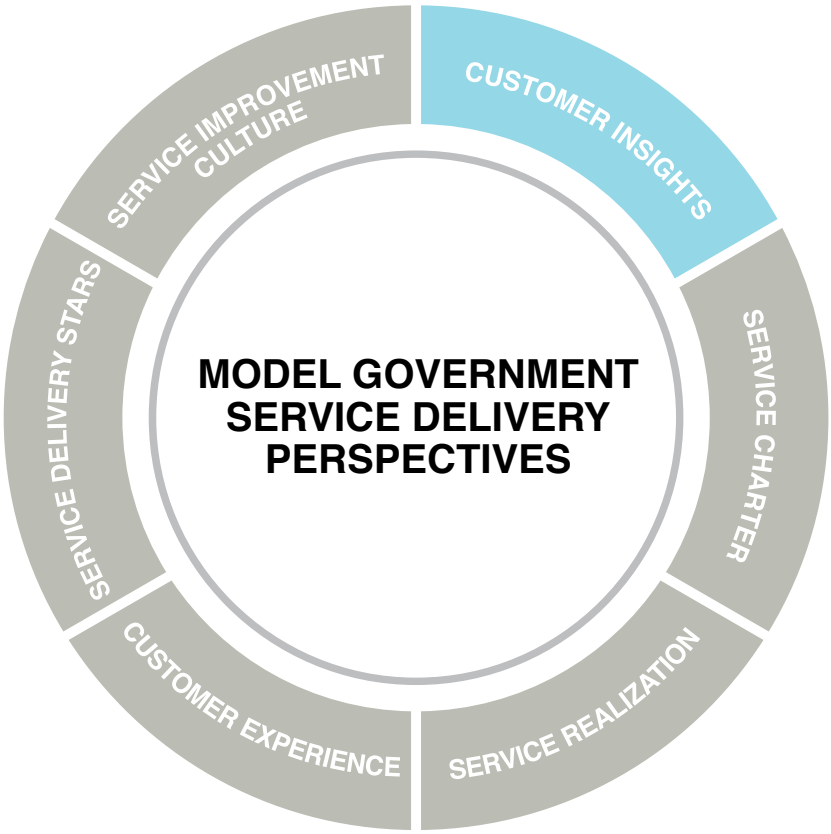


Figure 1.1: Summary of the Model Government Service Delivery Perspectives

PERSPECTIVE 1: CUSTOMER INSIGHTS

Due to its critical influence on the other perspectives, understanding customers' needs and expectations is one of the most important perspectives for enhancing the quality of government services. This perspective focuses on the importance of identifying customer segments as well as collecting and analyzing their information to reach to an in-depth understanding of their needs and expectations. This understanding should later affect service design, delivery and improvement.



No.	Criteria	Examples
1.1	We use a documented classification of our customer segments, including segments that are hard to reach as well as those of special needs, and we determine the characteristics of each segment apart.	Customers can be classified/segmented based on demographics (age, gender, marital status, etc.), geographical or behavioral patterns, according to services they receive or life events such as studying, marriage, etc.
1.2	We update our customer segments and characteristics of each segment apart, whenever data becomes available.	None
1.3	We share information about customer segments and the characteristics of each segment with the concerned employees (especially front-line staff).	None
1.4	We periodically and systematically collect and analyze the data of each customer segment in order to better understand their needs and expectations.	The understanding of customers' needs and expectations may be achieved by using different approaches, such as: customers and transactions data, complaints and suggestions systems, results of the customer experience assessment, results of the consultation with customers, etc. Customers' data analysis may cover customer preferences, determination of their repeated response patterns at touch points with the government entity, repeated patterns in the complaints and suggestions, etc.

No.	Criteria	Examples
1.5	We periodically assess and improve the methods used in collecting and analyzing data of each customer segment.	The methods of collecting and analyzing data can be assessed according to a set of assessment criteria such as: information quality, reliability, timeliness, accessibility, comprehensiveness, usability, and effectiveness.
1.6	We regularly consult with our customer segments by using various methods.	Consultation may include discussion of customers' feedback and views on the services delivered by the government entity, new services to be delivered in the future, and methods of service improvement, such as delivery channels, service quality attributes, service standards, etc. Consultation with customers can be carried out through surveys, interviews, focus groups, online discussion boards, customer networks, etc.
1.7	We periodically review the consultation methods with customer segments to ensure their effectiveness.	The assessment of the consultation the methods with customers may address appropriateness of these methods to the customer segments and needs, participation levels, results representation levels. It also may include methods' flexibility to adapt to changes in the service priorities as well as the changes and updates in customer segments and their needs and expectations, etc

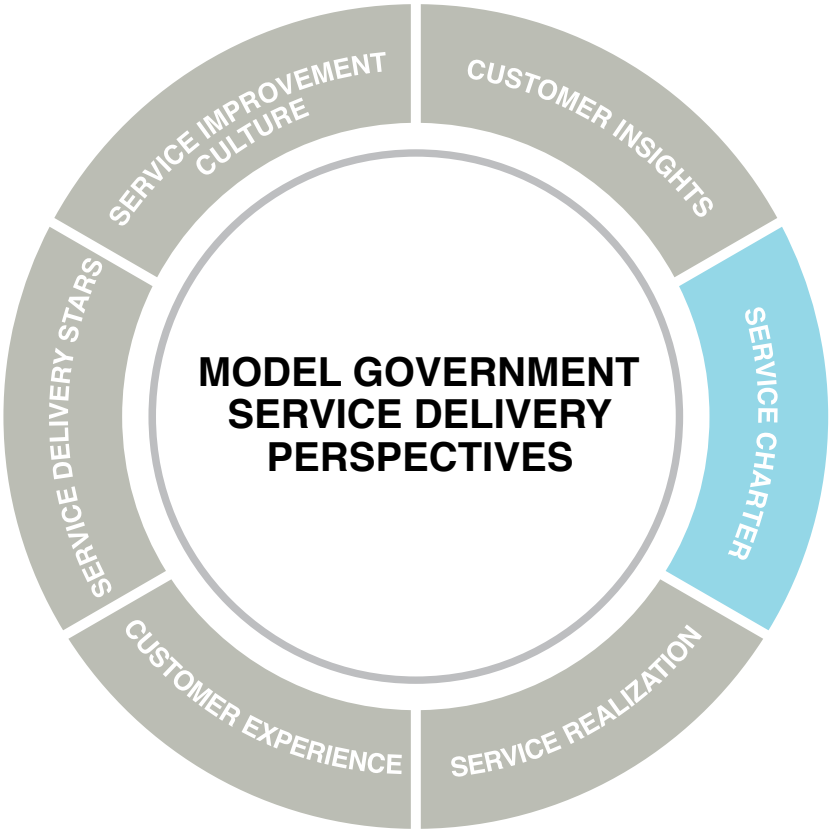
No.	Criteria	Examples
1.8	We periodically use reliable and diversified methods to assess customer experience upon receiving main services.	Assessment methods of customer experience may include surveys, customer verbal or written responses, or customer complaints and suggestions, etc.
1.9	We process and analyze the data related to customers' needs and expectations promptly and without delay.	None
1.10	We use the information related to customers' needs and expectations in an effective manner.	Information related to customers' needs and expectations may be used to improve service standards, design new services, re-consider current services, set service improvement priorities, and develop or modify the relevant policies and strategies, etc.
1.11	We are keen to systematically share the information related to customers' needs and expectations with front-line staff and to ensure this information is passed on across concerned departments in a timely manner.	Information may be shared through periodic meetings, e-mails, publications or employees' newsletters, etc.

Table 1.1: Customer Insights Criteria

No.	Criteria	Examples
1.12	We announce to customers the steps taken to improve services based on the increasing understanding of their needs and expectations.	Announcement to customers may be made through publications and newsletters at the service centres, available media channels, the government entity's website, etc.
1.13	We publicize our customers' excellent ideas which widened our understanding of their needs and expectations.	Customers' ideas may be publicized via publications and newsletters at the service centres, available media channels, the government entity's website, etc.

PERSPECTIVE 2: SERVICE CHARTER

In order to demonstrate the commitment of the Government of Dubai to deliver high-quality services to all customer segments and through different service delivery channels, this perspective focuses on the importance of developing and publishing main service charters, through which the various government entities commit to maintain their obligations towards customers, announcing main services' standards, service recovery methods, transparently and objectively.



No.	Criteria	Examples
2.1	We prepare service charters for our main services and announce them using all appropriate channels.	The service charter main elements usually include the following: Name and description of the main service, list of available service delivery channels, service delivery timings through various delivery channels, service delivery procedures, service fees, service standards (including the standards of addressing complaints), simplified procedures for addressing customers' complaints through various complaints' reception channels, such as the name and address of the official responsible for receiving complaints (i.e. phone and e-mail), and the procedures for recording and following up complaints, etc. Main service charters may be published through appropriate media campaigns, service delivery centres, website, newsletters, and publications, etc.
2.2	Our service charters include specific, ambitious, and measureable standards.	Specialized service standards may refer to the service delivery time (such as time to issue a house building permit, a passport, or an ID), or accuracy levels of service outputs such as the number of acceptable errors, etc. Customer Service Standards may also include quality standards for responding to customers' enquiries and applications across different communication means, such as phone and e-mail (e.g. speed to answering phone calls and e-mail inquiries, or accuracy in providing information). Service standards should also include standards of addressing complaints related to the service, such as the necessary time to acknowledge a complaint and resolve it, the commitment to provide current status updates concerning the complaint, etc.

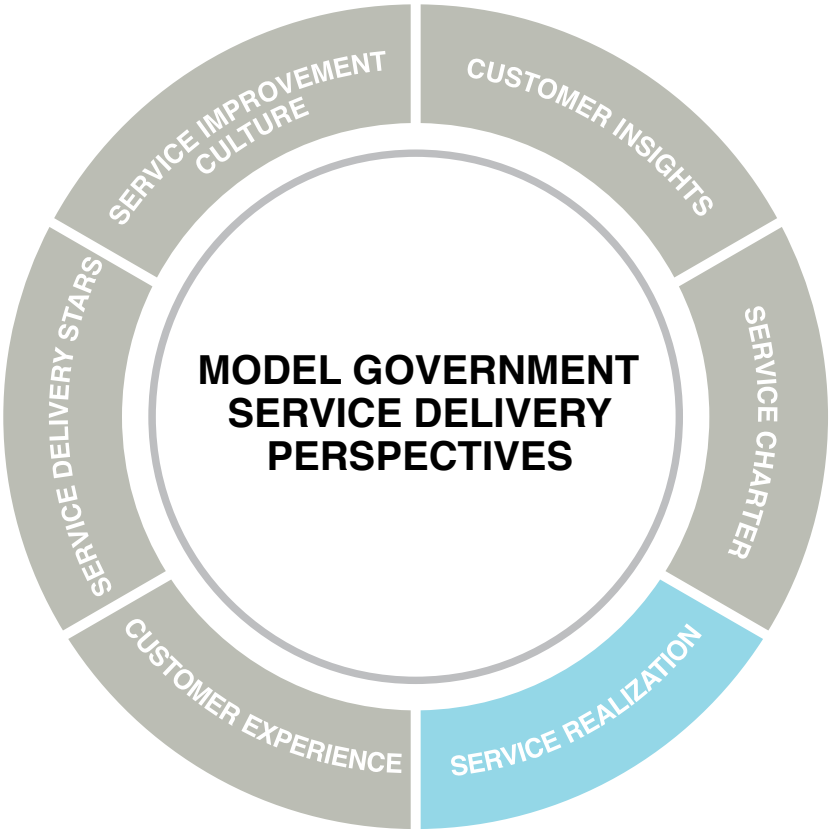
No.	Criteria	Examples
2.3	We prepare our service charters in a comprehensive manner and in consultation with all concerned customers' segments, employees, and partners, while taking into account benchmarking with the best international practices, where applicable.	None
2.4	Our service charters are written in a simple, clear, and meaningful language to all the concerned customers' segments, employees, and partners.	None
2.5	Front-line staff are fully aware of the contents of our service charters related to their work.	None

Table 1.2: Service Charter Criteria

No.	Criteria	Examples
2.6	We periodically review and update our service charters.	The review may address the charter format and design, the ease of the language used, the charter information accuracy, etc.
2.7	We monitor the conformance with the service standards upon delivery.	None
2.8	We analyze the actual performance gaps against service standards in consultation with the concerned employees, particularly the front-line staff.	None
2.9	We use information on services' delivery conformance against their standards in an effective manner.	This information may be used to modify the service standards, set the improvement priorities, etc.

PERSPECTIVE 3: SERVICE REALIZATION

Service realization includes all operational activities carried out by the government entity to prepare for the delivery of a service in its final form, after identifying the customers' needs and expectations, as stated in perspective 1, and identifying the model service standards, as stated in perspective 2. Thus, this perspective focuses on a set of internal processes required to be performed by back-office staff of service centres before the final service is delivered by front-line staff, as well as the processes implemented to ensure a model service delivery. These processes include service design, development, testing, identifying and providing different resources for service delivery as well as the quality assurance procedures.



No.	Criteria	Examples
3.1	We use a documented and detailed list of the services we deliver.	The list of services may be documented by using a services catalogue. The latter includes usually the services' names and standards, targeted customer segments, service centres and timings, service fees and costs, etc.
3.2	We periodically review the list of services.	The list of services may be reviewed to assess their adaptation to the internal changes of the government entity and the external changes in the customers' needs and expectations, such as studying the appropriateness of the service delivery timings and centres' locations, service costs, service fees and accessibility costs.
3.3	We periodically and systematically measure our service delivery capacity.	None
3.4	We have a system to manage relationship with Customers.	These systems include usually processes for recording and follow-up on customers touch points, as well as registering and analyzing customers information, comments, and responses.
3.5	Our technological infrastructure supports internal services integration and integration with our partners.	None

No.	Criteria	Examples
3.6	We have a clear methodology for the management of our service delivery channels.	The methodology for the management of service delivery channels usually includes the criteria for selection, change and integration of channels, and the details of these actions.
3.7	We design our new services with the participation of the concerned from customers' segments, employees, and partners while taking into account benchmarking with the best international practices, where applicable.	Service design includes usually the identification of service definition, customers' segments, service delivery timings, service delivery channels, methods of service marketing, service costs, service prices, etc. Participation of the concerned may take place during drawings of the service process flowchart, customer experience mapping, pilot testing or preliminary demonstrations, etc.
3.8	We redesign our existing services by thinking creatively to add value to customers and avoid unnecessary steps that increase the service cost.	Services may be redesigned by using as-is and to-be flowcharts and customer experience mapping. New technologies may also be used to automate the processes underpinning the services in order to increase responsiveness to customers, create economies of scale, innovate new service delivery ways or channels, etc.

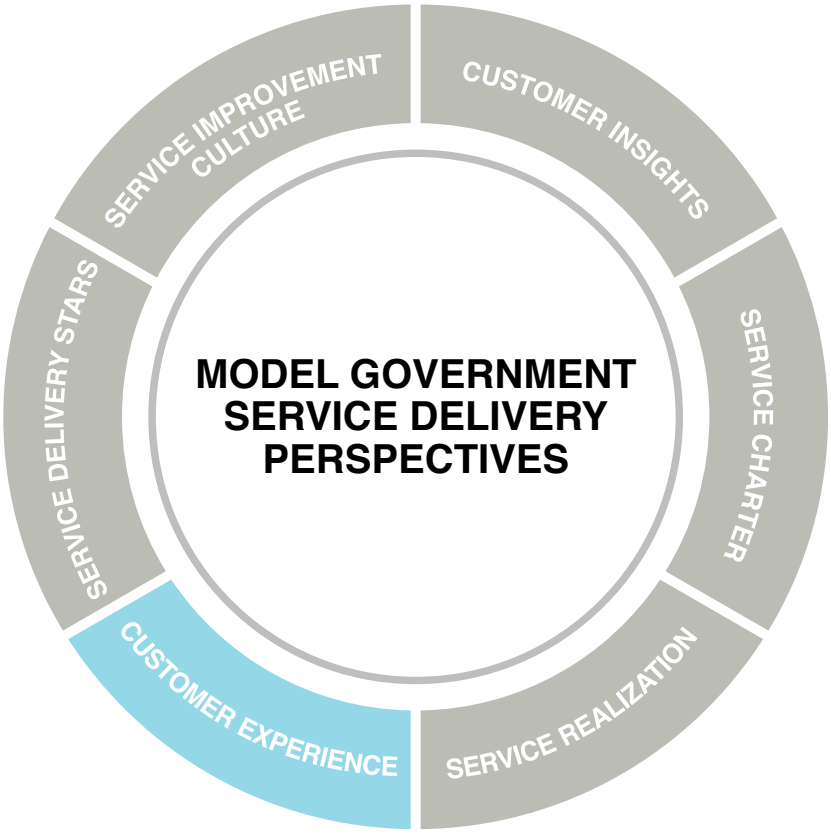
No.	Criteria	Examples
3.9	We implement service improvement models by using internal and external partnerships, whenever possible, taking into account clarification of responsibilities among the concerned parties.	Service improvement models through partnerships may include several forms, namely: service bundling within a single government entity, service bundling across government entities, public-private partnerships (contracting, outsourcing, privatization, etc.) Clarification of responsibilities usually includes the development of Service Level Agreements (SLAs) between the concerned parties. SLAs include clear and measurable objectives and describe the integration and delivery responsibilities to prevent any negative impact on service quality, follow-up and monitoring methods and criteria, and if needed, methods for sharing information of services and customers in a way that maintains confidentiality, etc.
3.10	We implement service co-delivery with customers, whenever possible, to add value to customers and reduce the service delivery costs.	None
3.11	We periodically measure the benefits resulting from the implementation of service improvement models through partnerships in order to take appropriate decisions.	Whether by internal or external partnerships or partnerships with customers.

Table 1.3: Service Realization Criteria

No.	Criteria	Examples
3.12	We periodically assess the risks to ensure the continuity of high-quality service delivery and to avoid its sudden interruption.	The probability of these risks usually increases upon the times of shifting service delivery among employees, transitioning service delivery before cancellation, starting the implementation of service delivery changes such as starting the implementation of a service improvement model, etc.
3.13	We document service delivery processes in a simple and updated manner.	The documentation of processes usually includes defining process inputs and outputs, key roles, key steps, objectives, and performance measures.
3.14	We save updated documents of the service delivery processes electronically with a log of process changes and we ensure accessibility to all concerned employees.	None
3.15	We systematically and periodically audit conformance to service delivery processes.	None
3.16	We analyze all issues found during auditing, identify their root causes, and then take necessary corrective actions.	None

PERSPECTIVE 4: CUSTOMER EXPERIENCE

The customer experience perspective focuses on all touch points between the customer and the government entity delivering the service, including customer responses to each touch point. This includes speed of delivery, accessibility, ease of use, quality of service information, and other service quality attributes that has a direct effect on customers' perceptions and responses.



No.	Criteria	Examples
4.1	We provide service information to different customer segments in a simple and clear language and through all possible channels.	Service information usually includes the service definition and ways of accessibility, such as identification of service centres, website address, contacts of the service delivery in-charge (phone number and e-mail address), service delivery entity/ entities, service delivery hours, required procedures for receiving the service, service charges, payment methods, etc. Information may be provided through a toll-free number to respond to the customers' enquiries and through a customer information office, service charters, brochures, and banners in service centres, website, etc.
4.2	We periodically review the quality of service information provided to customers, whether verbal or written, and method of communication, taking into account customers' opinions.	None
4.3	Our customers' data are associated to a unique and unified identification number.	Customers' data may be saved and exchanged in an electronic database (centralized or compatible with other databases) or through intelligent customers' data systems.
4.4	We recognize the customers' individual needs upon their first touch point with us, and we ensure guiding him/her to the best suited person to deal with and meet his/ her needs.	This may include the review of previously known information about the customer.

No.	Criteria	Examples
4.5	In case the service was not completed at the first touch point of the customer, we explain the subsequent steps and the probable time for completion.	None
4.6	We always protect our customers' privacy, whether it's during face-to-face interactions or upon saving and transferring data.	Policies and procedures may be followed in protection of customers' information privacy, such as verifying the customer's identity prior to delivering the service, using secure computer systems, designing the service delivery counters in a way to ensure customers' privacy (if necessary), etc.
4.7	When the service necessitates customer's visit to our premises in person, we ensure that our service centres are easily accessible to the various customer segments.	This may include ensuring that the service centres are close to main roads and public transport stations. We also ensure that a vehicles' parking lot is available; road signs that guide to the service centres are present, signs are placed on the building's entrance or inside it to indicate the various service delivery counters, as well as signs guiding to the parking lot and providing special counters for customers with special needs.
4.8	When the service necessitates customer's visit to our premises in person, we ensure a welcoming environment is provided in our service centres.	This may include the general appearance of the place, its cleanliness, tidiness, and the availability of convenient comfort levels, such as waiting seats, drinking water, pens, required forms and brochures, internet access, adequate prayer rooms, proper wash rooms, etc.

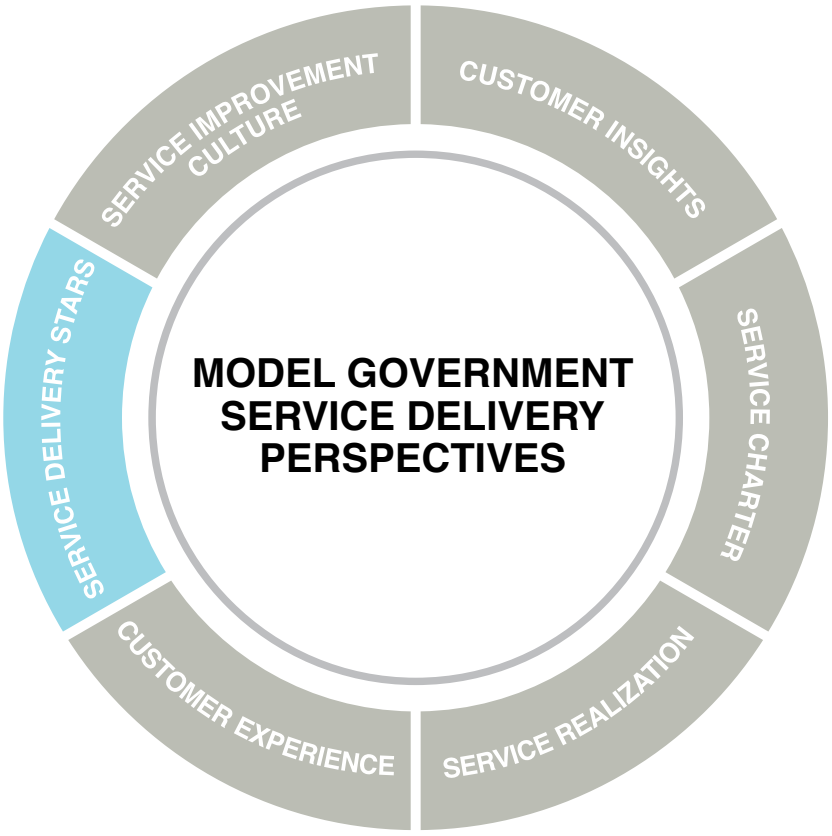
No.	Criteria	Examples
4.9	When the service necessitates customers' visit to our premises in person, we ensure an environment that complies with the health and safety criteria according to the legislations and regulations set forth by the Emirate.	None
4.10	When the service necessitates the customers' visit to our premises in person, we ensure customers' smooth flow in the service centres.	This is possible by providing an information counter, posters on key service information, service charter poster, electronic queue system, paths or counters tailored for specific customer groups, etc.
4.11	Our website is designed to contribute to creating a positive customer experience.	Please refer to the criteria published by Dubai e-Government in this regard.
4.12	Our front-line staff are highly professional when interacting with customers, whether face-to-face, over the phone, or through e-mail.	Please refer to Appendix A in this document that provides a code of conduct for front-line staff.
4.13	We use multiple service delivery channels to facilitate customers' accessibility to our services.	This is possible through optimum design of the website, providing temporary service delivery offices, flexible and expandable working hours, toll-free phone numbers, integrated service centres, joint work arrangements with internal and external partners, etc.

Table 1.4: Customer Experience Criteria

No.	Criteria	Examples
4.14	We process customers' applications and respond to their enquiries through all available service delivery channels promptly and without any delay. In case of delay, we inform the customer and take action promptly to address the reasons of delay.	None
4.15	We deliver our services in accordance with the standards set forth in the service charter.	None
4.16	We deliver the services in a consistent manner through all available service delivery channels and for the various customer segments.	None
4.17	We deliver the services fairly and without bias.	None
4.18	We co-deliver the service with customers whenever possible.	None

PERSPECTIVE 5: SERVICE DELIVERY STARS

This perspective focuses on the role of front-line staff as an essential key element for service improvement, since they are best suited to understand and address customers' needs and expectations, and improve customers' experience in a way that exceeds these expectations. Due to the significant impact this has on service improvement, the perspective emphasizes the importance of front-line staff training, motivation, rewarding and empowerment.



No.	Criteria	Examples
5.1	During the recruitment process of potential front-line staff, we assess their public service culture.	Assessment may take into account the overall attitude, potential ability of the person to build good relationships with customers, good oral and written communication skills, etc.
5.2	Upon recruitment, the front-line staff receive adequate orientation training to ensure service delivery continuity according to the set forth service standards.	The orientation training may cover general information on the government entity's services, service delivery regulations and procedures, methods for handling customers' enquiries and complaints/suggestions, methods for handling customers data, customer data analysis methods, etc.
5.3	We equip and train our front-line staff to deliver high-quality services.	This may include training courses and seminars to introduce customer service skills suitable to the role of front-line staff. Training subjects may include: emotional intelligence at the work place, how to identify customer needs, how to address customer complaints, skills for service recovery, oral and written communication skills, phone conversation skills, listening skills, team-work skills, how to handle and analyze data, work ethics, how to preserve confidentiality of customers' information, customer interviewing skills, how to tailor service delivery to the individual customer needs, how to deal with customers with special needs, etc.
5.4	We encourage positive competition amongst our front-line staff, as individuals or teams, as well as competition among the various service centres.	This is possible by applying recognition and incentive schemes.

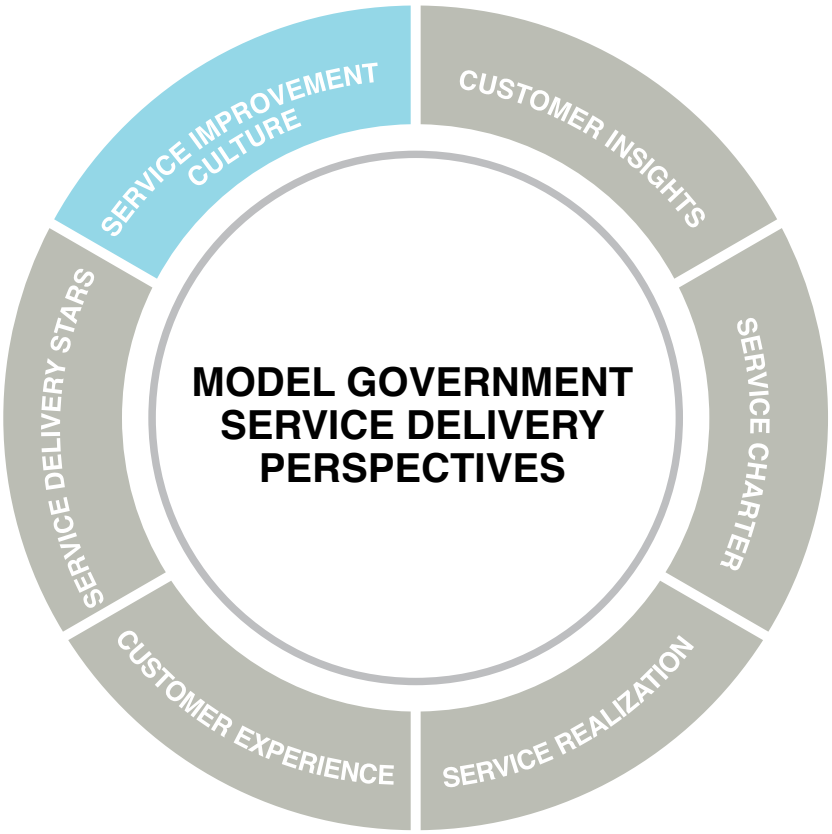
No.	Criteria	Examples
5.5	We encourage creative thinking among our front-line staff, as individuals or teams.	This may include the application of creativity boosting tools, such as quality and innovation circles, brainstorming, service improvement teams, problem-solving teams, front-line suggestion teams, horizontal joint improvement teams across government entities, etc.
5.6	We systematically listen and respond to our front-line staff's ideas and take them into consideration when setting service improvement priorities.	None
5.7	We periodically review and improve the process of front-line staff engagement in service improvement.	None
5.8	We empower our front-line staff to take decisions required for providing a positive customer experience.	This is possible by enhancing accessibility of front-line staff to necessary customer information or giving them financial (limited amounts of money) and non-financial authorities in order to take immediate actions to resolve problems upon their occurrence, etc.

Table 1.5: Service Delivery Stars Criteria

No.	Criteria	Examples
5.9	We ensure the well-being of our front-line staff at all times.	This is possible through applying safety systems, preparing front-line staff for the changes resulting from service improvements efforts, providing counseling services to the front-line staff, providing systems to address their grievances, etc.
5.10	We use analysis of front-line staff's satisfaction results to set service improvement priorities.	The front-line staff's satisfaction surveys may cover aspects like: training, career growth and development, readiness for changes resulting from service improvement initiatives, empowerment by the management, information sharing and transparency, job security, professional guidance, flexibility of working hours, awareness of job requirements, awareness of the government entity's vision, etc.
5.11	We link the service assessment results to our front-line staff's periodic individual performance appraisal.	None

PERSPECTIVE 6: SERVICE IMPROVEMENT CULTURE

Service improvement culture includes core values, practices, and behaviors adopted by leadership and all employees in a government entities to put service improvement first. This perspective focuses on the important role of leadership in building and fostering an environment that promotes a service improvement culture, as well as the core values, practices, and behaviors that should be adopted by everyone, leadership and employees, in the government entity to achieve that.



No.	Criteria	Examples
6.1	Our top leadership is involved in the development of the service improvement plan, supports its implementation, and communicates it to all employees and internal and external partners.	This can be done by directly meeting the customers, listening to their needs and comments, taking their insights and service assessment results in consideration when making strategic decisions, participating in meetings for the development of the service improvement plan as well as service improvement teams' meetings, allocating necessary resources to implement the plan, etc. Communication of the service improvement plan may occur in meetings, newsletters, etc. The service improvement plan includes elements that are explained in depth in Part three of this document.
6.2	Our leadership periodically follows up the implementation progress of the service improvement plan.	None

No.	Criteria	Examples
6.3	We encourage all employees to actively take part in the development and implementation of the service improvement plan.	None
6.4	All concerned employees are fully aware of the contents of the service improvement plan and are committed to contributing to its implementation.	None
6.5	We periodically and systematically measure and assess our performances as per the objectives in the service improvement plan.	None
6.6	We take our key decisions ensuring customer centricity and improvement of service efficiency.	None

Table 1.6: Service Improvement Culture Criteria

No.	Criteria	Examples
6.7	Our leadership appreciates and rewards employees' contributions to service improvement, whether individuals or teams, and link such contributions to the periodic individual performance appraisal.	The recognition may be monetary or non-monetary.
6.8	Our leadership opens communication channels with our partners and encourages team work spirit.	None
6.9	We ensure that knowledge sharing and collective learning amongst employees and partners are at the heart of our daily work.	This may be possible through exchange of expertise, encouraging experimentation, using mistakes as a learning tool, sharing best practices at various service centres and concerned departments, sharing developed solutions and innovations as well as implemented and successful improvement methods, etc.

PART TWO

Unified Government Services Assessment Tools

This part outlines the three unified tools adopted by DMGS for the assessment of government services in a balanced manner, namely:

- Self-assessment Tool
- Unified Customer Experience Tool
- “Efficiency” Tool

INTRODUCTION

The unified services assessment tools adopted in DMGS which amount to three, diversify in using perception and operational measures. The perception measures express customers' impressions about his/her experience upon receiving a service at all touch points with the government entity through the Unified Customer Experience Assessment Tool. They also express the government entity's opinion with regard to its internal service delivery capabilities using the Self-assessment Tool. While the operational measures express the relationship between the service inputs and outputs through the "Efficiency" tool.

All these assessment tools were designed to identify baseline measures when the tool is used for the first time, along with the objective that the government entity aspires to achieve as a result of service improvement efforts.

Setting a baseline establishes a measurement starting point. It represents the current status in the government entity and is used as a reference point for progress in performance after the improvement efforts. Accordingly, going through measurements for the first time will provide the government entity with information on a service performance, which can be used later to compare results after improvement.

Service improvement objective aims at setting the specific target that the government entity aspires to achieve in a service after certain improvement efforts are made. Setting future service improvement objectives is affected by the government entity's vision, strategic goals and performance indicators as well as by the customers' insights and opinions.

The measurement approach adopted in government entities plays an active and important role in the success of the service assessment process. Tools must be adopted firmly, objectively, and transparently in order to enable the government entity to lay the foundations of continuous learning and improvement and ensure sound and appropriate decision-taking.

1.SELF-ASSESSMENT TOOL

Improving the quality of government services requires an understanding and a systematic and organized implementation of the criteria for model government service delivery. Consequently, this tool provides a way to assess the degree of implementation of each of the criteria for model government service delivery in service centres. It also helps government entities assess their service delivery internal capabilities as well as identifying their strengths and weaknesses. As a result, government entities will be equipped to set the improvement priorities in service centres in a scientific and structured manner.

Tool Components

The self-assessment tool consists of the following components:

Assessment Criteria

These are all criteria for model government service delivery mentioned in Part One. They are divided as follows:

Perspective One (13 criteria)	**Perspective Two (9 criteria)**
Perspective Three (16 criteria)	**Perspective Four (18 criteria)**
Perspective Five (11 criteria)	**Perspective Six (9 criteria)**

Table 2.1: Number of Model Government Service Criteria for each Perspective

ToolScale

It demonstrates the implementation degree of each one of the criterion for model government service delivery in the assessed service centre, and consists of the following five levels:

Level	Result	Description
Level (1)	100%	The criterion is always implemented at the service centre.
Level (2)	75%	The criterion is most of the times implemented at the service centre.
Level (3)	50%	The criterion is sometimes implemented at the service centre.
Level (4)	25%	The criterion is rarely implemented at the service centre.
Level (5)	0%	The criterion is never implemented at the service centre.
N/A	When it is not possible to implement the criterion at the service centre.	

Table 2.2: Self-Assessment Tool Scale Levels

Baseline

The actual result obtained by the service centre at the government entity upon implementing the tool for the first time, as well as the date on which the measurement was carried out.

Improvement Objective

The specific target that the government entity plans to achieve in the assessed service centre and during the subsequent period of time as per the adopted measurement periodic frequency. The future target is set according to several factors, such as:

- The government entity's vision and goals in service delivery
- The service centre's performance in previous years
- The government entity's internal capabilities and available resources
- Local (inside and outside the government entity's), regional and international benchmarking

Assessment Frequency:

The rate of occurrences adopted for the self-assessment process. It can be a half-yearly or an annual process according to the government entity's capabilities and needs.

How to use the tool?

The following implementation approach is recommended:

1. Form a team whose members are carefully selected taking into consideration diversity of qualification, areas of expertise and job functions. The team should include service delivery employees, administrative and leadership personnel in the service centre as well as other concerned departments.

2. Ensure all team members understand the criteria for model government service delivery and the associated examples. This can be achieved through organizing a training workshop to familiarize the team with these criteria and the assessment method before starting the tool's implementation.

3. Determine the implementation level of each criterion according to the tool scale shown in Table 2.2. This should match the actual implementation level of each criterion in the service centre. Have the team members' consensus based on factual data and available evidences. For example, it is recommended that the "Customer Experience" perspective is assessed after reviewing the results of the customer experience surveys' results as well as complaints and suggestions. For examples, the team members may assume that the assessed centre is delivering the services at high speed, while the customers' opinions prove this assumption wrong.

   Specialized employee(s) may carry out the assessment process of each perspectives (and its criteria). Once completed, the results can be shared, discussed, and reviewed for validation to generate a consensus on the assessment result by all team members.

4. Write the implementation level selected for each criterion in the tool template shown in appendix 2.

5. Select "Not Applicable" if the criterion covers an area that cannot be applied in the service centre.

6. Add detailed comments on each criterion implementation level to show the services and delivery channels at which the selected implementation level is applied as well as other suitable comments. It should be noted here that, these details are of extreme importance in determining the possible service improvement areas, as will be discussed in Part Three of this document.

7. Calculate the final result as follows:
   Final result = total sum of the actual implementation results of all assessed criteria

8. Add the final result for the tool implementation in the baseline column when the tool is implemented for the first time, or the actual result column in other cases. The number of assessed criteria must be added in the column designated for this purpose.

9. Analyze the self-assessment results in detail and identify the weaknesses and strengths to be used later in setting the improvement priorities. The final result of the "self-assessment tool" implementation gives a strong impression of the service delivery capabilities in the service centre from the government entity's viewpoint; however, the study results of each perspective and its criteria will provide more accurate information, and therefore indicate which areas need improvement.

Brief Version of the Self-assessment Tool Template

Remark: The government entity may decide to use the brief version of the self-assessment tool if deemed appropriate to save time and effort in line with its internal capabilities. The template contains - as shown in the table below - a smaller number of criteria, representing the minimum quality requirements for model government service delivery in respective centres.

Perspective	Minimum Criteria
Perspective One	1.1, 1.2, 1.3, 1.4, 1.8, 1.9, 1.10, 1.11
Perspective Two	2.1, 2.2, 2.4, 2.5, 2.6, 2.7, 2.8
Perspective Three	3.1, 3.2, 3.4, 3.5, 3.7, 3.8, 3.12, 3.13, 3.14, 3.15, 3.16
Perspective Four	4.1, 4.2, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, 4.17
Perspective Five	5.1, 5.2, 5.3, 5.5, 5.6, 5.8, 5.9, 5.10
Perspective Six	6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8, 6.9

Table 2.3: Brief version of the Self Assessment Tool

2. UNIFIED CUSTOMER EXPERIENCE TOOL

Indicators that are commonly used to understand the customer experience are wide-ranging, and primarily rely on:

1. Operational indicators related to customers' usage patterns, adoption rates, preferred channels, etc., and are usually originated from internal systems.
2. Perception indicators related to service quality or customer satisfaction, etc., and are generated from questionnaires, focus groups, interviews, customers' council, suggestion and complaint systems, etc in the form of quantitative or qualitative data.

Focusing on customers when assessing government services is highly important; this is due to the fact that the entire government body is established to deliver services to customers and/or regulate the methods of service delivery so that customers' needs and interests are catered for. Government entities should aim to understand customers' experience to avoid the wrong presumption of their needs and expectations, and to identify any gaps in understanding customers' perceptions of service quality.

The unified customer experience tool uses the questionnaire as a method to understand customer experience, and to identify main improvement areas in assessed services. The unified customer experience tool is advised to be complemented with other methods and approaches to have a clearer and more comprehensive outlook on customer experience.

The unified customer experience tool adopts the questionnaire as a method of acquiring customers' qualitative and quantitative feedback. It encourages customers to assess their experience when dealing with the government entity to acquire a specific service or a set of services.

The tool consists of a set of key components, under each a group of specially designed questions were included to assist government entities in the implementation process.

Tool Components

The unified customer experience assessment tool consists of the following components:

Customer Experience Description

Customer experience involves all touch points between a customer and the government entity and the customer's responses to these touch points when acquiring a service or a set of services. The customer experience assessment is affected by the quality of the final product/output delivered by the government entity and the way the service was delivered. Hence, assessment of customer experience considers the following aspects:

Experience Technical Aspect

Assessing the final product/output received by the customer as a result of communicating with the government entity (for example identification documents such as personal ID, passport, or a transportation card from one place to another). This aspect of the customer experience is usually measured through monitoring the counts and costs of errors in the final product.

Experience Functional Aspect

Assessing the method through which the customers received the final product/output by communicating with the government entity (i.e. speed of delivery, accessibility, front-line professionalism, ease of use, information quality, etc.)

As illustrated in figure 2.1, recent researches indicate that the fulfillment of customers' primary needs in the government sector and therefore their impressions depend on the following main quality attributes:

Customer's experience main quality attributes

- **Speed of delivery:** Refers to how long a customer had to wait, how long the service actual delivery took and the responsiveness to customers' enquiries.
- **Accessibility:** Refers to availability of multiple service delivery channels, ease of access to service centres, flexibility of working hours, etc.
- **Professionalism of front-line staff:** Refers to the skills, competence, and behaviour of front-line staff.
- **Ease of use:** Refers to the simplicity of the service delivery process and related forms.
- **Service Information quality:** Refers to the comprehensiveness, clarity, accuracy, up-to-dateness and consistency of service information.
- **Customer Privacy:** Refers to handling customers' information with confidentiality.
- **Appearance:** Refers to the ambience of service centres, how suited they are to customer needs and the nature of the delivered service.

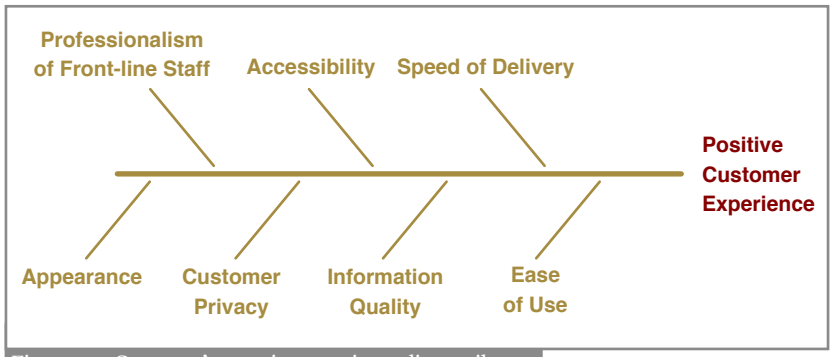


Figure 2.1: Customer's experience main quality attributes

To assist government entities understand customers' experiences, this tool was designed to include a comprehensive list of factors emanating from the seven quality attributes mentioned above. Those factors affect the customers' experience and were phrased in the form of questions. A database of a comprehensive list of questions is provided to government entities to select from as deemed appropriate. Some questions represent fundamental factors and therefore should be always used, if relevant to the customer experience, to allow for benchmarking among different service centres in the government entity or between different government entities.

Although, the unified customer experience tool design relied on latest academic research related to quality attributes in public service delivery and on the most recent customers' needs and expectations research applied in the Executive Council. Government entities are recommended to undertake regular studies regarding the main quality attributes and factors for its main services according to the different customer segments. This is to enrich the list included in this tool database with the necessary quality attributes and factors required by customers of each government entity individually, and to suit the special nature of the services (if any).

In this case, the government entity must apply the best research approaches to ensure the adequate design of the research studies. For example, if the government entity needs to add other quality attributes to the unified customer experience tool; and hence, a list of additional questions, it can first listen to customers' opinions in focus groups or interviews to gather qualitative information about other quality attributes of the service. It can then translate the results into questions that can be used in the tool later.

Satisfaction Levels

The concept of measuring satisfaction levels of customers' experience revolves around understanding customers' expectations. A customer's expectations are normally affected by a group of factors such as personal needs, previous experiences in dealing with the government entity, word of mouth as well as other factors.

The unified customer experience tool adopts the performance-based theory for customer satisfaction measurement, due to its academically proven scientific soundness and ease of use.

Improvement Areas

The purpose of this part of the tool is to encourage customers to express their qualitative opinions regarding their experience with the government entity and suggest main areas for improvement. This part helps the government entity plan improvement for its services through the optimal use of the customer's insights and ideas.

How to Use the Tool?

It is suggested that the government entity implements this tool as follows:

1. Identify the service or set of services to be assessed.

2. Identify the customer questionnaire objectives.

3. Identify the customer's touch points with the government entity across all service centres and channels in order to customize the questionnaire accordingly. Customer experience mapping can be used to serve this purpose.

4. Identify the segments of customers targeted in this measurement and the sample size.

5. Choose the basic questions for the questionnaire from the unified customer experience tool database as mentioned in appendix 3, and as relevant to the customer experience.

   The basic questions are vital to the assessment process as they represent the fundamental factors that impact the customers' perception of their experience. Moreover, the basic questions will facilitate benchmarking among different service centres within the government entity or between different government entities. If the customer experience includes contact with multiple service centres and channels, questions should take this into account, regardless of the organizational boundaries within the government entity (if any).

6. Enhance the questionnaire by using suitable questions from the unified customer experience tool database, as mentioned in appendix 3, that are relevant to the service and that meet the objective of the questionnaire. Bear in mind that the actual questionnaire will use much fewer questions than those in the database.

7. Add extra questions (if necessary) to meet the specific objectives of the questionnaire and the particular nature of services, provided that it is done in a scientific and structured manner as mentioned earlier.

8. Identify and add general information questions that the government entity wishes to obtain regarding the service and the customer.

9. Finalize the questionnaire by adding a suitable introduction that typically includes the purpose, a confirmation of confidentiality statement, and the expected time needed to complete the questionnaire.

10. It is also necessary to define the following when designing the questionnaire, and register it in the tool log illustrated below:
    a. The baseline when using the tool for the first time
    b. The assessment frequency
    c. The target according to several factors, including:
        - The government entity's vision and service delivery goals
        - The service delivery performance during previous years
        - The government entity's internal capabilities and available resources
        - Local, regional, and international benchmarking etc.

11. Distribute the questionnaire via appropriate channels (phone, e-mail, interviews, paper forms, etc.) taking into consideration the diversity of the questionnaire distribution channels, if possible, to give a chance to as many customers as possible to express their opinions.

12. Collect information and analyze results according to the "Customer Experience Analysis" guide issued by Dubai' The Model Centre.

13. Register the main results in the tool log illustrated in figure 2.2.

Log Template of the Unified Customer Experience Tool					
Service set of) (services	Baseline	Assessment Start Date	Assessment Frequency	Objective	Result

Figure 2.2: Log Template of the Unified Customer Experience Tool

3.“EFFICIENCY” TOOL

The DMGS adopts the “Efficiency” tool in measuring and documenting the increase in service efficiency in government entities as a result of improvement efforts. The “Efficiency” tool was designed as a simple and easy-to-use tool. It enables government entities to measure and document information related to services’ main inputs and outputs, to help later on in their performance monitoring and improvement.

Tool Components

The “Efficiency” tool includes, as shown in the template of appendix 4, a set of requirements that should be defined to facilitate the implementation process as follows:

Baseline

The actual service input and output results identified by the government entity upon implementing the tool for the first time, as well as the date on which the measurement was carried out.

Assessment Frequency: The rate of occurrences adopted for measurement, which usually depends on the government entity’s capabilities and needs.

Service Efficiency Increase Objective (Savings Objective)

The numeric target the government entity plans to achieve in the time period subsequent to the agreed assessment frequency. The objective is set according to several factors, such as:

- The government entity’s vision and service delivery goals
- The service performance in previous years
- The government entity’s internal capabilities and available resources
- Local, regional, and international benchmarking

Percentage of Actual Service Efficiency Increase (Percentage of actual savings)

The actual improvement in service efficiency, and relates to the cost reduction in the service unit as a result of the service improvement. This can be scientifically demonstrated using the following formula:

Percentage of actual service efficiency increase = ((service unit cost before improvement – service unit cost after improvement) / service unit cost before improvement) * 100%

Note that this part of the tool is not about the service cost calculation, but about the change in the service delivery efficiency level as a result of the service improvement implementation.

Percentage of Achievement

The extent of service efficiency increase compared to the plans set by the government entity in advance.

Percentage of achievement = (Actual service efficiency increase in percentage / service efficiency increase objective in percentage) * 100%

It is important to note that the efficiency savings achieved by the government entity may be cash or non-cash. Cash efficiency savings are defined as savings that generate cash amounts that can be used as inputs to other services, or re-used in the same service to achieve better results. This type of saving can be made by reducing service inputs without affecting service outputs.

Non-cash efficiency savings are defined as savings that do not generate cash amounts, but lead to an increase in productivity by increasing service outputs with no impact on the service inputs, or a significant increase in outputs with a marginal increase in service inputs.

How to Use the Tool?

The extent of increase in services' efficiency at the government entities is measured by using the "Efficiency" tool as the following:

1. Define the services included for the assessment, along with the objective for Increase in Service Efficiency and register in the tool template shown in appendix 4.

2. Define a suitable measurement frequency and fill it in the relevant field within the template.

3. Calculate the percentage of increase in service efficiency after implementing the improvement initiatives. This can be done according to the method used by the government entity in improving the service efficiency. A government entity can enhance its service efficiency level in the following ways:

   a. Reducing service inputs (from monetary resources, human resources, or assets) in order to achieve the same level of outputs. Reducing service inputs also includes reducing the purchasing costs of service inputs. In this case, the increase in service efficiency can be calculated by using the following equation:

      Percentage of actual service efficiency increase = ((amount of service input before improvement – amount of service input after improvement) / amount of service input before improvement) * 100%

   b. Increasing service outputs without impacting the service inputs. The increase in service efficiency can be calculated by using the following equation:

      Percentage of actual service efficiency increase = ((amount of service outputs after improvement – amount of service outputs before improvement) / amount of service outputs before improvement) * 100%

c. Significantly increasing the outputs with the marginal increase of inputs. The increase in service efficiency can be calculated by using the following equation:

Percentage of actual service efficiency increase = (((amount of service inputs before improvement * amount of service outputs after improvement) / amount of service inputs after improvement) / amount of service outputs before improvement) * 100%

4. Calculating the percentage of achievement by using the following equation:

Percentage of achievement = (Percentage of actual service efficiency increase / Service efficiency increase objective in percentage) * 100%

EXAMPLES

Example (1):

The government entity (A) suffers from the pilling up of applications for one of its services in the service centre where six employees work and from recurring customers' complaints regarding service delivery speed. Government entity(A) measured the average number of applications completed in one month in 2010, and found it to be 100. The service improvement team noticed that this service efficiency could be improved. It sets an initial objective for service efficiency increase of 10%, based on benchmarking with another service centre in the same government entity. The team simplified the service's procedure by reducing the number of steps and empowering front-line delivering the service. As a result, the same number of employees was able to increase the average number of applications completed in one month to 108. Consequently, there was a notable decrease in customers' complaints with regard to service delivery speed. What is the percentage of actual increase in service efficiency?

Solution for Example (1)

Since the service efficiency level was improved by increasing the service outputs (from 100 to 108 applications), without impacting the service inputs, the equation to be used to calculate the increase in service efficiency is as follows:

Percentage of actual service efficiency increase = ((amount of service outputs after improvement – amount of service outputs before improvement)/amount of service outputs before improvement) *100%

Therefore, the percentage of the actual service efficiency increase = **((108 – 100) / 100) * 100% = 8%**

And the percentage of achievement can be calculated as follows:

Percentage of achievement = (Percentage of actual service efficiency increase / Service efficiency increase objective in percentage) * 100%

Percentage of achievement = **(8/10) * 100%= 80%**

Example (2):

The government entity (A) has integrated one of its delivered services with the government entity (B). As a result, the costs of support processes contracted by (A) to one supplier were reduced from AED 1.5 million to AED 1 million annually without any impact on the service outputs. What is the percentage of actual increase in service efficiency for (A)?

Solution for example (2)

Since the service efficiency level was improved by reducing one of the service inputs (from AED 1.5 to 1 million), without impacting the service outputs level, the equation to be used to calculate the actual increase in service efficiency is as follows:

Percentage of actual service efficiency increase = (amount of service input before improvement – amount of service input after improvement) / amount of service inputs before improvement) * 100%

Therefore, the actual service efficiency increase is = **((1.5 - 1)/1.5)* 100% = 33.3%**

PART THREE

Government Services Improvement Methodology

This part provides a detailed and comprehensive explanation of the services improvement methodology adopted in Dubai Model for Government Services. This methodology consists of five phases as follows, preceded by a set of preliminary implementation steps:

- Current State Assessment.
- Planning Service Improvement.
- Implementation.
- Monitoring and Follow-up.
- Continuous Learning.

INTRODUCTION

This methodology consists of five interrelated phases that will support government entities in relation to leading and executing service improvement efforts.

The service improvement methodology adopted in DMGS was based on the typical sequence followed in the globally known tool for continuous improvement (Plan – Do – Check – Act). DMGS adopts a philosophy that continuous improvement should be measured to demonstrate accurately and reliably the extent of positive change in the services performance. Thus, the service improvement methodology includes five main phases, starting with the current state assessment, followed by the planning of service improvement phase, implementation, monitoring and follow-up, then finally the continuous learning phase.

As shown in figure 3.1, the service improvement methodology adopted in this model consists of five phases, preceded by a set of preliminary implementation steps as follows:

Preliminary steps, namely:

- Forming a service improvement team.
- Studying the strategic context.
- Studying the services, customer segments, and partners.
- Studying the previous and current service improvement efforts.
- Identifying the services to be improved.

Phase One: Current State Assessment

Consisting of the following steps:

First step: Baselining.

Second step: Understanding customers' needs and expectations.

Phase Two: Planning Service Improvement, consisting of the following steps:

First step: Identifying future objectives.
Second step: Identifying a list of potential service improvement areas.
Third step: Setting improvement priorities.
Fourth step: Developing a service improvement plan.

Phase Three: Implementation, consisting of the following steps:

First step: Plan communication.
Second step: Overseeing the implementation.
Third step: Change management.
Fourth step: Risk management.
Fifth step: Flexibility towards the plan.

Phase Four: Monitoring and Follow-up, consisting of the following steps:

First step: Implementation follow-up.
Second step: Reporting and dealing with recommendations.
Third step: Updating the improvement plan.

Phase Five: Continuous Learning, consisting of the following steps:

First step: Assessment of final results.
Second step: Celebrating success.
Third step: Continuous follow-up.

The practical implementation of DMGS in government entities should follow the order of service improvement phases outlined in this part.

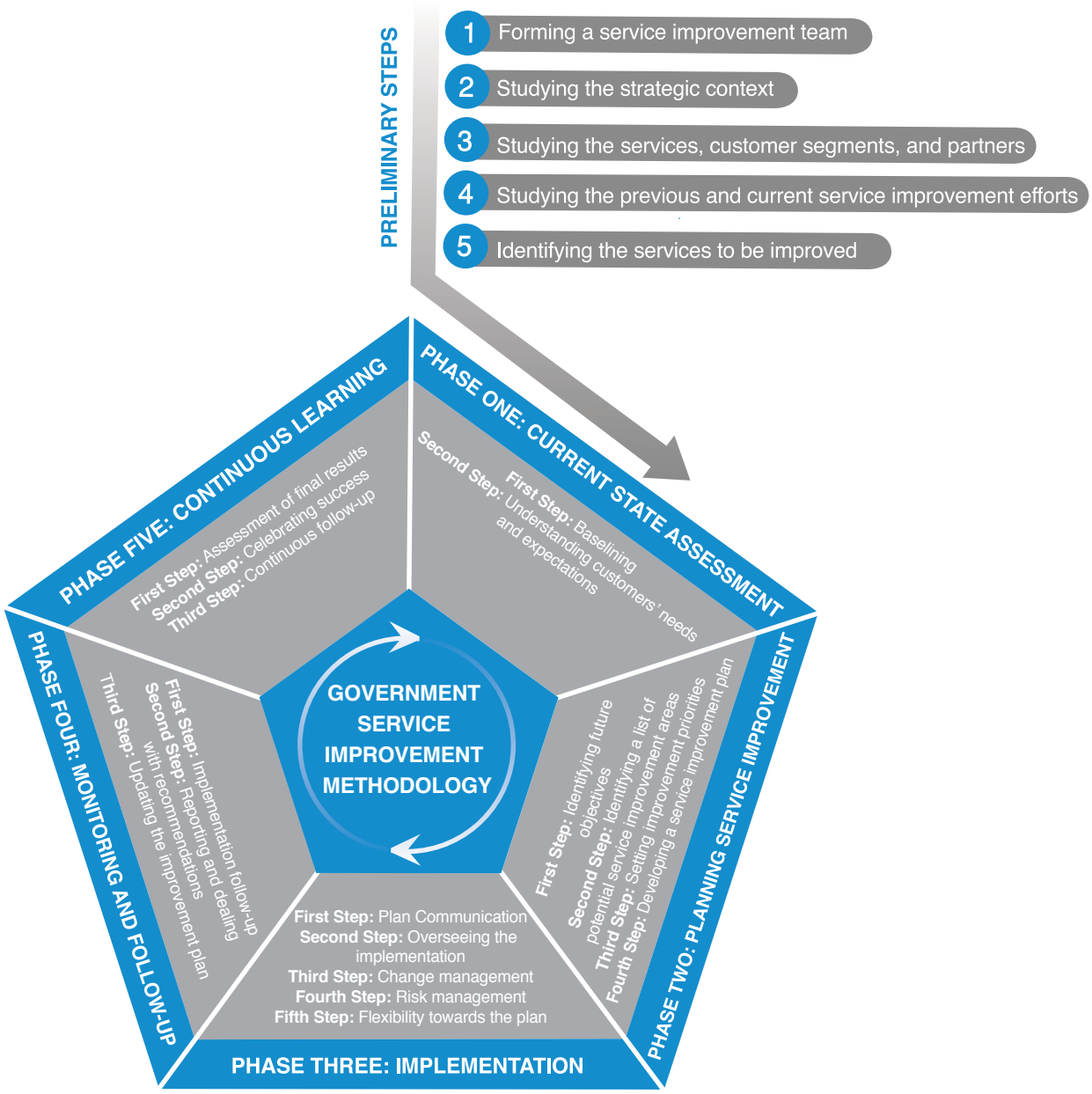


Figure 3.1: DMGS Government Services Improvement Methodology

FIVE PRELIMINARY STEPS

First, the government entity is expected to undertake some preparations to implement the service improvement methodology successfully. The five preliminary steps aim at clarifying the responsibilities for leading the service improvement methodology inside the government entity. They also aim at gaining a comprehensive understanding of the strategic context of the government entity's services and the reality of its service delivery, studying the level of the actual service improvement efforts, ensuring a grasp of all necessary information, and selecting the services to be improved. The preliminary steps include the following:

1. Forming a Service Improvement Team

It is important that top management forms a service improvement team to lead the service improvement methodology implementation. The composition of this team may vary according to each government entity's culture, structure and to the different responsibilities assumed by departments, sections, and units. It is recommended to choose this team carefully, to include diversity in capabilities and areas of expertise. It is also recommended that this team is made up of positive people who are able to lead and create the change, who are known for their dedication, and who will have a positive impact on their colleagues.

The team shall include member(s) from the section(s)/department(s) responsible for delivering the services to be improved. It is also recommended that the team includes:

- Member(s) from the section/department of institutional development at the government entity, such as quality, excellence, or service improvement.
- Member(s) from section(s)/department(s) responsible for studies and analysis for their vast experience in data analysis.
- Member(s) from section(s)/department(s) responsible for reporting corporate performance so that service assessment and improvement are not implemented in isolation from corporate performance.
- Member(s) from the Information Technology Section/Department.
- Member(s) from the Finance Section/Department.

Although rresponsibility for service improvement should be assumed by all government entity's employees, the service improvement team would lead and supervise the implementation of the service improvement methodology, develop service improvement plans, and follow-up on the implementation of these plans, as well as monitor the implementation of recommendations (as will be explained later). Thus, this team should be given full support by the leadership at every level, especially by the top leadership, and should be given access in required avenues.

2. Studying the Strategic Context

The service improvement team must be aware of the purpose of the government entity to which it belongs, and what the entity aspires to achieve. Therefore, the team must study the establishment law of the government entity; examine its vision and mission, institutional values, goals, strategic priorities, and their relationship to service improvement. This will have a great impact on the service improvement planning phase and its effective and integrated implementation.

The team should essentially take into account latest developments in the government sector, to ensure access to external changes that will influence the delivery of services which may lead, for example, to the transfer or merger of a service to and from another entity.

3. Studying the Services, Customer Segments, and Partners

It is necessary that the service improvement team be aware of the list of government entity services, the departments or sections responsible for their delivery, and the customer segments to which these services are delivered. It may have to determine the interrelationships of these various services and their methods of delivery. The team must also be aware of the list of delivery partners whether other government entities, private sector, or semi-government sector, and their roles.

It is also necessary to ensure that data of services, customers and partners are accurate and updated. This can be achieved by checking the related documents and seeking feedback from relevant service delivery managers, front-line staff of different service delivery centres, or even customers if possible.

4. Studying the Previous and Current Service Improvement Efforts

To optimize the use of information at this stage, it is necessary to look at previous service improvement plans and initiatives (if any) as well as the priorities that have been focused on, to understand the current efforts of the government entity in developing the services and the initiatives it has been working on.

It is very important that the service improvement team accesses the assessment results of the main services during the previous years. This will help formulate a general perception of the service performance in the government entity and will facilitate the selection of the services to be improved.

It is recommended that the service improvement team interviews the employees involved in service improvement. Such interviews are for the purpose of gathering qualitative information, determining the most important practices and challenges, and meeting the personnel that could be relied upon to plan service improvement effectively. The list of interviews may include members from different teams in government entities such as strategic planning, corporate performance, customer service, various service delivery sectors, human resources, or teams responsible for specific service improvement initiatives. Certain practices that have been implemented effectively and that have shown positive results in one of the service centres and that could be rolled out to other centres, or the challenges faced while implementing a specific initiative which can be taken into account in the future, etc. are among the many things that can be learned from these meetings.

5. Identifying the Services to be Improved

It is not recommended that a government entity becomes engaged in efforts to improve all its services at the same time. It may develop a plan to improve all these services in phases, so as to complete the work within several years, according to a specific timetable and to the most important priorities. Usually, the reasons behind identifying the highest priority services for improvement vary from one government entity to another. The freedom of choosing these services is kept to the government entity that is the most aware of its potential and requirements. However, the following criteria may help the government entity to choose the services to be improved, in a way that conforms to various data, whether internal or external:

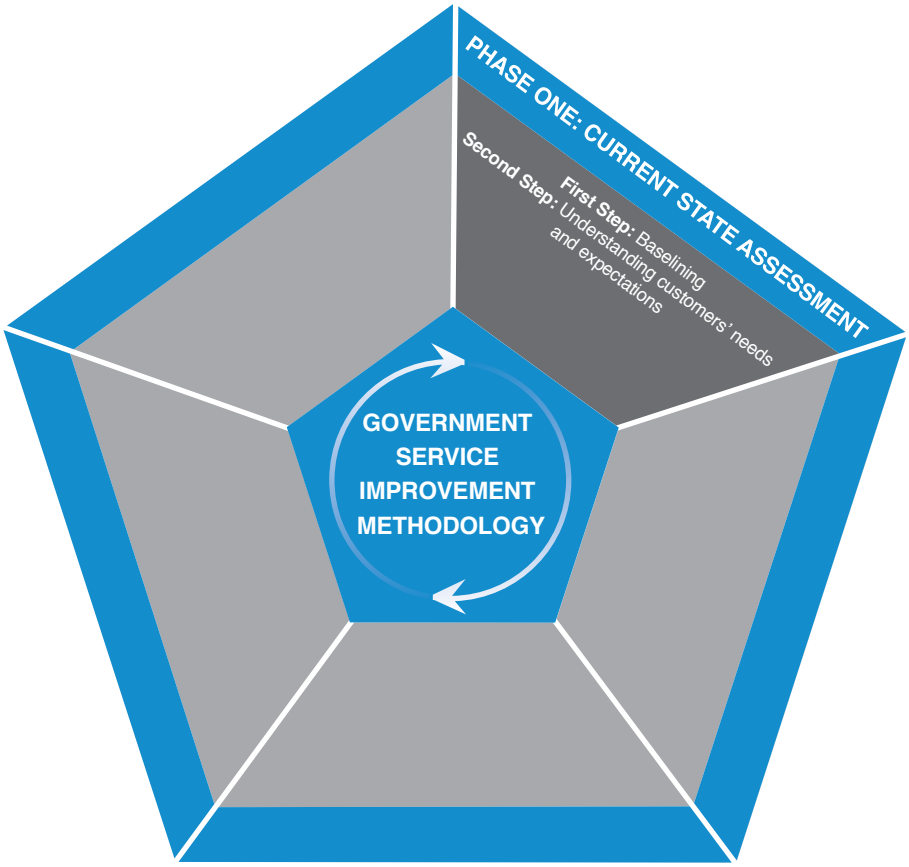
- The service is accessible by a large volume of customers compared to other services.
- The service receives ongoing and increasing comments from customers, suggesting the service to be improved.
- The service improvement impacts significantly the achievement of the government entity's strategic objectives.
- The service impacts the international competitiveness of the Emirate in any aspect.
- The service costs are medium to high.
- The improvement of the service has an impact on other important services at the government entity.

The significance of these criteria may vary from one government entity to another. Thus, it is important to agree on what each criterion mean to the government entity, and its internal significance before embarking on the service selection process.

PHASE ONE:
CURRENT STATE ASSESSMENT

This Phase aims at understanding the performance of the services to be improved in their current state, as well as customers' needs and expectations of these services. Therefore, this Phase consists of two steps:

1. Baselining.
2. Understanding customers' needs and expectations.



First Step: Baselining

During this step, the service improvement team is expected to study the performance of the services to be improved, using the available information and studies, which may include:

Self-assessment Results of Service Centres

If possible, it is useful for the government entity to identify the internal capability of the service centres that deliver the services to be improved before starting to implement the improvement initiatives. Thus, the government entities are recommended to study the results of the Self-assessment Tool implementation (see Part Two) on the relevant service centres.

The team should not only be advised of the final result of the assessment, but it should also be informed of the assessment results of all criteria in order to compare them and identify the strengths and weaknesses of the service centres and their impact on the current performance of the service to be improved. It is also necessary to examine the qualitative details documented in the ”Remarks” section of the self-assessment tool, so that the service improvement team is aware of all the important details related to the services under study.

Customer Experience

The results of the previous customer perception surveys for the services to be improved which were obtained using the Unified Customer Experience tool, as stated in Part Two, should be examined. Both the quantitative and qualitative results should be taken into account.

It is important to examine the statistics related to the customers' complaints and suggestions concerning the services to be improved. Statistics could be generated from the complaints and suggestions systems applied at the government entity.

Service Inputs and Outputs

To be able to formulate a perception concerning the current efficiency of the services to be improved, the service improvement team is recommended to study the current service outputs in their various types, as well as the various service inputs. This may be achieved by studying the number of applications completed or the number of cases treated for example for the services to be improved, as well as the financial, human resources, and the assets used in that delivery, and thus, the service's total or partial costs.

Compliance with the Service Standards

The team should examine the standards of the services to be improved, whether announced in the service charters or not. The team shall then study the compliance of the service centres with these service standards.

Second Step: Understanding Customers' Needs and Expectations

To be able to identify the future objectives of the services to be improved, as required in the subsequent phase, the service improvement team should be aware of the needs and expectations of the different customer segments. It is important that the team recognizes the needs of different customer segments using various methods and approaches, in order to avoid making the mistake of responding only to the most vocal customers and ignoring the others. This can be achieved through the following methods:

- Studying the information from daily contact with customers.
- Studying customer comments, complaints, and suggestions through available systems.

- Studying the quantitative and qualitative results generated from applying the unified customer experience tool. The tool was designed to allow customers to express their opinions and suggestions for the service improvement in general, and the improvement of the main service quality attributes in particular.

- Studying the customers' comments, complaints, and suggestions documented in the customers' consultation minutes of meetings or in the interviews, focus groups, etc.

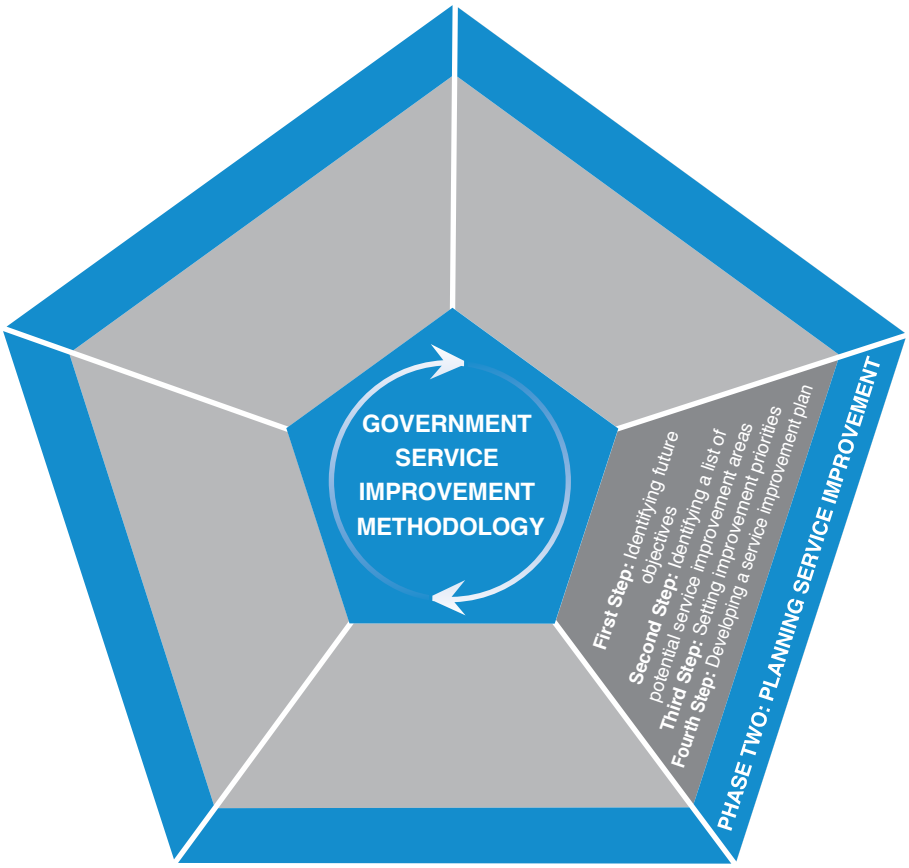
It is recommended to study needs and expectations of the most important partners in delivering the service to be improved as well as the needs and expectations of the front-line employees delivering it and employees associated with its delivery.

It is important to review the methods used in understanding needs and expectations of customers, partners and employees in order to ensure information reliability.

PHASE TWO: PLANNING SERVICE IMPROVEMENT

This phase aims at determining how the services will look like after improvement and how to achieve this. This phase consists of four steps:

1. Identifying future objectives.
2. Identifying a list of potential service improvement areas.
3. Setting improvement priorities.
4. Developing a service improvement plan.



First Step: Identifying Future Objectives

Throughout the previous phase, the improvement team formulated an accurate perception of the current state of the service to be improved at the government entity. It also gained an understanding of the needs and expectations of customers, concerned employees and partners. Therefore, it is necessary at this phase, that the government entity determines its future objectives for the services to be improved. Service improvement objectives should:

- Be aligned with the government entity's mission, future direction, strategic objectives, and priorities.
- Focus on the key measurements of the services, such as the customer experience results, service efficiency, service delivery standards, and capabilities of service centres, etc.

The government entity may refer to the following upon identifying its service improvement objectives:

1-Service baselining results, as mentioned in the previous phase.
2-Internal, external, local, or international benchmarking.
3-Internal capabilities and available resources in the government entity.
4-Customers' needs and expectations.

Second Step: Identifying a List of Potential Service Improvement Areas

This step aims at identifying a list of potential service improvement areas that may possibly contribute to improvement of the service towards the objectives that have been set in the previous step. Service improvement areas represent all the possible solutions that may be applied in the form of projects or initiatives in order to improve the service in one given area.

It is noteworthy that preparation of the list of improvement areas requires innovation and creative thinking, and the implementation of associated tools such as, brainstorming, and problem-solving. This step should be seen as a valuable opportunity to think out of the box. It is necessary that the team adopts unconventional solutions to improve the service, either by using new technologies or different types of partnerships from the public and private sectors.

Think out of the box!

The conventional solution to the typical long waiting times issue in service centres is to increase the number of front-line staff. The fundamental and most creative solution though is to reduce the number of customers' visits through launching alternative service delivery channels.

When call centre employees receive a lot of calls about a particular service, the most creative solution may be to further clarify the service information in order to reduce customers' need for support and assistance.

The ideal solution to improve a service happens sometimes when the Government entity stops delivering it at all; rather merging it with another service delivered by another government entity or assigning its delivery to a private sector partner.

It is important that the improvement team relies on and organizes the key information obtained during the baselining phase during this step. For example, if the self-assessment results of the service delivery stars perspective (using the self-assessment tool) was the lowest at a service centre delivering a service to be improved, and the reasons behind that are criteria 5.2 and 5.3 (training) and criterion 5.4 (motivation); it is natural that the government entity counts for these areas in the list of improvement areas.

The participation of employees in charge of delivery of the service to be improved in this step is vital, since they have the most frequent interaction with customers and are most aware of service delivery conditions and potential solutions.

Studying of the best local or global practices related to the service to be improved is recommended when setting the list of improvement and solutions areas. It is known that conducting research on the latest developments in the various service delivery areas is desirable. It has a positive impact on the employees' thinking and reduces the time needed for learning.

It is natural that the first draft of the list of improvement areas will contain several similar, duplicate, or overlapping areas. Thus, it is necessary to review the final list in order to remove recurring solutions, merge the similar solutions, organize and integrate them in the form of initiatives or potential projects.

Optimal Improvement!

It is important to remember here that there are sometimes certain limits to the improvement of a service in a particular quality attributes, due to the potential negative impact on other quality attributes of the same service, or even other services.

In many of these cases, informing the concerned customer segments of the reasons behind the inability to further improve the service is significant.

The latest research has shown that customers' satisfaction may be maintained by ensuring that customers are aware of the service delivery conditions and constraints. Customers may also give the government entity many creative ideas that are noticeably different from tried conventional solutions.

Third Step: Setting Improvement Priorities

This step aims at determining the final improvement initiatives list, which will be defined along with the implementation priorities based on a set of specific criteria.

The improvement team has already collected a lot of information related to the services to be improved, the needs and expectations of the involved stakeholders, and the level of performance of these services in various fields. In addition, the team would have prepared a list of potential areas for service improvement.

Therefore, this step revolves around processing the collected information in a way that helps identify the priorities for improvement. DMGS adopts the decision-making quadrant analysis based on value and ease of implementation as a tool to set priorities. The tool will be implemented in two phases as follows.

First: Identifying the Expected Value

The expected value from the implementation of each of the potential improvement initiatives should be identified and used to set improvement priorities. “Value” here refers to the potential impact of the initiative on improving the services in terms of two main perspectives: enhancing customer experience and increasing service efficiency.

Customer Experience Perspective

High impact: the initiative implementation will have a significant high impact on improving the customer experience compared with other initiatives.

Medium impact: the initiative implementation will have a medium impact on improving the customer experience compared with other initiatives.

Low impact: the initiative implementation will have little impact on improving the customer experience compared with other initiatives.
The above results can be drawn from the government entity's previous experiences, and by tapping into the customers' needs, expectations, and suggestions or any other information available to support this perception.

Efficiency Perspective:

High impact: the initiative implementation will have a significant high impact on increasing the service efficiency compared with other initiatives. This can be ascertained by calculating the possible savings that the government entity can achieve once the initiative is implemented.

Medium impact: the initiative implementation will have a medium impact on increasing the service efficiency compared with other initiatives. This can be ascertained by calculating the possible savings that the government entity can achieve once the initiative is implemented.

Low impact: the initiative implementation will have little impact on increasing the service efficiency compared with other initiatives. This result can be ascertained by calculating the possible savings that the government entity can achieve once the initiative is implemented.

In this step, the services improvement team will have to arrange the list of improvement areas in the value quadrants shown below according to the expected impact of each improvement initiative on enhancing customer experience and increasing service efficiency.

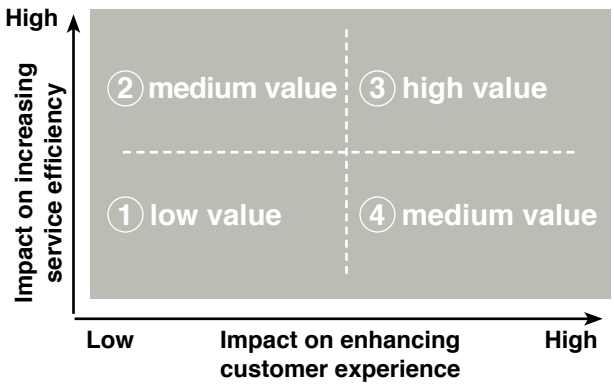


Figure 3.2: Value Quadrant Analysis

Hence, the high value initiatives are those:

- Expected to affect the increasing fulfillment of customers' needs and expectations; and therefore, contribute to enhancing customers' experience.
- Expected to increase service efficiency.

The value matrix can be read as follows:

High value: improvement initiatives in quadrant three are characterized with high value. Their implementation is expected to lead to relatively high impacts in terms of service efficiency and customer experience.

Medium value: improvement initiatives in quadrants two and four are characterized with medium value. Their implementation is expected to lead to relatively high positive impacts on one of the two perspectives only.

Low value: improvement initiatives in quadrant one are characterized with low value. Their implementation is expected to lead to low positive impacts in terms of service efficiency and customer experience.

Second: Identifying the ease of implementation

The ease of implementation of all the improvement initiatives must be assessed and to identify the improvement priorities. Ease of implementation refers here to:

- Availability of technical team for implementation
- Availability of human and financial resources for implementation
- Availability of time required for implementation.

As some service improvement initiatives require more resources or longer time for planning and implementation than others, or may need special or unavailable skills and capabilities, the highest priority initiatives can be determined according to the ease of implementation compared with other initiatives by using the decision-making quadrant analysis based on the value and ease of implementation as shown in the figure below.

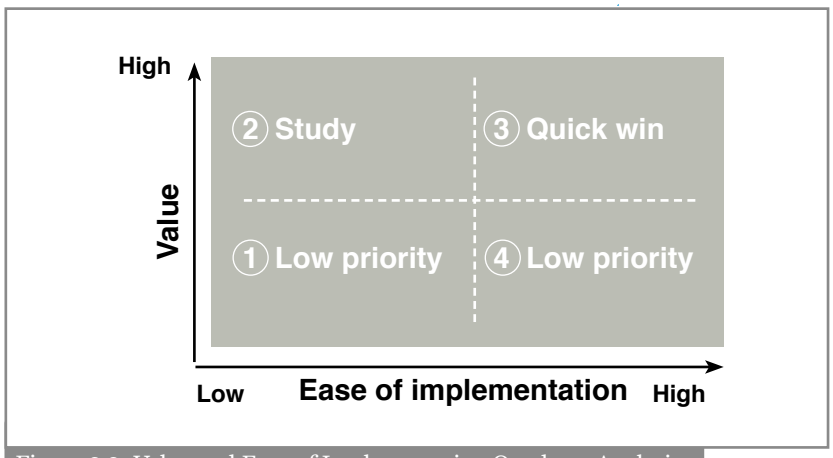


Figure 3.3: Value and Ease of Implementation Quadrant Analysis

The government entity can modify the decision-making quadrant analysis, shown above, to include other criteria (in addition to the value and ease of implementation) according to the business nature of the government entity, if necessary.

The value and Ease of Implementation matrix can be read as follows:

Quick win: Initiatives in quadrant three are expected to achieve the highest value relatively. They are easy to implement compared with other initiatives.

Study: Initiatives in quadrant two are expected to generate high value; however, they are relatively difficult to implement. It is preferable that the government entity studies the cost-benefit of initiatives in this quadrant to ensure making a sound decision based on more accurate analysis. The government entity can also divide the initiatives in this quadrant to smaller parts that are easier to implement.

Low priority: Initiatives in quadrant one and four are expected to achieve a low value compared with other initiatives, regardless of their ease of implementation. In this case, a low priority is given to this kind of initiatives. It would be preferable that the government entity focuses its efforts on other initiatives characterized by higher value.

Once the different decision-making quadrants analysis matrices are implemented, the service improvement team will be able to identify the top priority improvement initiatives. The team must discuss the initial timeframe for these initiatives' implementation and whether some are more urgent than others. It is important to pay attention to the method of scheduling improvement initiatives, the possibility of implementation of all initiatives simultaneously or separately and successively, and the impact of implementation of these initiatives on other systems or activities in the government entity.

Fourth Step: Developing a Service Improvement Plan

In preparation for this step, the service improvement team has identified how a service will look like after improvement, prepared a list of all potential service improvement areas, and identified the most important initiatives and their implementation priority. This step determines how the top priority initiatives are implemented as a roadmap to bridge the gap between what the government entity wants its services to be and what they currently are.

The most distinctive features of the service improvement plan in Dubai Model for Government Services are:

1. They achieve balance between responding to customers' needs and expectations and the optimum use of resources.

2. They link the government entity's strategic direction to the most important operational initiatives to improve the services in a specific and results-driven way.

3. They rely on rich information from a variety of sources, based on deep and accurate understanding of services delivery aspects in the government entity, particularly those related to the needs of customers, service delivery partners and employees, whether congruous or conflicting.

4. They combine the efforts of more than one department or section, regardless of their organizational boundaries.

5. They focus on highest priority initiatives, because service improvement efforts may become confusing due to multitude and diversity.

It is known that the format of service improvement plans may differ from one entity to another; however, there is a group of common elements that often appear in most of these plans. These common elements include:

1. Plan objectives

Any work plan must begin with a set of objectives that guide the implementation and determine its success later on. The documentation of improvement objectives helps in unifying the understanding among all service improvement team members, and the employees involved in the plan implementation, in relation to the plan's objective and what it aspires to achieve.

2. Priority Improvement Initiatives

The service improvement plan should also include the top priority initiatives that were chosen in previous steps of this phase. The service improvement team should identify the necessary details for each of these initiatives, to facilitate the implementation process by relevant employees and facilitate the follow-up process. These details may include:

- Key activities or steps for each initiative.
- Names of team members responsible for each step.
- Strategic partners (if any) in implementing relevant steps.
- Specific time necessary for the completion of each step.
- Statement of expected costs for the initiative implementation.
- Other details, if necessary, such as details related to how to implement each step.

3. Follow-up Strategy

This normally includes the follow-up mechanism and its frequency and the most important systems that will be used to obtain the required information, as detailed in phase four of this methodology.

4. List of Potential Risks

It is also recommended that the services improvement plan includes a list of risks likely to be faced during the improvement plan implementation, and the possible mitigations to address and manage these risks, as will be detailed in phase three of this methodology.

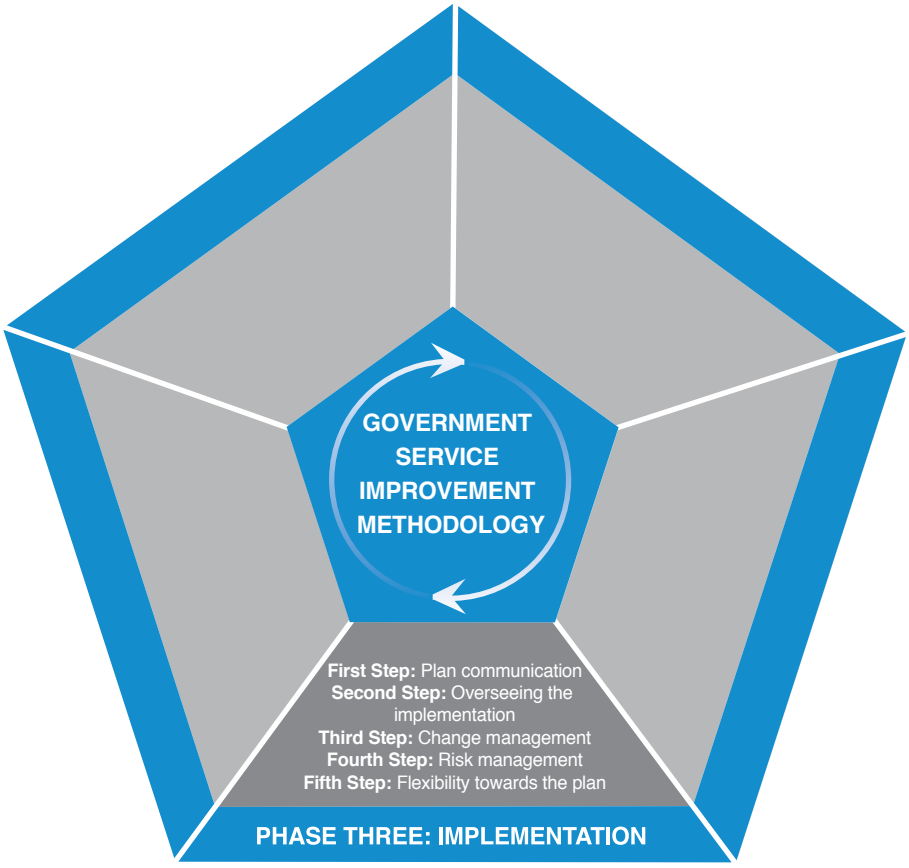
The components of the service improvement plan were designed taking into consideration simplicity, ease of understanding, and ease of implementation. Nevertheless, government entities have the flexibility to decide on the format of the plan, while maintaining the key elements described above, in accordance with its business nature and institutional culture.

PHASE THREE: IMPLEMENTATION

This phase aims at transforming the service improvement plan prepared in Phase Two into reality, through implementation. Thus, this phase consists of the following five steps:

1. Plan Communication
2. Overseeing the implementation
3. Change management
4. Risk management
5. Flexibility towards the plan

It should be noted that these steps are independent; and therefore, are not necessarily implemented sequentially.



First Step: Plan Communication

Once the service improvement plan has been developed, the team has to agree on how to communicate the plan to ensure it is disseminated to all concerned parties. The team may seek the help of experienced employees at the government entity, such as the communications or marketing employees, to ensure that the plan is effectively communicated to all concerned parties in a way that ensures successful buy-in and implementation. It is recommended that the government entity uses varied and creative approaches for the plan communication to ensure that all concerned parties are informed of its details. It should also clarify the methods used by the service improvement team to receive comments regarding the plan from all concerned parties.

The plan communication methods differ according to the communications messages to be addressed, target audience for each message, communications means, assigned responsibilities, available resources, and timeframe.

Second Step: Overseeing the Implementation

In this step, the efforts of the service improvement team are focused on overseeing the improvement plan implementation. The service improvement team will make sure that each section or sub-team implements the activities entrusted to it on time, in a way that would achieve the desired objectives. During the preparation of the plan, the service improvement team may designate general responsibilities for specific activities. Therefore, it is recommended at this stage, to accurately clarify the responsibilities by designating a specific person(s) or a group of people to each activity or step in the plan.

It is also recommended to add these additional tasks to the annual performance contracts of the employees involved, so that they are rewarded according to their contribution in the success of the plan implementation.

It is important that the service improvement team ensures that all employees, responsible for the plan implementation, are fully aware of their duties, the mechanism of the follow-up process, the measurement methods, and to whom they should refer in the event of challenges and difficulties.

As stated in the Service Improvement Culture perspective, service improvement plans contribute to enforcing the importance of focusing on service improvement at the government entity. Thus, the documentation of the names of employees who work on the plan development and those who participate in its implementation is important, and may prove effective as a means for motivation.

Role of Leadership

The role of top leadership in this phase is of extreme importance. It reconfirms the purpose of the plan implementation, gives assurances to employees, and stresses the accountability of the government entity towards making the necessary changes required for the effective implementation of the plan, such as providing training to employees and equipping them with the right tools (whenever necessary). It is advisable that leadership at all levels assumes the responsibility of communicating the service improvement plan to all interested parties and in all possible avenues.

Third Step: Change Management

Working on affecting the organizational changes supporting the implementation of the service improvement plan is extremely important. The plan implementation may necessitate for example changes in some policies or operational processes, or the service delivery hours in some service centres, employees' training, etc.

It is therefore necessary that the government entity authorizes the service improvement team to call for and accelerate the changes.

It is known that the implementation of any plan requires leadership support and initiation of some supporting processes for management of the change associated with the plan implementation. Hence, the service improvement team should address the change and deal with the fear or anxiety that may accompany it, and prepare the government entity accordingly.

The change management efforts are necessary in the transition from the planning phase to the implementation phase; this is considered one of the most acute periods. Dealing with this effectively, may prevent the government entity being subjected to reservations or rejections, rather than the necessary cooperation needed for successful implementation.

Fourth Step: Risk Management

Risks that the government entity may face vary and differ according to the improvement initiatives chosen for implementation. The service improvement team had already studied the risks that the government entity may face in the service improvement plan (Phase Two), and prepared a list of solutions to manage these risks. In the plan implementation phase, the service improvement team should monitor the risks that arise during the implementation process and manage them as planned.

Fifth Step: Flexibility towards the Plan

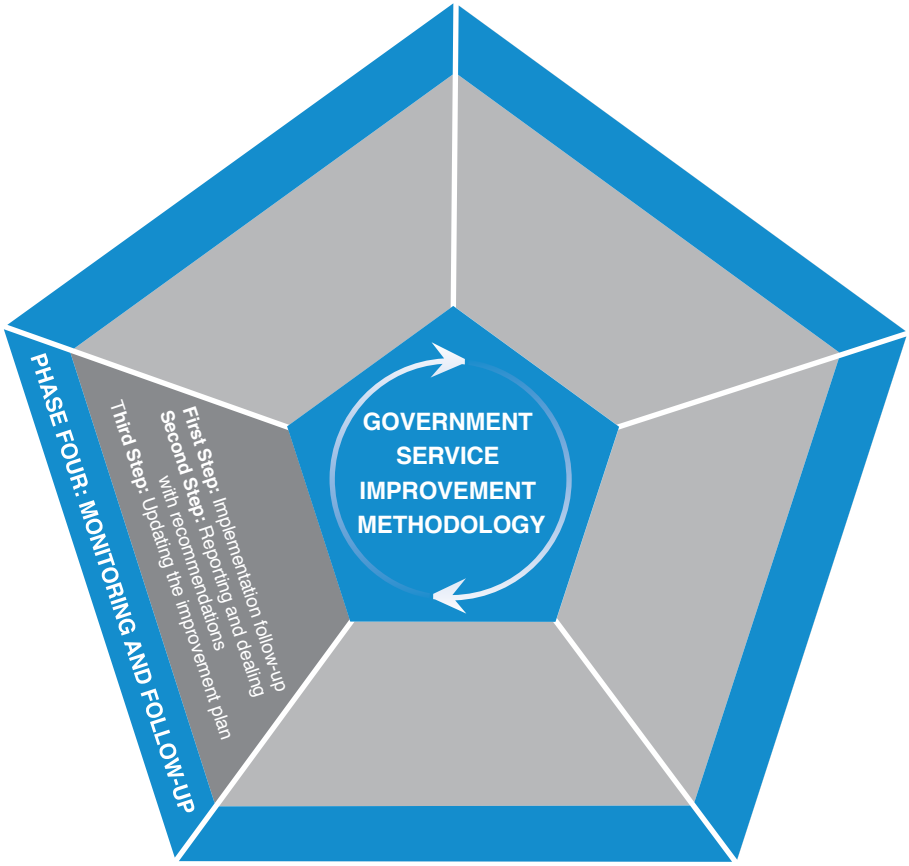
It is important to know that one of the most important reasons behind the success of service improvement plan lies in their flexibility and readiness to accept the changes and amendments whenever necessary. The service improvement team and the employees responsible for the implementation, should be given the necessary space for creativity and innovation, within the limits of the framework agreed upon, in order to achieve or exceed the desired objectives. The principle of continuous improvement should be applied to the improvement plan before anything else. The dynamism of the plan and keeping it close to reality is the first and most important reason for the success of its implementation.

The implementation of the service improvement plan should be a part of the daily work. It is an assignment but also an important part of the corporate culture and a common link shared by the employees from different departments and sections. Thus, leadership and service improvement team are expected to spread this spirit among employees in different creative ways. As a result, employees will enjoy their participation in this plan implementation and see its results in reality.

PHASE FOUR: MONITORING AND FOLLOW-UP

This phase aims at ensuring that the improvement plan implementation moves in the right direction and as planned. Thus, it consists of the following three steps:

1. Implementation follow-up.
2. Reporting and dealing with recommendations
3. Updating the improvement plan.



First Step: Implementation Follow-up

During the previous phases of this methodology, the service improvement team completed the development of a service improvement plan with clear objectives and tasks. It is therefore obvious that the team, after launching and communicating this plan, will follow up on its implementation as well as the achievement of its objectives. This follow-up process may be done according to two different mechanisms, namely the follow-up on implementation progress of the service improvement initiatives and follow-up on objectives achievement.

Follow-up on Implementation Progress

This is an auditing follow-up process that consists of verifying the conformance level of the actual implementation against the pre-defined tasks, responsibilities, etc. This type of follow-up addresses also the overall progress of the implemented tasks, or tasks in the process of implementation, against the specified timeframes.

The follow-up process of the service improvement initiatives gives the service improvement team and the employees responsible for implementation, the opportunity to identify any existing challenges or risks, study those risks, and deal with them to facilitate the improvement initiatives implementation as planned. It also sheds light on the changes that should be added to the plan, if necessary. To a large extent, this follow-up process is similar to the projects follow-up process in general, therefore, the entity's project management systems may be used to perform this type of follow-up.

Follow-up on Objectives' Achievement

In addition to the implementation progress follow-up, the service improvement team should carry out a periodic follow-up for the achievement level of the plan's key objectives. Those are usually related to the improvement of the service centres' self-assessment results, customer experience results, level of commitment to the service standards', and/or service efficiency.

This type of follow-up may be carried out using the various assessment tools, as stated in Part Two.

Traditionally, the follow-up phase (Phase four) is carried out simultaneously with the implementation phase (Phase Three), in accordance with the schedule specified in the service improvement plan as well as its follow-up strategy (Phase Two).

It is preferable to communicate the follow-up strategy during the plan communication, to ensure that all concerned parties are informed before starting the monitoring and follow-up of the plan. The follow-up strategy usually includes the following main components:

- Follow-up mechanisms such as periodic meetings as well as the reports, studies, and statistics provided by electronic systems at the government entity, etc.

- Periodic frequency of the follow-up process. The periodic frequency for follow-up on implementation progress is usually shorter than that related to the objectives' achievement, as the second relies entirely on statistics, periodic reports or studies, etc which require more time to be obtained.

- The most important systems used to obtain the necessary information regarding the implementation progress, such as the projects management systems, internal monitoring and follow-up systems, etc.

- The most important systems or tools used to obtain information regarding the objectives' achievement, such as the unified customer experience tool, financial systems, internal electronic systems that measure the achievement of the various service standards such as the queuing system, etc.

This follow-up process and its outcome should be linked to the organizational performance measurement and assessment systems as well as the organizational excellence assessment systems, so that all these tools work efficiently and effectively together.

Second Step: Reporting and dealing with recommendations

During the periodic follow-up of the service improvement plan implementation and objectives' achievement progress, the service improvement team should submit reports to the top leadership periodically, in addition to the necessary recommendations. This is to ensure that the top leadership is informed of the progress of the improvement initiatives; to secure approvals on recommendations, or alternative directives, if deemed necessary.

Reports and associated recommendations should be submitted regardless if initiatives have been completed successfully or are facing implementation difficulties. Recommendations vary according to the initiatives' completion levels and the implementation challenges. Recommendations may include but not limited to, the expansion or narrowing of the scope of an initiative, the amendment of a plan's objective, the increase or decrease of the resources needed for the implementation of an initiative, the increase or decrease of the time required for the implementation of an initiative , or the amendment of the implementation steps of an initiative, etc.

It is very important to share the reports with all concerned parties, such as the superiors of the employees involved in the plan implementation, so that they can be taken into account in employees' appraisal reviews.

Third Step: Updating the Improvement Plan

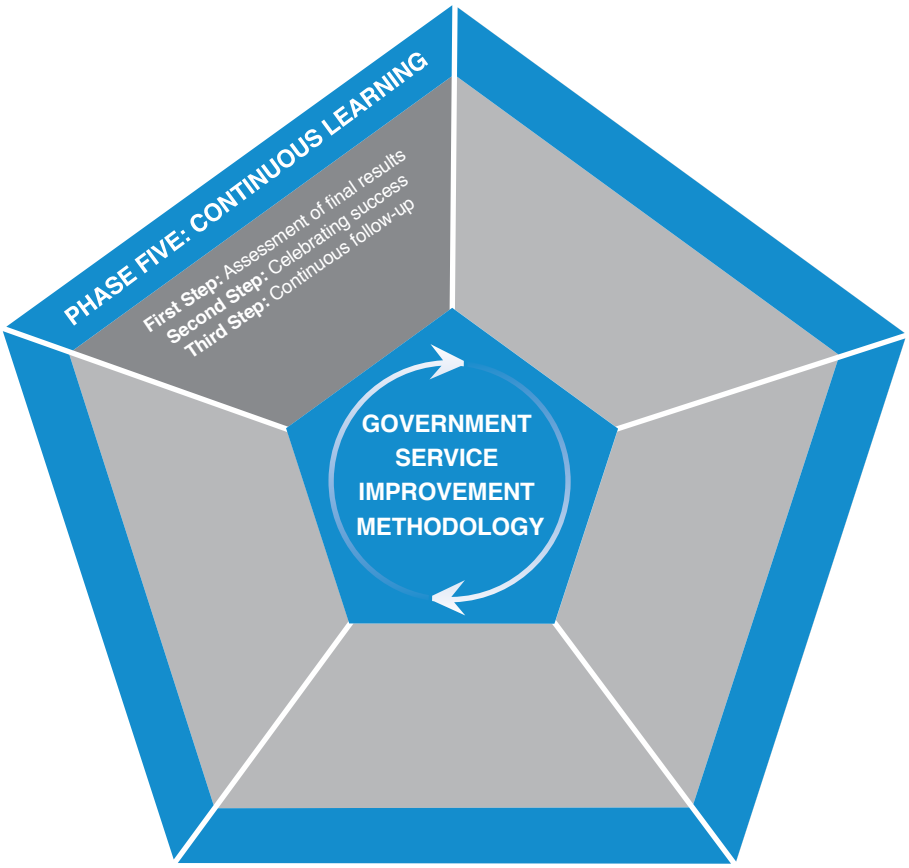
It is important to update the improvement plan according to the monitoring and follow-up efforts, whenever necessary, and to reflect the recommendations adopted by the leadership, or the alternative directives, in the updated version of the plan. This is to ensure that all concerned parties are informed of the updates and their opinions, if any, are heard. The importance of communicating the plan updates to the concerned parties is as important as the communication of the plan in the first place. The government entity, led by the service improvement team, should make the appropriate efforts to ensure this happens.

During the follow-up process, it is important that the service improvement team and the employees responsible for the plan implementation acquaint themselves with the latest developments and the best local and global practices. They shall reflect those in the recommendations submitted to top leadership, in order to update the plan when recommendations are approved.

PHASE FIVE: CONTINUOUS LEARNING

This phase aims at concluding the improvement initiatives implementation, in such a way to facilitate collective learning inside the government entity from the final implementation results and guarantee the continuity of improvement. Thus, this phase consists of the following three steps:

1. Assessment of final results.
2. Celebrating success.
3. Continuous follow-up



First Step: Assessment of Final Results

After completion of the improvement initiatives implementation, the service improvement team studies the actual final results achieved and compares them to those planned. During the implementation of this step, and especially if the projected results have not been achieved, the service improvement team should study and document the reasons behind this and draw lessons to be learnt. Reasons for underachievement may be related to several matters, such as the objectives design, priorities' selection, implementation process, initiative's practical steps, responsibilities' assignments, and/or the time required for implementation, etc.

Reasons of underachievement and lessons learnt should be studied by examining accurate and reliable information in the government entity. The qualitative information collected throughout the improvement process from employees, management members, customers, and partners may also be useful.

"Success is neither magical nor mysterious. Success is the natural consequence of consistently applying the basic fundamentals."

Jim Rohn
American thinker and entrepreneur

Interested parties, both inside and outside the government entity, should be fully informed of all relevant findings from the service improvement process. The following list shows the key concerned parties in the final results and ways to benefit from the findings:

Top leadership and leadership of all levels within the government entity	To ensure leadership is informed of the latest developments related to service improvement, to positively impact the decision-making process, and to use the findings to raise awareness about the improvement efforts at the government entity, internally or externally.
Agencies and service centres	To ensure that methodologies, tools, and results are shared for internal benchmarking purposes.
Employees at the government entity	To promote a culture of service improvement.
Service delivery partners	To ensure the service delivery partners are aware of the most important service developments at the government entity.
Customers	To raise public awareness regarding the improvement efforts at the government entity, which will increase their satisfaction level and level of trust.

Second Step: Celebrating Success

The systematic celebration of successes achieved by the government entity due to embarking in improvements initiatives has a great impact on enhancing its service improvement culture and supporting the organizational collective learning.

Thus, it is necessary at this step to:

1- Recognize the hard-working improvement teams and the employees responsible for the implementation of improvement initiatives that achieved positive results.

2- Align the recognition process with the systems available at the government entity for employees' performance appraisal, and ensure that these systems rely on accurate information concerning the achievements, nature, and level of participation, so that they are assessed and recognized fairly and objectively.

It is preferable that the recognition and awarding format is diversified to match employees' achievements even if small. Recognition can be moral, symbolic, or monetary. It can also include nominations for local or global prizes and awards.

It is also advisable to announce the recognition of the eligible employees in front of everyone. This motivates others and increases the value of the recognition in the eyes of its earners.

Third Step: Continuous Follow-up

Following up on the effect of the service improvement initiatives after completion in the medium and long term is very important. Celebrating success does not mean reaching the end of the journey. It is necessary that the government entity remains vigilant by looking at periodic feedback and relevant information that can be concluded from:

1. Customers' surveys, whether quantitative or qualitative.
2. Relevant financial reports.
3. Statistics that reflect commitment to service delivery standards.
4. Performance of relevant strategic indicators.
5. Others.

"Dubai Model for Government Services… from Diagnosis to Treatment"

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of Dubai Executive Council

REFERENCES AND USEFUL RESOURCES

References and Useful Resources

This document was developed by relying on the knowledge and expertise of the development team, and their acquaintance with the most pioneering scientific research in the field of service delivery and improvement, as well as the best international practices of leading governments. Below is a list of useful references and resources that will be of value to those who want to review some of the leading international government implementations, to or elaborate on the main theories behind DMGS tools.

Government Applications

- Citizens first, A policy framework for service improvement in the government of Canada, 2003, Canada
- Common Measurement Tool, 2003, Institute for Citizen - Centred Service, Govenment of Canada
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APPENDICES

OVER THE COUNTER SERVICES (FACE-TO-FACE)

Greeting Customers

- Upon receiving the customer, extend a formal, friendly greeting like "Assalamu Alaikum", "Hello", then introduce yourself.
- Use your ID badge and business cards, whenever necessary.
- Don't forget to greet the customer with a smile.
- It is important that your outfit is neat and appropriate.
- When someone introduces himself/herself, never forget to stand straight and shake hands (if appropriate).

Understanding Customers' Needs

- Focus your attention on the customer while talking or listening to him/her, do not divert your attention to anything else (phone, computer, etc.).
- Ensure that you understand the customer's request.
- If you were not sure what the customer is requesting, restate what you understood so that both of you have a clear picture.
- Do not assume that you know the customer's request or interrupt them unnecessarily.

Service Delivery

- Make the customer feel welcomed and use a friendly tone of voice when talking to him/her.
- Make your voice pleasant and far from any rush or stress.
- Be sure to use simple and clear language when talking to the customer.
- Be sure to follow the service procedure and try to find positive solutions and alternatives when you face a problem.
- Be sure to complete the service for the customer at the soonest (according to the specified service standards with respect to the time of response).
- If the customer has to wait for a longer time, apologize immediately and clarify the reasons.
- Notify your supervisor immediately if you fail to control the customers' waiting line.
- Upon encountering unreasonable, unrealistic demands, you have to come up with a compromise that would save you from answering negatively or giving promises unlikely to be met. Typically, the best approach to follow is to divide the problem into parts and re-order them according to their priority.
- Focus on how to deliver the best service to the customer instead of focusing on what you cannot do.

Words of Thanks and Goodbye

- Use a formal, friendly greeting upon concluding your conversation with the customer like:
  - Is there anything else I can do for you?
  - Thank you, Goodbye!

Follow-up

- Make sure you complete any necessary follow-ups for the customers' requests.
- Always keep the customer updated in case of any follow-up of the customer's requests.

PHONE CALLS

Prompt Response

- Answer the phone after 3 rings or less and welcome the caller.

Receiving Phone Calls and Delivering Services

- Start by saying “Assalamu Alaikum” and identify your service centre: “Welcome to .....”
- Introduce yourself: People, in general, prefer to know the names of the persons they talk to. You may introduce yourself by saying: “My name is .....”
- Deliver the service to the caller.
- Remember to talk in a courteous manner because you represent the government.
- Always speak in a clear voice and balanced tone.
- Be sure to use a simple and clear language with the customer.
- If the customer was angry or speaking in a loud voice, do not be tempted to speak loudly yourself. By maintaining a lower voice tone, the caller will be compelled to lower his/her voice.
- Pay your complete attention to the caller by listening to him/her and answer any inquiries or comments.

Appendix 1 Model Code of Conduct for Service Delivery Stars

Listening to the Customer

- Remember the customer's name and use it during the call.
- Make sure you understand the customer's request.
- Do not assume that you know the customer's request or interrupt him/her unnecessarily.

Ending the Call

- Before ending the call with the customer, remember to politely end the call like:
  - By saying Is there anything else I can do for you?
  - Thanks for your call... Goodbye.

Transferring Phone Calls

- Make sure that you know how to put the customer on hold and how to transfer the call.
- Keep a pen and a paper near you to write down the name and phone number of the caller in case of any disconnection.
- When you go on leave, make sure that your phone is diverted to another colleague or leave a voice message that states the contact details of the available employee to deliver the service.

- When transferring a customer's phone call, make sure that you inform the recipient of the customer's name and a summary of his/her request (a way from the caller hearing).

- Do not transfer a customer's call more than once. Instead, take the customer's contact details and ask the concerned employee to call them back.

- If you put the customer on hold, check back on him/her from time to time, and if they stay on hold for a long time, apologize and clarify the reasons behind the delay.

Follow-up

- Be sure to follow up on the request to ascertain its implementation in case it needs any follow-up, and keep the customer updated all the time.

- If you transfer the request to another employee, make sure to follow up on its completion.

E-MAILS

Receiving e-mails

- Upon receiving a message by e-mail from a customer, make sure to send a reply with an acknowledgment of receipt and notify the customer of how much time is needed to reply to his/her message (according to the specified service standards with respect to the time of response).

Prompt Response

- Make sure to respond promptly and effectively to the customer's e-mail (according to the specified service standards with respect to the time of response).
- Greet the customer properly at the beginning of the e-mail.
- Remember to use a clear and simple language in your reply to the customer's e-mail.
- Use short paragraphs and separate each with a space of one line. Use bullet points, numbering, or try to differentiate each point to ensure e-mail clarity.

- Check the e-mail before hitting “Send”. Make sure there are no misspellings, grammatical errors, or punctuation errors.

- When writing in English, do not capitalize your words. Also, do not excessively use marks that may imply you are yelling with anger (like !!!!!). Such uses of formats could be considered offensive and may cause undesirable responses.

- Do not use the High Priority option when answering inquiries, except when necessary.

Appendix 2 Self-assessment Tool

CUSTOMER INSIGHTS

No.	Criteria	Implementation levels	Remarks
1.1	We use a documented classification of our customer segments, including segments that are hard to reach as well as those of special needs, and we determine the characteristics of each segment apart.		
1.2	We update our customer segments and characteristics of each segment apart, whenever data becomes available.		
1.3	We share information about customer segments and the characteristics of each segment with the concerned employees (especially front-line staff).		
1.4	We periodically and systematically collect and analyze the data of each customer segment in order to better understand their needs and expectations.		
1.5	We periodically assess and improve the methods used in collecting and analyzing data of each customer segment.		
1.6	We regularly consult with our customer segments by using various methods.		
1.7	We periodically review the consultation methods with customer segments to ensure their effectiveness.		
1.8	We periodically use reliable and diversified methods to assess customer experience upon receiving main services.		
1.9	We process and analyze the data related to customers' needs and expectations promptly and without delay.		
1.10	We use the information related to customers' needs and expectations in an effective manner.		
1.11	We are keen to systematically share the information related to customers' needs and expectations with front-line staff and to ensure this information is passed on across concerned departments in a timely manner.		
1.12	We announce to customers the steps taken to improve services based on the increasing understanding of their needs and expectations.		
1.13	We publicize our customers' excellent ideas which widened our understanding of their needs and expectations.		

SERVICE CHARTER

No.	Criteria	Implementation levels	Remarks
2.1	We prepare service charters for our main services and announce them using in all appropriate channels.		
2.2	Our service charters include specific, ambitious, and measureable standards.		
2.3	We prepare our service charters in a comprehensive manner and in consultation with all concerned customers' segments, employees, and partners, while taking into account benchmarking with the best international practices, where applicable.		
2.4	Our service charters are written in a simple, clear, and meaningful language to all the concerned customers' segments, employees, and partners.		
2.5	Front-line staff are fully aware of the contents of our service charters related to their work.		
2.6	We periodically review and update our service charters.		
2.7	We monitor the conformance with the service standards upon delivery.		
2.8	We analyze the actual performance gaps against service standards in consultation with the concerned employees, particularly the front-line staff.		
2.9	We use information on services' delivery conformance against their standards in an effective manner.		

SERVICE REALIZATION

No.	Criteria	Implementation levels	Remarks
3.1	We use a documented and detailed list of the services we deliver.		
3.2	We periodically review the list of services.		
3.3	We periodically and systematically measure our service delivery capacity.		
3.4	We have a system to manage relationship with customers.		
3.5	Our technological infrastructure supports internal services integration and integration with our partners.		
3.6	We have a clear methodology for the management of our service delivery channels.		
3.7	We design our new services with the participation of the concerned from customers' segments, employees, and partners while taking into account benchmarking with the best international practices, where applicable.		
3.8	We redesign our existing services by thinking creatively to add value to customers and avoid unnecessary steps that increase the service cost.		
3.9	We implement service improvement models by using internal and external partnerships, whenever possible, taking into account clarification of responsibilities among the concerned parties.		

SERVICE REALIZATION

No.	Criteria	Implementation levels	Remarks
3.10	We implement service co-delivery with customers, whenever possible, to add value to customers and reduce the service delivery costs.		
3.11	We periodically measure the benefits resulting from the implementation of service improvement models through partnerships in order to take appropriate decisions.		
3.12	We periodically assess the risks to ensure the continuity of high-quality service delivery and to avoid its sudden interruption.		
3.13	We document service delivery processes in a simple and updated manner.		
3.14	We save updated documents of the service delivery processes electronically with a log of process changes and we ensure accessibility to all concerned employees.		
3.15	We systematically and periodically audit conformance to service delivery processes.		
3.16	We analyze all issues found during auditing, identify their root causes, and then take necessary corrective actions.		

Appendix 2 Self-assessment Tool

CUSTOMER EXPERIENCE

No.	Criteria	Implementation levels	Remarks
4.1	We provide service information to different customer segments in a simple and clear language and through all possible channels.		
4.2	We periodically review the quality of service information provided to customers, whether verbal or written, and method of communication, taking into account customers' opinions.		
4.3	Our customers' data are associated to a unique and unified identification number.		
4.4	We recognize the customers' individual needs upon their first touch point with us, and we ensure guiding him/her to the best suited person to deal with and meet his/her needs.		
4.5	In case the service was not completed at the first touch point of the customer, we explain the subsequent steps and the probable time for completion.		
4.6	We always protect our customers' privacy, whether it's during face-to-face interactions or upon saving and transferring data.		
4.7	When the service necessitates customers' visit to our premises in person, we ensure that our service centres are easily accessible to the various customer segments.		
4.8	When the service necessitates customers' visit to our premises in person, we ensure a welcoming environment is provided in our service centres.		
4.9	When the service necessitates customers' visit to our premises in person, we ensure an environment that complies with the health and safety criteria according to the legislations and regulations set forth by the Emirate.		

CUSTOMER EXPERIENCE

No.	Criteria	Implementation levels	Remarks
4.10	When the service necessitates the customer'svisit to our premises in person, we ensure customers' smooth flow in the service centres.		
4.11	Our website is designed to contribute to creating a positive customer experience.		
4.12	Our front-line staff are highly professional when interacting with customers, whether face-to-face, over the phone, or through e-mail.		
4.13	We use multiple service delivery channels to facilitate customers' accessibility to our services.		
4.14	We process customers' applications and respond to their enquiries through all available service delivery channels promptly and without any delay. In case of delay, we inform the customer and take action promptly to address the reasons of delay.		
4.15	We deliver our services in accordance with the standards set forth in the service charter.		
4.16	We deliver the services in a consistent manner through all available service delivery channels and for the various customer segments.		
4.17	We deliver the services fairly and without bias.		
4.18	We co-deliver the service with customers whenever possible.		

Appendix 2 Self-assessment Tool

SERVICE DELIVERY STARS

No.	Criteria	Implementation levels	Remarks
5.1	During the recruitment process of potential front-line staff, we assess their public service culture.		
5.2	Upon recruitment, the front-line staff receive adequate orientation training to ensure service delivery continuity according to the set forth service standards.		
5.3	We equip and train our front-line staff to deliver high-quality services.		
5.4	We encourage positive competition amongst our front-line staff, as individuals or teams, as well as competition among the various service centres.		
5.5	We encourage creative thinking among our front-line staff, as individuals or teams.		
5.6	We systematically listen and respond to our front-line staff's ideas and take them into consideration when setting service improvement priorities.		
5.7	We periodically review and improve the process of front-line staff engagement in service improvement.		
5.8	We empower our front-line staff to take decisions required for providing a positive customer experience.		
5.9	We ensure the well-being of our front-line staff at all times.		
5.10	We use analysis of front-line staff's satisfaction results to set service improvement priorities.		

SERVICE IMPROVEMENT CULTURE

No.	Criteria	Implementation levels	Remarks
6.1	Our top leadership is involved in the development of the service improvement plan, supports its implementation, and communicates it to all employees and internal and external partners.		
6.2	Our leadership periodically follows up the implementation progress of the service improvement plan.		
6.3	We encourage all employees to actively take part in the development and implementation of the service improvement plan.		
6.4	All concerned employees are fully aware of the contents of the service improvement plan and are committed to contributing to its implementation.		
6.5	We periodically and systematically measure and assess our performances as per the objectives in the service improvement plan.		
6.6	We take our key decisions ensuring customer centricity and improvement of service efficiency.		
6.7	Our leadership appreciates and rewards employees' contributions to service improvement, whether individuals or teams, and link such contributions to the periodic individual performance appraisal.		
6.8	Our leadership opens communication channels with our partners and encourages team work spirit.		
6.9	We ensure that knowledge sharing and collective learning amongst employees and partners are at the heart of our daily work.		

Appendix 3 Database of the Unified Customer Experience Tool

I		GENERAL INFORMATION
I.1	*	What is the service(s) you have received or are about to receive?
I.2	*	Ultimately, have you received the service(s) you need? • Yes, I received the service I need. • No, I did not receive the service I need. • I only received a part of the service.

1. SPEED OF DELIVERY

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

1.1	*	I waited for a reasonable period of time before getting the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.2	*	Service delivery (excluding waiting time) took a reasonable time					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.3	*	My inquiries were answered promptly					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.4		When I faced a difficulty, my problem was promptly solved					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.5		I received the service within the period of time announced by (the government entity)					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.6		I received the service after a reasonable number of contacts with (the government entity)					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

1. SPEED OF DELIVERY

1.7		I received the service after contacting a reasonable number of employees					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.8		I received the service charge bill without delay					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.9	@	It took me a reasonable amount of time to complete the service electronically					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.10	☏	It took me a reasonable amount of time to complete the service over the phone					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
1.11	*	Put a tick (✓) in one of the boxes below to express your satisfaction with the service speed of delivery in general					
		Very unsatisfied ❑	Unsatisfied ❑	Neutral ❑	Satisfied ❑	Very satisfied ❑	Not applicable ❑
1.12	*	Please add your suggestions to improve the service speed of delivery.					

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2. ACCESSIBILITY

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

2.1	*	There are several delivery channels to facilitate access to the service (such as website, mail, phone, self-service devices, etc.)					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.2	*	It is easy to access the service centre					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.3		The number of service delivery hours is sufficient					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.4		It is easy to obtain information about the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.5		The location of the service centre is suitable to me					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.6		It is easy to get an appointment with a front-line employee					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

2. ACCESSIBILITY

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

2.7		Parking spaces near the service centre are sufficient					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.8		Available road signs made it easy to reach the service centre					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.9	☏	It is easy to receive information about the service over the phone					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.10	☏	It is easy to receive the service over the phone					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.11	@	It is easy to find the website of the (government entity)					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.12	@	It is easy to find the information I need through the website					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.13	@	The website is always available without downtime					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

2. ACCESSIBILITY

2.14	@	The search engines in the website are working properly					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.15		It is easy to obtain the phone number of the (government entity)					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.16		It is easy to obtain the address of the (government entity)					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.17		It is easy to know which government entity is responsible for delivering the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.18		The service charges are suitable and reasonable for me					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
2.19	*	Put a tick (✓) in one of the boxes below to express your satisfaction with the service accessibility in general					
		Very unsatisfied ❑	Unsatisfied ❑	Neutral ❑	Satisfied ❑	Very satisfied ❑	Not applicable ❑
2.20	*	Please add your suggestions to improve the service accessibility.					

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3. PROFESSIONALISM OF FRONT-LINE STAFF

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

3.1	*	The front-line staff are aware of the service information					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
3.2	*	I was treated fairly and equally in comparison to other customers					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
3.3	*	The front-line staff communicate in a clear and easy language					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
3.4	*	The front-line staff make extra effort to facilitate service delivery					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
3.5	*	The front-line staff show appreciation and respect to customers					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

3. PROFESSIONALISM OF FRONT-LINE STAFF

3.6		The front-line staff are courteous in the conversation					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
3.7		The front-line staff are highly flexible when delivering the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
3.8		The front-line staff have good listening skills					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
3.9	*	Put a tick (✓) in one of the boxes below to express your satisfaction with the professionalism of front-line staff in general					
		Very unsatisfied ❑	Unsatisfied ❑	Neutral ❑	Satisfied ❑	Very satisfied ❑	Not applicable ❑
3.10	*	Please add your suggestions to improve the professionalism of front-line staff.					

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4. EASE OF USE

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

4.1	*	The service procedures are simple and easy					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.2	*	It is easy to understand and fill in all the required forms					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.3	*	It was clear to me what to do in case I encounter a problem while receiving the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.4	@	It is easy to understand the organization of the service information on the website					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.5	@	It is easy to browse the website pages to receive the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

4. EASE OF USE

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

4.6	@	It is easy to print the forms and documents from the website					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.7	@	The website provided links to other important websites					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.8		The payment procedures are clear and easy					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.9		The payment method is convenient to me					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.10		The time allowed for payment is appropriate to me					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.11		The service invoice is easy to understand					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

4. EASE OF USE

4.12	☏	The automated phone system is user friendly					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.13	☏	The options provided for the automated phone system are easy to understand					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.14	@	I could customize the electronic service to suit my needs					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.15	@	I was able to contact the (government entity) employees through the website					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
4.16	*	Put a tick (✓) in one of the boxes below to express your satisfaction with the service ease of use in general					
		Very unsatisfied ❑	Unsatisfied ❑	Neutral ❑	Satisfied ❑	Very satisfied ❑	Not applicable ❑
4.17	*	Please add your suggestions to improve the service ease of use.					

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5. SERVICE INFORMATION QUALITY

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

5.1	*	The written and verbal service information provided by the (government entity) is clear and simple					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
5.2		The service information is accurate					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
5.3	*	The service information is up-to-date					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
5.4	*	There was no contradiction in the service information I received					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
5.5		Information available on the steps I have to go through and the documents required to complete the service are adequate					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

5. SERVICE INFORMATION QUALITY							
5.6		Service information are available in my preferred language					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
5.7	*	Put a tick (✓) in one of the boxes below to express your satisfaction with the service information quality in general					
		Very unsatisfied ❑	Unsatisfied ❑	Neutral ❑	Satisfied ❑	Very satisfied ❑	Not applicable ❑
5.8	*	Please add your suggestions to improve the service information quality.					

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6. CUSTOMER PRIVACY

6.1	*	The front-line staff respected my privacy while delivering the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
6.2	*	I am sure that my information provided to the (government entity) will remain confidential					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
6.3	@	The online payment method on the (government entity's) website is secure					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
6.4	*	Put a tick (✓) in one of the boxes below to express your satisfaction with the customer privacy in general					
		Very unsatisfied ❑	Unsatisfied ❑	Neutral ❑	Satisfied ❑	Very satisfied ❑	Not applicable ❑
6.5	*	Please add your suggestions to improve the customer privacy.					

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7. APPEARANCE

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

7.1	*	Convenient waiting areas are available in the service centre					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.2	*	Appropriate means of comfort are available in the waiting areas					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.3		Sufficient signs are available in the service centre waiting areas to facilitate receiving the service					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.4		Minimum essential supplies such as pens and drinking water are available in the waiting areas					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.5	*	The queuing system is practical and clear					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

7. APPEARANCE

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

7.6	Welcoming waiting areas are available at the service centres					
	Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.7	Service delivery counters that suit my needs are available in the service centre					
	Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.8	The ventilation in the service centre is proper and sanitary					
	Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.9	The lighting of the service centre is suitable					
	Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.10	The service centre is clean and healthy					
	Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.11	There is a designated area in the service centre to submit customers' suggestions, complaints, opinions, comments, and thank-you notes					
	Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

7. APPEARANCE

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

7.12		There are designated areas in the service centre for filling in data, printing, and copying documents					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.13		Washrooms are available at the service centre					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.14	@	The appearance of the website is pleasant					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.15	@	The appearance of the website is professional					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.16	@	The appearance of the website is creative and modern					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.17	@	I can give my opinion about the service of the (government entity) via the website					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑

7. APPEARANCE

7.18	@	I enjoy spending time browsing the website					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.19	@	There are convenient facilities at the service centre, such as ATMs and electronic payment devices					
		Strongly disagree ❑	Disagree ❑	Neutral ❑	Agree ❑	Strongly agree ❑	Not applicable ❑
7.20	*	Put a tick (✓) in one of the boxes below to express your satisfaction with the service environment appearance in general					
		Very unsatisfied ❑	Unsatisfied ❑	Neutral ❑	Satisfied ❑	Very satisfied ❑	Not applicable ❑
7.21	*	Please add your suggestions to improve the service environment appearance.					

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8. GENERAL SATISFACTION LEVEL

Put a tick (✓) in one of the boxes below to express your general satisfaction level:

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
8.1	*	❑	❑	❑	❑	❑	❑

9. GENERAL TRUST LEVEL

Put a tick (✓) in one of the boxes below to express your agreement with the following statements:

9.1	I trust that the (government entity) is keen to meet my needs and protect my interests					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
	❑	❑	❑	❑	❑	❑

10. SERVICE IMPROVEMENT SUGGESTIONS

10.1	*	What are the three most important changes that the (government entity) may apply to improve the service?

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* Mandatory field

@ In case of delivering the service or part of the service through the website

☏ In case of delivering the service or part of the service over the phone

Appendix 4 Template of the "Efficiency" Tool

TEMPLATE OF THE "EFFICIENCY" TOOL					
Service Name	Baseline	Assessment Start Date	Assessment Frequency	Percentage of Actual Service Efficiency Increase	Percentage of Achievement

About the Executive Council: The Executive Council of Dubai, formed by Law # 3 in 2003, is the supreme decision-making body that directs and ensures the implementation of the Emirate's policies as set out in the Dubai Strategic Plan (DSP) and for all other major policy decisions. The Council, chaired by His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, the Crown Prince of Dubai, consists of the Director Generals and the CEOs of government authorities and agencies. The Council drafts and submits public policies, laws and decrees, and oversees the implementation of local and federal laws. It advises the establishment of local government entities and reviews projects. It supervises the performance of the entities and leads the ongoing process of improvement to effectively transform government entities into accountable, high-performing, audience-focused organizations.

About The General Secretariat of the Executive Council: The Secretariat provides strategic support to the Council through reviews and recommendations in public policy development, public administration improvement, through improving government services, government communications, excellence as well as performance management and coordinating activities of Council and Sector Committees.

About Dubai' The Model Centre: an entity under the General Secretariat of the Executive Council, chaired by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai. Dubai' The Model Centre aims at enhancing public services in Dubai to unprecedented leading levels. The Centre aims also at motivating government entities to improve their services using the methodologies and tools of Dubai Model for Government Services, and encourages cooperation and exchange of knowledge among the various government entities. Dubai' The Model Centre works on the study, documentation and dissemination of best practices in public services' competitiveness locally as well as globally, and launches intelligent and strategic tools and systems to support the decision making process in this field.

General Secretariat of the Executive Council – Government of Dubai
P.O. Box 72233, Dubai, United Arab Emirates – Telephone: +971 4 330211 – Fax: +971 4 4399515 – E-mail: Dubai.model@tec.gov.ae