



CUSTOMER SERVICE POLICY FOR THE BELIZE PUBLIC SERVICE



Delivering Service Excellence To All

FOREWORD



Customer satisfaction and customer experience are at the heart of any government's strategy for public service transformation, and the need for public services to be more customer-focused has never been greater. As such, a reconstruction of the services offered by the Belize Public Service around its customers is an important step in valuing those whom we exist to serve, and as we aspire to achieve higher levels of excellence and make improvements to better serve, our success will ultimately depend on how effectively we can deliver on the promise we convey through our vision statement - "Outstanding Service for All."

Service excellence will continue to play an important role in customers' and citizens' confidence in Government and the achievement of a sustainable economic development and better quality of life for Belizeans. The Public Service must therefore ascribe to the core values and guiding principles which are defined to help explain what is important as we engage in our work and with each other to deliver convenient and satisfactory service experiences to our citizens and customers. The core values and principles are an extension of Government's commitment to its promise of being "People Focused and Business Driven". Public officers are therefore encouraged to closely review the core values and guiding principles of this policy.

The policy provides a framework on which public service delivery can be transformed to improve services provided to citizens and customers. It sets the direction in which the Belize Public Service needs to go in order to realize meaningful and measurable changes and launches a new direction for the institutionalization of standardized and quality services in the Public Service.

As part of this policy also, the Public Service has a Service Excellence Team that is charged with leading an inclusive public service-wide effort to integrate our service philosophy and standards into our internal processes, collaborate to identify solutions to service issues and problems on an ongoing basis, ensure training and other support to the Public Service and to monitor and evaluate for quality assurance to our citizenry.

As the Minister with responsibility for the management and continuous modernization of the Public Service, I assure you of my commitment and pledge to provide the necessary support that will contribute to better customer experience and an improved quality of life for citizens. I

also call upon each and every public officer to use this policy as their personal guide, and to go that extra mile to provide the very best service that they can.

On behalf of my entire Ministry and the Government of Belize, I thank you for your commitment to **SERVICE EXCELLENCE!**



Honorable Frank Mena

Minister of the Public Service, Energy and Public Utilities

EFFECTIVE DATE AND APPROVAL

Approved by CABINET on 13th December, 2016

Effective date: This policy takes effect on 13th December, 2016

Version	Date	Description of changes
0.1	13-DEC-2016	Initial Policy Release

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VISION AND MISSION:

VISION: Outstanding service for all

MISSION STATEMENT: Improving quality of life through excellence in people-centered services in an ever changing environment

Core Values and Guiding Principles

At every service encounter and contact with both internal and external customers, adherence is to be given to these core values and guiding principles.

CORE VALUES

1. **Accountability** – being responsible for that which has been entrusted and answerable for our action or non-action and the subsequent result or outcome
2. **Efficiency & Effectiveness** – achieving the customers' desired outcome with minimum wasted effort and resources
3. **Equity & neutrality** – treating customers fairly and equally; prejudice or show of favor are not encouraged
4. **Integrity** – exercising honesty at all times; and refraining from accepting or offering gifts and bribes

5. **Professionalism** – exercising competence, good judgment and polite behavior at all times
6. **Quality Service** – services are to be of the highest quality, convenient, easy to use, accessible, friendly, integrated where possible, responsive, cost effective, with a guarantee of redress when things go wrong
7. **Rule of law** – unlawful acts in the provision of service are strictly prohibited
8. **Transparency** – procedures, standards and applicable policies are to be widely circulated and their application open to scrutiny

GUIDING PRINCIPLES

- **Regard for public interest** - listen to what customers have to say; consult with customers about their service needs; personalize service to the needs and circumstances of each service user where practical;
- **Culture of service management excellence**: design and deliver services based on strong service management practices
- **The Right of the Customer** – recognize and acknowledge the rights of customers to receive the services requested from polite, knowledgeable, helpful and professional staff
- **Communication** – keep customers informed about how long a service will take to achieve the expected outcomes. If a delay occurs, the customer should be advised and action should be taken to overcome any further delays
- **Due diligence and respect for complaints** - establish complaint channels, respond to enquiries promptly and efficiently; follow through with all the stages and processes in the execution of services
- **Accuracy** – commit to provide customers with up-to-date, error free and complete information and services.

POLICY FRAMEWORK

Policy Statement

The Government of Belize is committed to the vision of “Outstanding Services for All.” Consequently the public service will focus on improving the quality of life for Belizeans, which involves putting the needs of citizens and clients at the heart of all aspects of service planning, design, delivery, evaluation and improvement. The voices of citizens and customers need to be the driving force of what we do.

The core of public service improvements will be about a **shift in the organizational culture**, the **reengineering of processes** and expanded **use of technology** to achieve costs savings and convenience to customers.

Essential to the achievement of service excellence also, is ensuring that policy development and decision-making positively impact the provision of services to customers. This will therefore be done through well-articulated **standards and procedures**, reinforced by proper **customer feedback and monitoring and evaluation** systems.

We must consistently keep pace to exceed the expectations of citizens and customers. Whatever interventions are therefore taken, must be of value and contributes to improvements in service delivery and a better overall experience for citizens and customers.

By 2018 every department will develop and publish service standards and complaints procedures so customers are clear about what to expect, and what recourse is available if that expectation is not met.

Purpose

The purpose of this policy is to standardize and establish a strategic, logical and easy to understand approach to the design and delivery of GOB's services, which must be complimented by courteous and helpful personnel, to bring about better service and customer experience.

Background

Every day the Government of Belize delivers a broad spectrum of services. External services range from those that have a high client interaction to those where the work of the public interest occurs in the backend and is of primary focus. The delivery of external services relies on internal services, which support a public service that operates well.

Across the region and the world, the nature of public sector services is being transformed to adopt a customer-centric approach. Arising from this transformation is a need for improvements in the public service management model and a revision of the traditional cultural ethos, known to plague citizens. Citizens expect effective services that are integrated, simple, timely and delivered via simplified channel(s) of choice; today more than ever people want excellent service.

According to Belize's Country Strategy, "Democratic governance for effective public administration and sustainable development¹", are to modernize and focus on providing quality service to the public and to streamline government processes to achieve effective and cost efficient delivery of services.

The Growth and Sustainable Development Strategy (GSDS) for Belize also makes reference to a public service that is responsive, flexible, effective, efficient, collaborative, IT driven and citizen centric. It is therefore no surprise that seated at the core of

¹ Horizon 2030- National Development Framework for Belize, 2010:Pg 11 & 13.

government's agenda to effect public service reform, is a priority to transform and reengineer the customer service processes of the Belize Public Service.

"It is a real inconvenience and it is quite frustrating to go up and down and then around, just to get a simple answer. Why can't Government cut the unnecessary steps and make access to public services easier?"

**YOU SPOKE AND
WE LISTENED**

The Ministry of the Public Service is accelerating efforts to transform people and systems, and in December of 2014, carried out a customer satisfaction survey.

The survey results suggest that customers' satisfaction is at an average. Also in more recent customers' feedback, citizens and customers on an average, claim to have been transferred to several persons before actually speaking to the right person if ever at all. According to customer feedback also, waiting time in line can be anywhere from 30 to 60 minutes, and with no certainty of actually getting results. A repeated statement that was noted, reads "It is a real inconvenience and is quite frustrating to go up and down and then

around, just to get a simple answer, why can't government cut the unnecessary steps and make access to public services easier?" (Random site visits and customer interviews 2016). Further details of the survey and interviews can be seen on the Ministry of the Public Service website at www.publicservice.gov.bz.

The impetus for this policy therefore is supported by Horizon 2030, the GSDS, and the Government's election platform and by surveys conducted by the MPS.

Objectives

The broad objectives of this policy are:

1. By 2019, all ministries and department will develop and implement service improvements plans
 - a. By 2018, 100% of ministries and departments will develop and publish service standards and standard operating procedures (SOPs) for complaints, so customers are clear about what to expect
2. *By 2020 public officers will be trained in customer care and/or service management and dealing with complaints effectively. A clear progression path for Service Professionals will be established.*
 - a. *At least 500 front line officers will receive training yearly, beginning in 2016*
 - b. *All new employees will receive training as part of their induction to the Public Service, beginning in 2017*
 - c. *By 2018 at least 75% of middle and upper level managers will participate in discussions and learning sessions on service excellence*
3. *By 2017 the first annual report on compliments and complaints handling in the Public Service will be published and circulated*
4. *By 2018, nominations for the service excellence category of the Public Service Recognition and Meritorious Awards will increase by 100%*

- a. Improved service to external customers by motivated and engaged internal customers*
- 5.** *By 2020 all key public-facing public service offices will have improved customer service processes based on streamlined systems and use of ICTs*
 - a. Information on Government service will be accessible through the gov.bz portal*
 - b. In the short term and by 2017 an information /complaints and compliments hotline will be rolled out*
 - c. By 2018 the first of 7 (one for each district), state of the art physical contact center will be opened and offering information, first level transactions and quality assurance on government services*
 - d. By 2019 75% of government transactions will be accessible online.*

Scope

This policy applies to all ministries, department and units of the Belize Public Service and its intended impact is for both internal and external clients. The policy includes four essential elements:

1. Creation of greater awareness among public officers regarding the need for citizen-centered services, resulting in service delivery improvement and enhanced customer satisfaction.
2. Putting in place mechanisms for the improvement and redesign of processes and procedures and using technology, with a view to meet customers' expectations and improve service delivery in areas such as timeliness, ease of access, efficiency and overall service experience.
3. Emphasis on development of service standards and the communication of those standards to customers.

4. Monitoring and evaluation of service standards to ensure compliance and establishing mechanisms for customer feedback to facilitate continuous improvement in service delivery

General Provisions

- a) Nothing in this policy shall be construed to impair or otherwise affect:
 - i. authority granted by law to a ministry or department, or the head thereof; or
 - ii. functions of the Financial Secretary relating to budgetary matters or to the Financial Orders.
- b) This policy shall be implemented consistent with applicable law and subject to the availability of resources.
- c) This policy is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable by law or in equity by any party against Belize, its ministries, departments, agencies, or entities, its officers, employees, or agents, or any other person.

Nothing in this policy shall compel or authorize the disclosure of privileged information, law enforcement information, information affecting national security, or information the disclosure of which is prohibited by law.

Policy Directives

1. Ministries and departments are to develop and implement a customer service plan, in alignment with this policy. Plans will be published / posted via a link on the MPS website, namely [GOB-Delivering Customer Service Excellence-](#). Plans are to at a minimum, include the development and implementation of standard operating

procedures and customer charters (service standards), on which annual compliance / performance reports are to be published,

2. Ministries and departments are to develop and maintain service inventory.
3. Ministries and departments are to undertake process review, and where necessary streamline processes for efficiency and overall service improvements, in collaboration with CITO.
4. The MPS will administer an annual customer satisfaction survey which will be separate from that of ministry's/department's feedback mechanisms. Ministries and departments are to, as part of their plan, develop and make available mechanism(s) to provide feedback and to address service issues of citizens/customers in a timely manner. (Refer to the basic guide at [Appendix A](#), (to be further developed in collaboration with stakeholders, within 3 months of this policy's approval).
5. The MPS, in collaboration with stakeholders, will organize for training and development in customer-care and service excellence for public officers at all levels.
6. All service standards will be shared with the MPS which will act as a clearing house and will provide oversight and independent quality assurance.
7. Priority services are reviewed regularly to identify opportunities for service redesign, improved usability, channel integration, and, where appropriate, alternative service delivery mechanisms and partnership arrangements.
8. This policy will be implemented in conjunction with the Recognition and Meritorious Awards Policy to support innovative approaches to public service delivery.

For further details please see [Appendix B](#) for the core elements to be included in service standards (charters) of ministries/departments

Responsibility

Ministry of the Public Service is responsible to:

- Collaborate with ministries and departments and provide guidance and assistance in developing and implementing customer service plans, including the development and publishing of customer charters
- Along with the CITO, provide support to ministries and departments in identifying and using ICTs to streamline processes that will lower costs, decrease service delivery times, and improve customers experience
- Provide oversight and continuous updates to the policy and its encompassing strategies
- Conduct continuous monitoring and evaluation of the policy

Chief Executive Officers and Heads of Department are responsible to:

- Integrate the elements of this policy within respective ministry/department customer service plan
- Develop and maintain service inventory
- Promote a culture of service excellence; facilitate employee as well as client engagements to develop systems that will result in service delivery improvements and customer satisfaction
- Develop and implement customer service standards /charter, inclusive of a compliance monitoring and evaluation mechanism
- Establish mechanisms with clear procedures for customer feedback on services
- Improve the customer experience by adopting proven customer service best practices and coordinating across service channels (such as online, phone, in-person, and mail services)
- Streamline processes to reduce costs and accelerate delivery, while reducing the need for customer turnaround

Governance Framework

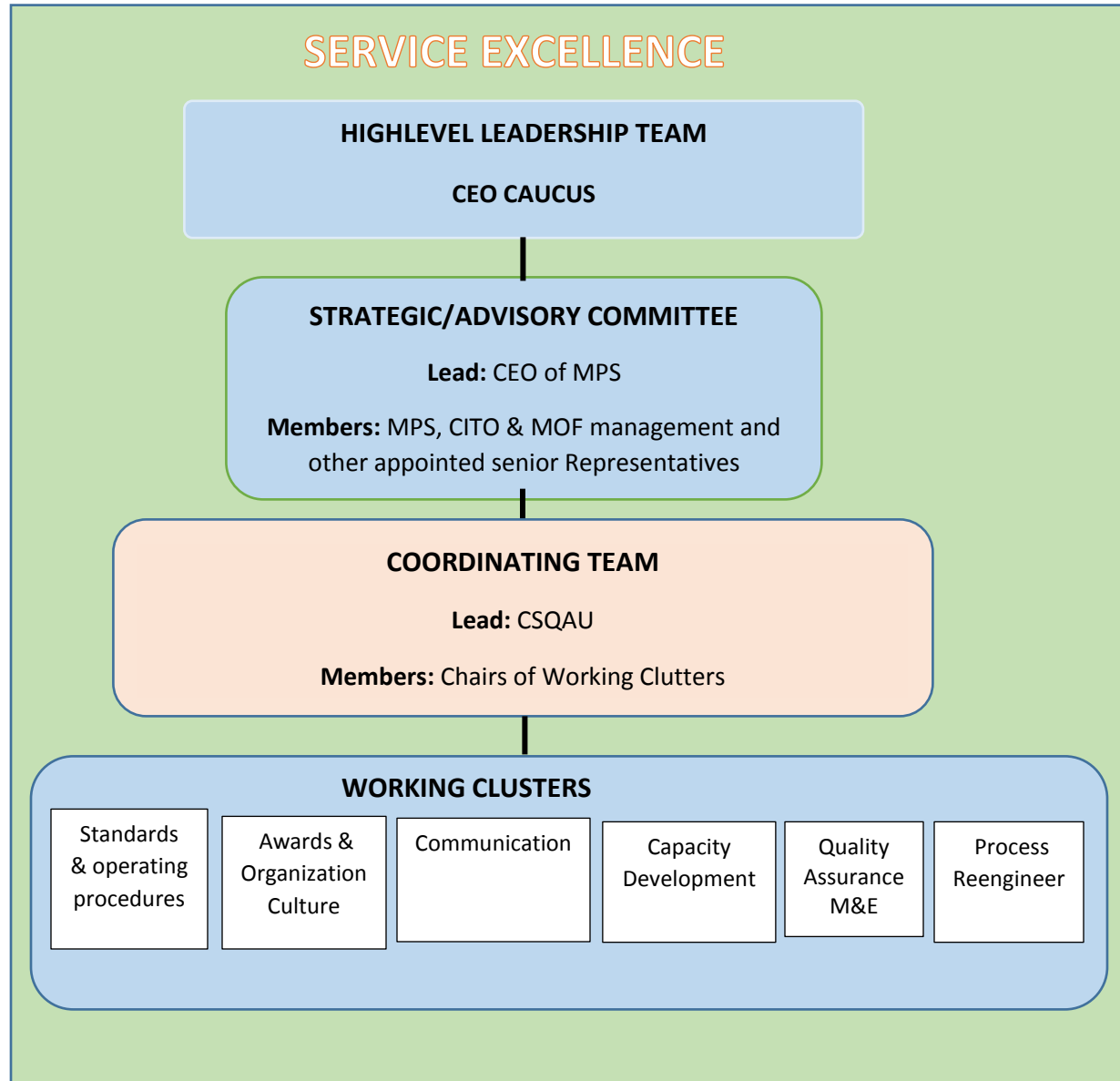


Figure 1

By authority vested through Statutory Instrument No. 59 of 2014, Belize Constitution (Public Service) Regulation 2014, and with support at the highest level, the MPS will be empowered to effectively facilitate and monitor the implementation the Customer Service Policy, Strategy and Plan of Action. The governance structure sets out a participatory and all-encompassing framework to successfully achieve service excellence. It therefore includes:

1. A HIGH-LEVEL LEADERSHIP TEAM - (CEO CAUCUS) to:

- Execute and champion service excellence
- Make final decision and approval on projects and initiatives
- Ensure availability of resources

2. A SERVICE EXCELLENCE STRATEGIC / ADVISORY COMMITTEE - (MPS mgmt. and other appointed senior representatives) to:

- Act as a think-tank and assist the development and review of service transformation strategy and plan
- Advise and give high –level recommendation on the overall service excellence to CEO
- Review projects and provide recommendation
- Oversee alignment of projects with service vision

3. CUSTOMER SERVICE QUALITY ASSURANCE UNIT to

- Develop and drive service plan
- Lead service excellence project planning, management and execution
- Maintain momentum of process
- Measure and report on results

4. SERVICE EXCELLENCE COORDINATING TEAM (CHAIRPERSONS OF EXPERT / WORKING CLUSTERS)

- Provide support toward the achievement of the service excellence agenda, by facilitating with key efforts of developing and implementing departmental services plans, standards and SOPs, reengineering of processes, training & development and communication and creating awareness of the programs and projects.

EXPERT / WORKING CLUSTERS

The Expert Working Clusters includes the experts on the ground and in the frontline who experience and can attest to the customer's journey on a daily basis. Clusters will assess gaps, recommend priorities, develop the relevant strategies and plans, guide execution, measure results and report to the coordinating team.

CLUSTER 1: Process-Re-engineering (Headed by CITO)

CLUSTER 2: Quality Assurance / Monitoring & Evaluation

CLUSTER 3: Capacity Development

CLUSTER 4: Communications

CLUSTER 5: Awards and Organizational Culture

CLUSTER 6: Standards

Table 1: Summarized Delivery and Resource Plan

	ACTION	BY WHEN	RESOURCE REQUIREMENTS	ACCOUNTABLE OFFICIAL
1	Develop brief communication /stakeholders engagement strategy for policy	2016	Some in-house resources/time/opportunity cost of colleagues	MPS
2	Strengthen the Customer Service /Quality Assurance core team	2017	Some in-house resources (time/opportunity cost of colleagues to review current structure), new staff	MPS/MOF
3	Develop comprehensive monitoring and evaluation plan	2016	Some in-house resources (time/opportunity cost of colleagues) and external resources/expertise	MPS
4	Every department publish a customer service plan	2018	In house departments and MPS	CEOs
5	Every department produce and publish customer service standards	2018	In house departments and MPS	CEOs
6	Every department produce and publicise a customer complaints procedure	2018	MPS in-house and some external resource to write the annual complaints report	CEOs/MPS
7	Train 2500 staff in customer care, including all new entrants	2020	Some resource requirements to design and run the training courses and the opportunity costs of colleagues being away from the office	MPS/CEOs
8	Conduct 12 strategic and learning sessions with middle and senior mgmt.	2019	Some resource requirements to design and run the training courses and the opportunity costs of colleagues being away from the office	MPS/CEOs
9	Develop Government of Belize contact centre	2018	Resources required to create the space, install telephone technology, training staff and manage transfer of call handling from departments to central resource	MPS
10	Reengineer and implement improved service processes (including Vital Statistics, Immigration, Lands, Income Tax)	2019	Resource required to develop/promote service improvement methodology, install the IT solution and support departments to implement. Some opportunity costs within departments	MPS/CEOs/CITO
11	Develop Belize.gov as a comprehensive information portal (and pilot some transactions)	Ongoing	Some resource requirements for technology solutions, also content writers and editors. Plus, department resource in ensuring information up to date	CITO/MPS
12	Foster service excellence through management of outstanding and honours awards	Ongoing	Some additional resource along with the budgeted amount for coordinating and judging the existing awards program.	MPS
13	Produce annual monitoring report	Ongoing	Some in-house and external resources to undertake and collate the survey results and to write the report	MPS

MONITORING AND EVALUATION

All ministries and departments in collaboration with the Ministry of Public Service will systematically and routinely collect customer service information and monitor performance against the guiding principles and standards in this policy, to learn from experiences, to improve practices and activities and to promote internal and external accountability.

The Ministry of Public Service through the Quality Assurance Unit, will also conduct periodic progress assessment and facilitate the conduct of annual customer service satisfaction survey to gauge compliance and the adoption of the guiding principles and standards identified in this policy.

Through the routine collection of customer service information and the annual survey, the results, processes and experiences will be documented and used to demonstrate impact for and as a basis to steer decision-making and learning processes. Through the monitoring activities the progress and impact of all ministries in adhering to this policy will be formally reported upon and published.

These initiatives will be in keeping with a comprehensive monitoring and evaluation plan, which must be strengthened as the policy is implemented.

REFERENCES

Belize Constitution (Public Service) Regulations, 2014
Horizon 2030
The Growth and Sustainable Development Strategy 2016-2019, 2016
Ministry of the Public Service Strategic Plan 2014-2017
Belize e-Government Policy and Strategic Plan

ENQUIRIES

Feedback in person, by telephone or through e-mail should be directed to:

Address:

Supervisor of Quality Assurance
Ministry of the Public Service
First Floor – North Wing
Sir Edney Cain Building, City of Belmopan, Belize

Telephone: (501) 822-2204, 2205

Facsimile: (501) 822-2206, 2256

E-mail: publicservice@mps.gov.bz

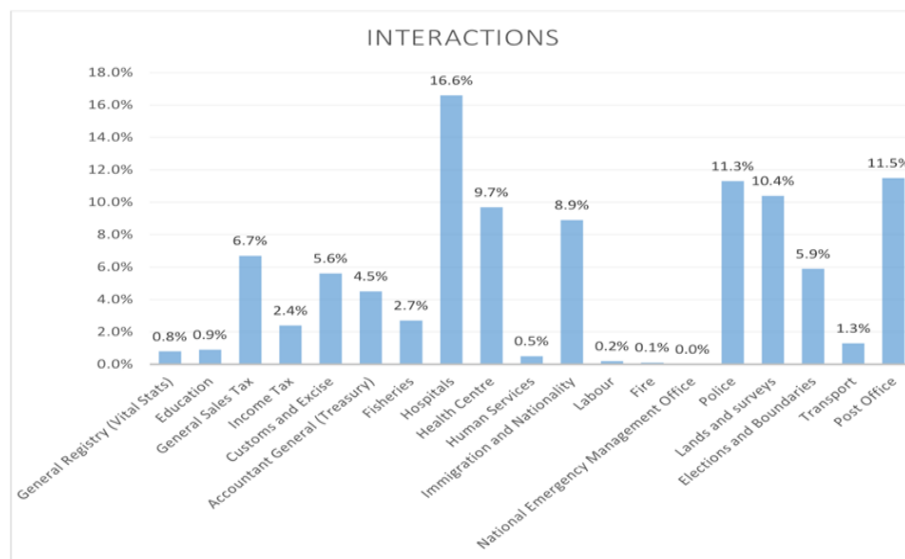
Website: www.publicservice.gov.bz/

Facebook: www.facebook.com/Belize-Public-Service-1541548712816322/

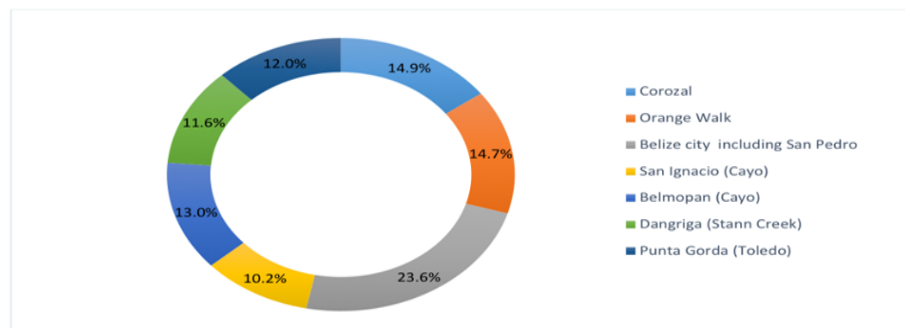
Figure 2: Survey Findings on Customers Interaction with the Public Service

Findings

1. Customer interactions with Public Service agencies or departments



2. Respondents by location



Appendix A: Definitions and Acronyms

Customer Service: The process of ensuring customer satisfaction by consistently exceeding the needs of customer(s)

Customers:, customer(s) are all those who interact with the public service, including its employees, members of the general public who seek out and use services and service providers.

External customers: An external organization or individual that receives a product or service from the Government of Belize.

Internal customers: For the purpose of this policy, internal customers refer to all organizations and persons that are directly related or linked to the Government of Belize. This include, but is not limited to, sister ministries, departments, units and the collective staff of the Public Service.

Service inventory: A listing of external and internal services, including the identification of priority services, that provides detailed information based on a channel, client, volume, etc.

ACRONYMS

AO	Administrative Officer
CEO	Chief Executive Officer
CITO	Central Information Technology Office
GOB	Government of Belize
GSDG	Growth and Sustainable Development Goals
HoD	Head of Department
ICT	Information and Communication Technology
KRA	Key Result Areas

M&E Monitoring and Evaluation

MOF Ministry of Finance

MPS Ministry of the Public Service

PSU Public Service Union

CSQAU Customer Service Quality Assurance Unit

SOP Standard Operating Procedures

Appendix B: Guideline for Handling Customers Feedback

This draft guide sets out basic principles for inclusion in ministry / department complaints management procedures documents, illustrated by real life examples. The Guide is one of a range of publications produced by the Ministry of the Public Service to help ministries and departments of the Belize Public Service manage and achieve service excellence.

Complaints management system should -

- be clearly stated and understood;
- reflect all the important principles of complaints management;
- suit your individual agency's needs, structure, modes of service delivery etc.;
- be efficient in processing complaints;
- be effective in resolving complaints; and
- provide opportunities for business/systemic improvements

Once you have prepared and implemented your complaints management system, it is important to communicate it. You should therefore develop strategies for internal and external communication to ensure the public and your staff know how complaints are handled by your organisation. Also, consider:

- placing complaints information prominently on the website;
- the communications needs of people identified as being disadvantaged; and
- ensuring all documents are written in plain language.

As it relates closely to client service, complaints management should be an integral part of ministry's and department's operations. Complaints management system is to be consistent with strategic goals, operational plans and performance standards.

For example –

- strategic and/or operational plan could set a goal or indicator of resolving x% of complaints within a certain time;

- risk management plan could identify unresolved complaints as a significant risk to the agency; and
- core principles could identify respect for complainants.

Key features of your complaints / feedback system should include:

- introduction
- commitment
- scope - make clear the circumstances in which the policy applies and to whom it applies
- An overview of the management model itself
- Visibility and access
- Responsiveness
- Assessment and action
- Feedback
- Monitoring effectiveness - how the system will be monitored/reviewed, how often and by whom and what complaint trends are to be identified for what
- Resource and training - what training and other support will staff receive – e.g. conflict management, customer service
- Remedies

Appendix C: Complaints & Compliments Template

Blank Template

Your feedback helps the Government of Belize deliver quality services.

*I would like to....

- Give a compliment
- Make a complaint

(If you chose 'Give a compliment' above)

*Please provide as much detail as you can (who, what, where, when, why) so we can pass on your compliment.

(If you chose "[Make a complaint](#)" above)

*Please provide as much detail as you can (who, what, where, when, why) so we can properly address it.

*What happened?

Don't submit school or medical information through this form (medical privacy).

When did it happen?

dd /mm/yyyy

What time did it happen (approximately)?

*Where did it happen?

- Over the phone
- At a counter
- Online
- Other

What phone number were you calling from when the issue happened?

(If you chose 'over the phone' above)

What is the address/location of the counter?

(If you chose 'at a counter' above)

Please provide some more details.

(If you chose 'other' above)

What department does it relate to (if applicable)?

What service does it relate to (if applicable)?

What outcome are you expecting?

*Do you want to be notified about the result or contacted if we need more information?

- ☐ Yes, I want to be contacted
- ☐ No, I don't want to be contacted

Enter your details

Name: _____

Email: _____

Contact number: _____

Privacy and your personal information

We will only use this information to resolve your complaint. We will manage your personal information in line with the Information Privacy Act.

OTHER FEEDBACK OPTIONS

Phone: (501) xxx xxxx

In person: Visit one of our counters

Mail: Look up the postal address of the department you wish to deal with

Appendix D: Cross Cutting Standards

The standards contained in this section apply to all ministries and departments. Nine measures of customer service are defined. These measures address the five drivers identified as key for customer service excellence, namely: timeliness, staff knowledge, courtesy and going the extra mile, positive outcome, and recent experience.

1. Answering the telephone

- Telephone call are to be responded to in a prompt and professional manner. Please refer to [Belize Public Service Telephone Standards Manual](#) which can be found on the MPS Website.

2. Correspondences

- All mailed correspondences are to be replied to within (5) five working days. In rare circumstances, an extension in communication with the customer can be agreed for a satisfactory outcome. Contact names and telephone numbers for the department or person sending the communication should be included in all correspondence.

3. Website (government website or portal)

- All ministries and departments are to have an online presence via the Internet, offering at a minimum government information.
- Online presence via a website or otherwise is to be available (24) twenty-four hours a day all year round with up-to-date and accurate information.
- Websites and portal should be user-friendly and easy to navigate to provide great experience

4. Meeting in Person

- Customers are to be greeted immediately as they present themselves, or as soon as a staff member is free (if already engaged with a customer). Staff should deal with the enquiry/transaction promptly and in a professional, courteous and helpful manner.

- Reception areas are to be manned at all times during the normal business hours and are to be of a client centered ambiance.
- Staff required to visit customers away from the office premises must do so by first making an appointment. Clearly identification of self and purpose of visit must be made at the start of an appointment.

5. Publication of opening hours, etc.

- Ministries and departments are to publicize contact information on hours of operation, standards for timeliness and quality of customer service.

7. Staffing

- Ministries and departments of public-facing teams are at all times to have adequate number of staff with the same role and knowledge, and should ensure that the occurrences of staff being on lunch breaks and annual leave at the same time be minimized.
- Staff are to be given opportunity for adequate training and annual refreshers in order to be knowledgeable and helpful to clients

8. Consultation, feedback and suggestions

- Where appropriate, consultations and regular surveys aimed at determining the needs and perceptions of customers using services should be done. The feedback should be used for monitoring and enhancement of services.
- Customers should be kept updated about the service improvement strategies, development plans and outcomes of consultations, using all appropriate communication channels.
- The outlet for service users to make a complaint or comment on services should be widely publicized

9. Confidentiality

- All information gathered or held about customers will be held in accordance with the ministry's or department's confidentiality code of practice and data protection policy and procedure.





GOVERNMENT OF BELIZE

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