

Template for comments and secretariat observations

Date: 14 May 2024

Document: ISO/DIS 11367

Project: Service excellence
— Principles and model for
public service organizations

MB/ NC ¹	Line number (e.g. 17)	Clause/ Subclause (e.g. 3.1)	Paragraph/ Figure/ Table/ (e.g. Table 1)	Type of comment ²	Comments	Proposed change	Observations of the secretariat
	Page v	Para 3	Line 3	ed	Add the following text: “public services to provide”	More importantly citizens expect “public services to provide” protection as well as improvement of the way of life	
	Page vi	Para 1	Line 1	ed	Replace the word “ build-up ” with “establishes”	This document defines the essential terms, describes relevant principles and build-up establishes a model on public service excellence.	
	Page vi	Para 1	Line 2	ed	Add “a”	It is essentially a guidance for use by public service organizations wishing to achieve public service excellence.	
	Page vi	Para 3	Line 2	ed	Remove “ even ”	This means in different circumstances the recipients of the public service could be the citizen, a customer or even the consumer.	
	Page 1	3.2 Note 1 to entry	Line 1	ed	Add “citizen is”	A citizen is person having a natural or legally conferred status to belong to a nation with basic or fundamental rights and duties as defined in the national constitution or other decree by law.	
	Page 1	3.2 Note 5 to entry	Line 2	ed	Correct “ die ” as “due”	However, due to its wide adoption and usefulness in the standardization of service excellence, the use of the term ‘customer’ has been adopted in this document, and is used in combination with ‘citizen’.	
	Page 2	3.3 citizen experience	Line 1	ed	Replace “ their ” with “his/her”	perception by a customer/citizen about his/her interaction with a public service organization, its products or services	
	Page 2	3.3 Note 1 to entry	Line 1	ed	Replace “citizen” with “citizen’s”	An interaction is related to a customer/citizen’s journey	
	Page 2	3.3 Note 1 to entry	Line 2	ed	Remove the text: “ direct-related-or-indirect ” Replace with: directly or indirectly	Interaction can be direct-related-or-indirect directly or indirectly related to the public service organization.	
	Page 2	3.4 Customer/cit izen Journey	Line 1	ed	Replace “citizen” with “citizen’s”	series or sum of customer/ citizen’s experiences when engaging	

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	Page 2	3.9 Public service	Line 1	ed	Write 'government' in lower case	Service provided by an organization established or appointed by the government to citizens and other customers.	
	Page 3	3.12 Public service excellence strategy	Line 1	ed	Replace 'solid' with 'sound'	translation of the public service excellence vision and mission into solid sound principles	
	Page 3	3.14 Public service organisation	Line 1	ed	Remove the following text " A public service organisation is " from the beginning of sentence. To maintain consistency with other definitions	A public service organisation is Any institution, service organisation or system, which is under the policy direction of and controlled by an elected government (national, federal, regional or local).	
	Page 5	4 Relevance and benefits of public service excellence Para 5 Bullet 1		ed	Replace the existing sentence with following text for the improvement: "higher reputatuion as a customer/citizen centric organization"	higher customer/ citizen centricity reputation as a customer/citizen centric organization	
	Page 5	4 Relevance and benefits of public service excellence Para 5 Bullet 4		ed	Add the text at the end of the sentence "higher brand awareness" Combine the text of bullets 4 and 6	an excellent public service brand (leading to improved recruitment opportunities, higher levels of staff engagement, higher brand awareness)	
	Page 5	4 Relevance and benefits of public service excellence		ed	Remove bullet no.6: brand strengths including positive brand awareness for the public service organisation; As it combines with bullet no. 4.		

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		Para 5 Bullet 6					
	Page 5	4 Relevance and benefits of public service excellence Para 5 Bullet 7		ed	Replace “management of” with “managing” for consistency of language.	better “management of” networks with subcontractors;	
	Page 5	4 Relevance and benefits of public service excellence Para 5 Bullet 8		ed	Replace “enhanced” with “boosting” for language improvement.	“enhanced” organisational efficiency;	
	Page 5	4 Relevance and benefits of public service excellence Para 5 Bullet 9		te	Replace the bullet no. 9: - implementing agility in the organization; with following text: - higher agility to respond to changes.	- implementing agility in the organization; - higher agility to respond to changes	
	Page 5	5.1 General principles Pt. a)	Line 2		Remove the text “in the sense of” and replace with “to sustain” for language improvement.	resources and processes should be aligned in the sense of to sustain customer centricity on as ongoing basis.	

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	Page 7	6 Service excellence model Para 2	Line 2	ed	Remove the following text “although ideally a public service excellence strategy should be in place” and replace with “and should be incorporated in the organization’s public service excellence strategy.” Comment: It is important to create the relationship between the dimensions/ elements and the excellence strategy, which is also mentioned in 7.1.1 c)	The four dimensions and twelve elements are equal with no sequence of implementation, although ideally a public service excellence strategy should be in place” and should be incorporated in the organization’s public service excellence strategy.	
	Page 8	7.1.1 Public service excellence, purpose, vision, mission and strategy Para 2	Line 6	ed	Repeated term. Remove “public service organization’s”	determine the public service organization’s targeted citizen experience interaction with the public service organization.	
	Page 8	7.1.1 Public service excellence, purpose, vision, mission and strategy Para 3	Line 1	ed	Replace “to” with “with” and “should be aligned to” with “with” for language improvement	The public service excellence vision, mission and strategy should be aligned to with each other and should be aligned to with the public service organization’s overall strategy	
	Page 8	7.1.1 Pt. b) Service	Line 4	ed	Add “it” for language improvement.	that defines clearly its role and responsibilities towards the society it is called upon to serve.	

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		excellence mission					
	Page 8	7.1.1 c) Service excellence strategy Para 2	Line 4	ed	Remove the following text “The governance of service excellence has to be drawn up as a system by which the current use of service excellence is directed and controlled” . As, text is not coherent and misplaced.		
	Page 9	7.1.1 Appropriate practices Pt. 2	Line 2	ed	Remove “and” to align with the expression used in the ntote	stakeholder and engagement plan and subsequently engage with them to gain acceptance	
	Page 9	7.1.1 Appropriate practices Pt. 3		te	Remove the following text: Ensure organizational agility by And add following text in the end of sentence: in the context of internal and external changes. For having the correct perspective.	Ensure organizational agility by regularly reviewing the relevance of the service excellence strategy in the context of internal and external changes.	
	Page 9	7.1.2 a) leadership Bullet 1	Line 1	ed	Remove ‘the’ as repeated in the sentence and also the second ‘and’	develop the the public service excellence vision, mission, strategy and purpose and ensuring that it is communicated throughout the organization;	
	Page 9	7.1.2 Appropriate practices	Line 2	ed	Remove the following explanatory text: Note Institutionalize citizen feedback as part of the improvement management or performance	Institutionalize the citizen feedback as part of the improvement management or performance management; Note Institutionalize citizen feedback as part of the improvement management	

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		Pt. 2:			management; As, institutionalize term is well understood.	or performance management;	
	Page 9	7.1.2 Appropriate practices Pt. 4		te	Remove the following text: “Develop a digital data capture system so that the results of Key Performance Indicators are not manually input making sure that the service excellence objectives are effectively measured;” Replace with: Develop a data management system that includes to the extent possible, capturing data from the work flow, and using the data for effective measurement of performance For the correct perspective.	“Develop a digital data capture system so that the results of Key Performance Indicators are not manually input making sure that the service excellence objectives are effectively measured;” Develop a data management system that includes to the extent possible, capturing data from the work flow, and using the data for effective measurement of performance	
	Page 10	7.1.2 Appropriate practices Pt. 5	Line 1	ed	Correct the sentence as follow: Development of an effective the necessary internal communication system so that all aspects relating to service excellence performance is are communicated effectively;	Revised text: Develop an effective internal communication system so that all aspects relating to service excellence performance are communicated effectively;	
	Page 10	7.1.2 b) Shared efforts, defined responsibilities and		ed	Delete the fourth bullet “develop the necessary service excellence governance so that” Comment: Developing governance is not the role of managers		

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		objectives Bullet 4					
	Page 10	7.1.2 b) Shared efforts, defined responsibilities and objectives Bullet 6	Line 1	ed	Add the text “Ensure that” in the beginning of sentence for the consistency with other clauses.	Ensure that service excellence performance is monitored,	
	Page 10	7.1.2 Appropriate practices Pt. 4	Line 1	ed	Replace the word “should assign” with “assigning”. For consistency of language with other bullet clauses	Public Sector Organization Management should assign assigning roles and responsibilities relating to the provision of service excellence.	
	Page 10	7.1.2 c) Bullet 2: Note			Comment: Delete the text : commonwealth health programs that directly affect the public interest, appeal or relevance to the general populace To delete incoherent text.		
	Page 12	7.1.2 Pt. c) Appropriate practices pt. 12	Line 1	ed	Add the words “adopting” and “that” in the sentence: Adopting good regulatory practices that are internationally recognized processes, systems, tools and methods for improving the quality of regulations. For language improvement.	Adopting good regulatory practices that are internationally recognized processes, systems, tools and methods for improving the quality of regulations. GRP systematically implements public consultation and stakeholder engagement as well as impact analysis of government proposals, before they are implemented to make sure they are fit for purpose and will deliver what they are set out to achieve.	

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	Page 12	7.1.2 Pt. c) Appropriate practices pt. 13	Line 1	ed	Add the following “adopting” and “which” as highlighted in the sentence: Adopting regulatory impact assessment (RIA) which is a systemic approach to critically assessing the positive and negative effects of proposed and existing regulations and non-regulatory alternatives.	Adopting regulatory impact assessment (RIA) which is a systemic approach to critically assessing the positive and negative effects of proposed and existing regulations and non-regulatory alternatives.	
	Page 14	7.2.1 Public service excellence culture The organization should: Bullet 5 pt. 6	Line 3	ed	Remove the following text as it is not relevant: “Reflection is a systematic reviewing process for all teachers which allows you to make links from one experience to the next, making sure your students make maximum progress.”	Implementing a culture of reflective practice and learning from failures. Note: reflective practice is 'learning through and from experience towards gaining new insights of self and practice'. Reflection is a systematic reviewing process for all teachers which allows you to make links from is not relevant one experience to the next, making sure your students make maximum progress.	
	Page 15	Appropriate practices Pt. 1		ed	Remove the text from the beginning of sentence “The following methods can be used” To enable continuity from the previous sentence	The following methods can be used For internal personnel:	
	Page 15	Appropriate practices Pt. 2		ed	Remove the following text: The following methods can be used externally: Replace with For external communications: To enable continuity from the previous sentence	The following methods can be used externally: For external communications:	
	Page 15	Appropriate practices Pt. 2 (b)		ed	Add the following text in the sentence: “awareness regarding the organization's” For the correct perspective.	hold open or semi-open seminars to spread awareness regarding the organization's service excellence culture;	

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	Page 15	Appropriate practices Pt. 2 (c)		te	Remove the text “ post and display ” and replace with demonstrate . Add the following text: “ through messages and behaviour at the different ” To improve the intent of the text and make it better understood.	post and display demonstrate the service excellence culture through messages and behaviour at the different touch points on the customer journey map (such as bus stops), websites, social media, exhibitions, advertisements and so on, so that customer can understand the service culture;	
	Page 15	Appropriate practices Pt. 2 (d)		te	Add the following text at the end of sentence: by emphasizing on the organization's values, corporate responsibility, standards and practices To reinforce the intent of the text.	Disseminate public service excellence culture through interviews and public speeches by emphasizing on the organization's values, corporate responsibility, standards and practices.	
	Page 16	7.2.2 Employee engagement a) Recruitment and induction of new employees	Line 2	ed	Add ‘values’ in the sentence For consistency with other sections.	During the recruitment and on-boarding phase, a strong focus should lie on the service excellence attitudes and behaviours of new employees in line with the service excellence vision, mission values and strategy of the public organization.	
	Page 16	7.2.2 Employee engagement b)Continuo us learning and	Line 1	ed	Add ‘that’ in the sentence For language correction.	The delivery of outstanding customer experiences is associated with the continuous learning attitude that is expected from all employees, regardless of their level of experience.	

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		developmen t of employees					
	Page 17	The organization should: Bullet 2		ed	Remove ' including ' from the sentence For language correction.	develop programs on leadership development that could include including tools for public management;	
	Page 17	c) Feedback of customers/ citizens at an employee/te am level		ed	Replace ' to ' with ' from ' For language correction.	Since the experience perceived by customers/ citizens can strongly differ to from the belief of the management in the delivered customer experience, public service organizations should regularly seek feedback from their customers.	
	Page 17	The organization should: Bullet 3	Line 1	ed	Replace ' action ' with ' act upon ' For language correction.	analyze, share, and action act upon frequently obtained feedback from customers/ citizens to individual employees and/or teams on their service delivery level;	
	Page 19	Appropriate practices for implementat ion can include: Pt. 5	Line 1	ed	Add ' as it ' in the sentence For language correction.	by involving managers and supervisors in recognizing outstanding performance as it carries weight and demonstrates leadership's commitment to excellence	
	Page 19	Appropriate practices for implementat ion can include: Pt. 6	Line 1	ed	Remove ' is ' from the sentence For language correction.	the recognition system's effectiveness should be regularly reviewed and feedback is collected from employees to make necessary adjustments and improvements;	

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	Page 19	f) Employee feedback mechanism	Line 2	ed	Replace 'the' with 'for their' For language correction.	The collection, review and assessment of employee feedback in a public service organization operating within a service excellence environment is crucial the for their engagement, identifying areas for improvement, and creating an organizational culture that promotes excellence.	
	Page 24	The organization should: Bullet 1		ed	Remove the following bullet: - design from the targeted customer/ citizen experiences a service promise, service concept and service standards for delivering outstanding experiences to customers/ citizens with problems and/or complaints. And replace with following 03 bullets: - establish systems for quick processing of customer grievances and for their resolution within defined time frames - ensure that the resolution / remedy offered is adequate to meet customer satisfaction - have systems to minimize the occurrence of common and similar complaints Comment: Service recovery is about effective grievance redress and attempting to win the customer back. Suggested text better addresses service recovery. The same justification for the next two	design from the targeted customer/ citizen experiences a service promise, service concept and service standards for delivering outstanding experiences to customers/ citizens with problems and/or complaints. - establish systems for quick processing of customer grievances and for their resolution within defined time frames - ensure that the resolution / remedy offered is adequate to meet customer satisfaction - have systems to minimize the occurrence of common and similar complaints	

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	Page 24	Appropriate practices Pt. 1		ed	Remove the following text: define requirements of accessibility, ease and proactivity to deliver the targeted experiences; Replace with: creating channels, forums, web portals to enable citizens / customers voice their grievances easily and openly	define requirements of accessibility, ease and proactivity to deliver the targeted experiences; creating channels, forums, web portals to enable citizens / customers voice their grievances easily and openly	
	Page 24	Appropriate practices Pt. 2		ed	Remove the following text: implement mechanisms for citizens to provide feedback easily. This can include surveys, ratings, and direct communication channels. Replace with: designating persons, teams or committees with authority for handling and resolving citizen's grievances	implement mechanisms for citizens to provide feedback easily. This can include surveys, ratings, and direct communication channels. designating persons, teams or committees with authority for handling and resolving citizen's grievances	
	Page 25	7.3.3 Public service innovation managemen t Para 2	Line 1	ed	Add 'and innovate' in the sentence. To align with the intent of the section	Organizations aiming at public service excellence should improve and innovate their operations on a continuous basis.	
	Page 25	7.3.3 Public service innovation managemen t	Line 4	ed	Remove the text "In this way" and replace with "The purpose of". Add "is to" in the sentence And replace "brings" with "bring"	In this way The purpose of, service innovation is to brings excellent value to customers/ citizens through, for example, new services and customer/ citizen promises and improved process performance that lead to a better service delivery and new business models.	

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		Para 2			For language correction.		
	Page 26	Appropriate practices Pt. e)	Line 1	ed	Remove 'in' from the beginning of sentence. And replace "evaluate and rank" with "followed by evaluation and ranking of" in the sentence. For language correction.	in idea selection and prioritization, evaluate and rank followed by evaluation and ranking of the generated ideas based on feasibility, potential impact, alignment with organizational goals, and user needs;	
	Page 26	Appropriate practices Pt. g)	Line 1	ed	Remove 'the allocate' from beginning Replace with 'allocation of' For language correction.	the allocate allocation of necessary resources, including budget, personnel, and technology, for full-scale implementation;	
	Page 26	a) Managing customer/ citizen experience related processes Note	Line 2	ed	Add 'that' in the sentence	Managing customer/citizen experience processes should include the identification, development, implementation, control, reporting and improvement of all processes related to customer experience to meet that customer/citizen needs and expectations	

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