



**Huduma Kenya**  
First Edition, 2020

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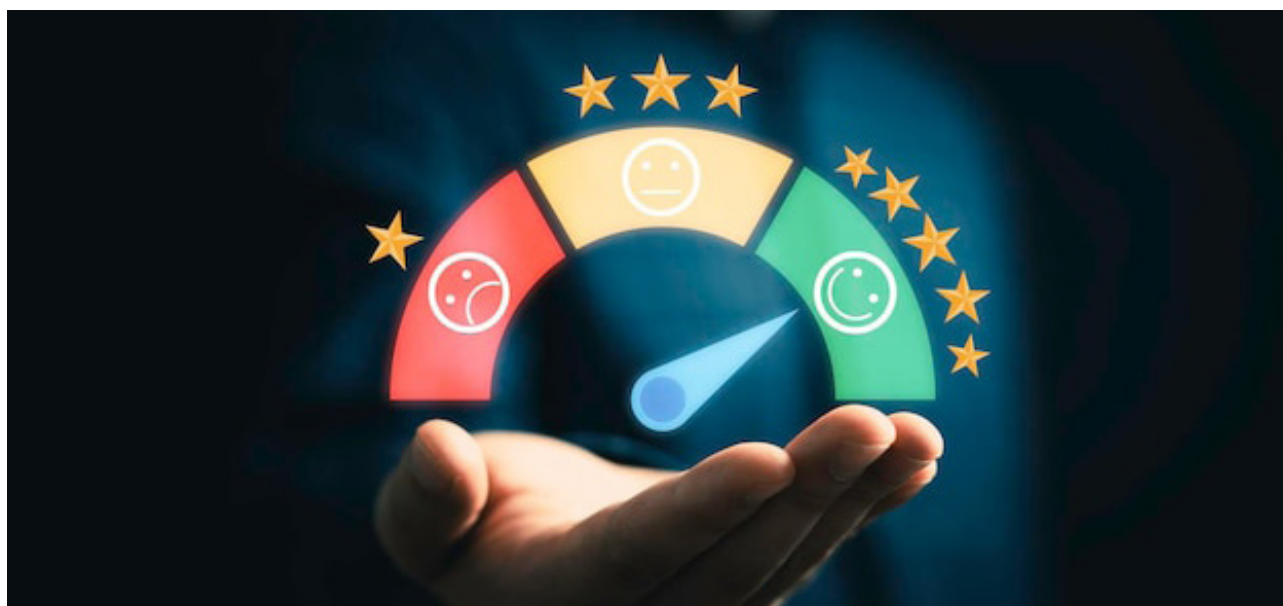
REPUBLIC OF KENYA



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## FOREWORD

This first edition of the Customer Service Excellence Quality Standard was developed by the Huduma Kenya Secretariat and reviewed by Kenya Bureau of Standards.



## 1.0 INTRODUCTION

The Huduma Kenya Program is a Kenya Vision 2030 flagship project which was established by the Government of Kenya in 2013 to transform service delivery in the Public Service. The Public Service was riddled with long queues; lengthy and manual processes; poor customer service; inaccessibility to services across the country; unavailable, inaccurate and delayed information on public services; multiple entry points for any single service; and high costs of providing and accessing services.

The implementation of the Huduma Kenya Program is coordinated by the Huduma Kenya Secretariat. The Secretariat adopted an Integrated Service Delivery (ISD) model where various government services and information is provided to citizens in a **one-stop shop** environment using multiple channels to meet the varied and different needs of customers. By establishing and deploying services to these one-stop shop platforms, the Huduma Kenya Program ensures that citizens do not only have easy access to various services in one place but that the services are of high quality, faster, affordable and dignifying.

The development of this Quality Standard has been informed by the high standards in customer service exhibited by the Huduma Kenya Program. The program has earned national, continental and international accolades in customer service, which is a game changer in the Public Service. In order to infuse these high standards in the Public Service and any other organization, it has become necessary to develop a Customer Service Excellence Quality Standard to which all Public Service organizations will be expected to qualify.

This Standard is based on the following five pillars of Customer Service Excellence:

1. Customer insights and strategy- This principle requires that the customer is a key stakeholder in an organizations business. As it is known, "the customer is the king." Organizations therefore need at a strategic level, to devise means, methods and tools to ensure that the customer needs and expectations are anchored in the business processes.
2. Customer Excellence Charter- This principle requires that organizations commit to providing their services in a manner and time that is desirable to the customer and to ensure that they are enhancing their technological capacity to reduce both the time and cost of providing services to their customers i.e. efficiency.
3. Customer Service Culture- This principle requires that organizations inculcate a service excellence culture throughout its business and this should not be left to the Customer Service unit only. This involves creating a DNA (culture) of service excellence right from the top and amongst all its employees regardless of the field.
4. Customer Service Environment- This principle requires that the service facilities provide comfort and cater for both the needs of the internal and external customer as well as providing information and guidance as and when required.
5. Customer Experience Model- This principle demands that the organization pays attention to what the customer says and does, and on this basis keep improving their services to meet and exceed customer needs and expectations.

In this Standard, the following verbal forms are used:

- "shall" indicates a requirement;
- "should" indicates a recommendation;
- "may" indicates a permission;
- "can" indicates a possibility or a capability;

### 1.1 SCOPE

This Standard provides guidelines to an organization seeking to implement a customer service excellence system when an organization;

- a. Needs to demonstrate its ability to consistently meet customer requirements and expectation;

- b. Aims to enhance customer satisfaction through organization - customer interaction policies and processes.

It is intended for all Public Service organizations and private entities offering services on behalf of the government. Private entities may also find this Standard useful.

## 1.2 NORMATIVE REFERENCES

The following documents in whole or in part are normatively referenced in this document and constitute requirements of this document. For dated references, only the edition cited applies while for undated references, the latest edition of the referenced document (including amendments) applies. These include:

- a. ISO 9000: Quality Management Systems
- b. ISO 10002: Quality Management- Customer Satisfaction- Guidelines for complaints handling in organizations

## 1.3 INFORMATIVE REFERENCES

The following standards may be found useful for the effective implementation of some parts of this standard;

- a. KS ISO 15489-1, Information and documentation – Records management - - Part 1: Concepts and principles
- b. Customer Experience Manual

# 2.0 TERMS AND DEFINITIONS

For the purpose of this document, the following terms and definitions apply;

## 2.1 Customer

A Kenyan citizen or alien, seeking services from a Government institution, or an institution providing services on behalf of the Government.

A person or an organization that could or does receive a product or a service that is intended for or required by this person or organization. (ISO 9000:2015)

**Note 1:** A customer can be internal or external to the organization.

## 2.2 Customer service

An organization's interactions with customers throughout the life cycle of a service or product.

## 2.3 Customer Service Management

An organization's deliberate efforts in focusing on meeting and exceeding customers' needs and expectations while developing and implementing strategies to provide services or products.

## 2.4 Customer service excellence

Upholding very high standards while serving or interacting with customers.

## 2.5 Customer experience

The internal and personal responses of customers from their interactions with an organization

## 2.6 Customer satisfaction

Customer's perception of the degree to which his/her expectations have been fulfilled (ISO 9000:2015)

## 2.7 Customer Complaint

An expression of dissatisfaction made to an organization related to its product or Service (ISO 9000:2015)

## 2.8 Complainant

Person, organization, or their representative, making a complaint (ISO 9000:2015)

## 2.9 Customer Feedback

Information coming from customers their experience with services provided by an organization

## 2.10 Customer Service Charter

A commitment by an organization which specifies services provided; customer requirements in accessing the services; the cost of the service and service turn-around time.

## 2.11 Service Level Agreements

A contract between an organization and its internal or external customers that documents the performance standards both are obligated to meet.

## 2.12 Public service

A service provided by a government entity or on behalf of a government entity to the public.

## 2.13 Private entities

A legal person that is not part of the government.

# 3.0 SERVICE EXCELLENCE PILLARS' REQUIREMENTS

Customer service is an organization's interaction with customers throughout the life cycle of a service or product. In order to succeed, control a big market share, make profits, remain competitive and maintain customers' loyalty; many organizations strive to satisfy their customers by not only meeting their needs but also exceeding their expectations. Customer service excellence on the other hand, is the ability of the organization to regularly and consistently exceed the expectations of customers. The intention of excellent customer service is not only to satisfy customer's needs and expectations; but to also accord them with an un-paralleled experience. Customer services excellence focuses on satisfying the customer's functional and emotional needs. – Go to the body

Any organization implementing this standard shall establish, document and maintain a customer service system based on the guidelines of this Quality Standard and continually improve its effectiveness in accordance with the requirements of this standard. The requirements of this standard have been categorized in five service excellence pillars; these are:

- a. Customer insights and strategy
- b. Customer service culture
- c. Customer service environment
- d. Customer experience model
- e. Customer experience Charter



## 3.1 CUSTOMER INSIGHTS AND STRATEGY

### 3.1.1. Customer Service Excellence Policy

Leadership shall demonstrate their commitment to excellent customer service by developing a Customer Service Excellence Policy that reflects the organization's intent and commitment to providing customer service excellence. The organization shall ensure that the policy:

- a) Is in line with the organization's vision, mission and core values
- b) Specifies the organization's commitment to customer service excellence
- c) Specifies the organization's commitment to focusing on customer needs and expectations in service delivery
- d) Commits to serving customers with:
  - i. Courtesy
  - ii. Dignity
  - iii. Respect
  - iv. Transparency
  - v. Fairness
- e) Specifies its commitment to receiving customer feedback and incorporating it in service delivery;
- f) Specifies the organization's commitment to customer information confidentiality; and
- g) Is approved by top management, displayed, disseminated and understood by all employees of the organization.

### 3.1.2. Customer Service Excellence Strategy and resources

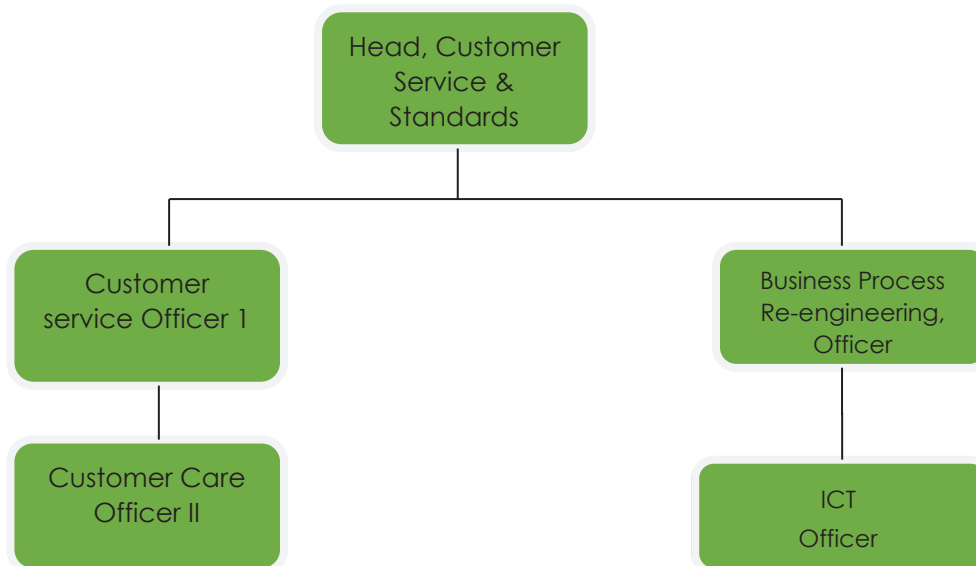
- a) The organization shall develop a three-year customer service excellence strategy based on the Customer Service Management Policy which is linked to the overall Strategic Plan. The strategy should define strategic options which exceed customer satisfaction at all service delivery points in the organization. The strategy should:
  - i. Specify the vision and mission of the organization
  - ii. Specify the organization's core values in line with customer service excellence;
  - iii. Include a SWOT analysis of the organization
  - iv. Define the different types of customers (customer segmentation) which include external and internal customers; suppliers, stakeholders and partners.
  - v. Specify customer service needs of each segment;
  - vi. Specify concrete customer service objectives developed from the SWOT analysis;
  - vii. Have an implementation matrix specifying activities to be undertaken in meeting the CS strategic objectives and customer service needs;
  - viii. Specify activities to be undertaken in implementation of the all the Customer Service Excellence Quality Standard.
  - ix. The matrix should have outcomes, activities, budgets and time frames, within which activities geared towards meeting customer service needs should be implemented;
  - x. Mechanisms (tools) for monitoring implementation of the strategy to meet customer service excellence.
- b) The organization shall allocate at least 5% of the organization's budget to implement customer service activities on an annual basis.
- c) The organization shall prepare annual work plans specifying resources required and ensure the work plan is implemented.

### 3.1.3. Service Excellence Structure

The organization shall:

- a. Establish a Customer Service Management Unit/Division which will coordinate the implementation of the strategy and handle all customer service issues.
- b. Appoint customer service officers who have been trained in customer service management at the Customer Service Excellence Academy;
- c. Customer service staff must have clear roles and responsibilities with regards to customer service.

#### The Customer Service Management Unit Organization Structure



#### Roles and Responsibilities

##### i. Head, Customer Service & Standards

He/ she will report to the head of the organization and be responsible for the following:

- a. Development and implementation a Customer Service Excellence policy;
- b. Development and implementation a Customer Service Excellence strategy;
- c. Oversee Business process re-engineering
- d. Development and implementation of a customer service delivery charter;
- e. Management of Customer feedback
- f. Capacity building in customer service excellence
- g. Customer service performance management
- h. Budgeting for the CSE programs
- i. Monitoring and evaluation of CSE programs
- j. Coordinate implementation of the CSE standard

##### ii. Customer Service Officer I, Standards

He/ she will report to the Head, Customer Service and be responsible for the following:

- a. Coordinate preparation of CSE training programs;
- b. Ensure that the organization is adequately prepared for the changes that are expected;
- c. Prepare training schedules;
- d. Maintain database on customer complaints and resolution mechanisms;
- e. Establish customer satisfaction levels;
- f. Conduct mystery shopping exercises (where applicable);
- g. Monitor adherence to the customer service delivery charter; and
- h. Administer the rewards and recognition framework.

- i. Coordinate customer service week activities
- j. Coordinate regular staff meetings to discuss customer service issues in the organization.

### iii. **Customer Service Officer II, Standards**

- a. Implement training programs for staff on customer service and business process re-engineering
- b. Prepare status reports on customer service
- c. Responding to and documenting customer complaints
- d. Take minutes of customer service meetings and follow up implementation of resolutions.
- e. Undertake customer satisfaction surveys
- f. Preparing customer satisfaction survey reports.

### iv. **Business Process Re-engineering Officer**

- a. Map and analyze current service delivery process in terms of number of procedures, number of days, cost to the customer and cost to the organization.
- b. Make recommendations for improvement of the current service delivery processes to management through the head of the Customer Service Division/Unit.
- c. Lead the BPR teams appointed to implement the re-designed processes to reduce the service turn-around time, cost and create convenience.
- d. Support staff in deployment of new procedures;
- e. Maintaining and updating records and databases of all business processes deployed;
- f. Continuously monitoring the re-engineered processes and recommending to the BPR team lead any improvements.
- g. Conduct research and development.

### v. **ICT Officer**

- a. Advise the organization on IT solutions for re-engineered processes
- b. Develop and implement appropriate IT systems for the process being re-engineered
- c. Manage, maintain and support IT systems supporting the re-engineered process.

## 3.2 CUSTOMER EXCELLENCE CHARTER

### 3.2.1. **Business Process Re-engineering**

- a) The organization should continuously undertake customer-centric re-engineering of its business/ service delivery processes. This will involve:
  - i. Mapping the AS-IS (current) processes and procedures;
  - ii. Mapping the customer journey including geographical locations;
  - iii. Establishing the number of procedures in the current process;
  - iv. Establishing the number of days taken to provide the service;
  - v. Establish the cost the organization is incurring in providing the service;
  - vi. Establish the cost incurred by customers in accessing and receiving the service;
  - vii. Interrogating the process from the customers' perspective
  - viii. Re-design a TO-BE (new) process with appropriate use of ICT to achieve the following:
    - High quality services
    - Reduced service turn-around time (focusing on immediate)
    - Reduced cost incurred by the organization
    - Reduced cost incurred by customers
    - Convenience to customers
    - Upholding human dignity
  - ix. Digitize its records, and automate service delivery processes so as to create efficiency

- b) Where services are provided electronically, ensure information security, system reliability and protection of customer data. Use appropriate technologies and back-up systems to ensure system reliability and information security.
- c) Deploy a Customer Relationship Management (CRM) System to know your customer (customer data), manage and monitor resolution of customers' issues/queries and provide better services without requiring more information from him/her.

### **3.2.2. The Customer Excellence Charter**

- a) The organization shall develop service charters for internal and external customers. The charter shall specify:
  - i. Services offered;
  - ii. customer requirements;
  - iii. cost of the service;
  - iv. service turn-around time; and
  - v. Feedback channels.
- b) The organization shall closely monitor adherence to the service charter standards and ensure performance against each indicator is included in organization's score card.
- c) The organization shall ensure that every employee adheres to the service delivery charter. Where deviations are observed, individual responsibility and accountability shall be required.
- d) The organization shall take correction and corrective action in cases of deviation from commitments in the charter.

### **3.2.3. Service Quality Guarantee**

- a) The organization shall establish and implement procedures to ensure that services are offered to completion and in accordance to the standards specified.
- b) If it is unable to provide services to the standard promised it should let the customers know in good time and rectify the situation in the shortest time possible.
- c) If the service is not provided as promised and the customer is affected, the organization shall take responsibility for non-compliance by doing one or more of the following:
  - i. Apologize to the customer.
  - ii. Make good the broken promise by ensuring that the required service is provided without subjecting the customer to additional costs.
  - iii. Provide the service at less or no cost.
  - iv. Take administrative action (discipline, surcharging) against the officers occasioning such non-performance.

## **3.3 CUSTOMER SERVICE CULTURE**

### **3.3.1. Service Excellence Culture (DNA)**

The organization will ensure that its culture is focused on customer service excellence by determining;

- a) Customer focused core values
- b) Physical standards at every service delivery point. These include:
  - i. Branding
  - ii. Signage
  - iii. Ambience
  - iv. Customer seats
- c) Behavioral standards which include:
  - i. Dress Code
  - ii. Demeanor
  - iii. Behavior
  - iv. Attitude
- d) Technical standards which include:
  - i. Services being provided

- ii. Customer requirements for each service
  - iii. Fees charged for each service (if any)
  - iv. Service turn-around time
- e) Tools for monitoring implementation and enforcement of customer service excellence standards. These may include:
- i. Mystery Shopping
  - ii. Performance Scorecards
  - iii. Customer satisfaction surveys
  - iv. Net Promoter Scores
  - v. Performance Appraisal system or a Rewards and Recognition Framework (which includes customer service indicators) to promote customer service excellence.

### **3.3.2. Customer Service Excellence Training**

The organization will ensure that at least 20% of all staff and all frontline customer facing staff are trained in customer service excellence and the requirements of CSE quality Standard at the Customer Service Excellence Academy (CSEA). The curriculum should cover the following areas:

- a) Customer service management
- b) Definition of a customer and types of customers
- c) Customers' needs
- d) Business Process Re-engineering
- e) ICT as an enabler in customer service excellence
- f) Meeting and exceeding customer expectations
- g) The behavior and competencies of a customer service professional
- h) Communication skills
- i) Team work
- j) Service delivery standards
- k) Emotional intelligence
- l) Handling difficult customers
- m) Managing customer feedback
- n) Handling customer complaints
- o) Requirements of the CSE Quality Standard

### **3.3.3. Service Excellence Assessment, Rewards and Sanctions**

- a. The organization shall come up with mechanisms of assessing the following areas:
- i. Customer focused core values
  - ii. Physical standards at every service delivery point. These include:
    - Branding
    - Signage
    - Ambience
    - Customer seats
  - iii. Behavioral standards which include:
    - Dress Code
    - Demeanor
    - Behavior
    - Attitude

[We removed this because it seemed like a replication of CSE Charter which is in 4.5.2]

- b. The organization shall develop tools for assessment of service excellence. The tools, which should have customer related indicators are:
- i. Mystery shopping
  - ii. Performance Appraisal system/ Rewards and Recognition Framework (which includes customer service indicators) to promote customer service excellence).
  - iii. Performance Scorecards

- iv. Customer satisfaction surveys
- c. The evaluation results should lead to rewards and sanctions. [The organizations shall implement programs that promote CSE amongst its employees. These may include recognition, rewards, awards etc.]

### **3.4 CUSTOMER SERVICE ENVIRONMENT**

#### **3.4.1. Customer Information and Guidance**

The organization should:

- a. Ensure there is clear branding and signage
- b. Establish a customer information/reception desk to receive customers and provide guidance.
- c. Ensure the staff at the information/reception desk are equipped with Frequently Asked Questions and appropriate responses
- d. Ensure that the waiting/service rooms are well ventilated with comfortable chairs and entertainment.
- e. Provide necessary customer information manually (charter, brochures) or electronically (website, portal).
- f. Contact information for customer enquiries or feedback (telephone Number, e-mail, social media accounts, website)

#### **3.4.2. Service Environment, Quality and Ambience**

A good working environment should be pleasant for both the customer and the employee by ensuring the following:

- a. Proper security
- b. Ramps with hand rails for physically challenged customers
- c. Proper layout for free movement
- d. Cleanliness
- e. Adequate lighting
- f. Proper ventilation for good air circulation
- g. Designed to minimize risk of injury or harm (ergonomics)
  - i. Safe floors
  - ii. Safe furniture
  - iii. Firefighting equipment
  - iv. First Aid kit

Appropriate HR policies that ensure the following:

- v. Clear job descriptions
- vi. Desks and proper chairs
- vii. Computers, security and backup systems
- viii. Photocopiers and printers
- ix. Internet connectivity
- x. Telephone
- xi. Maintenance of ICT systems
- xii. Stress management
- xiii. Clear communication
- h. Clear career progression guidelines
- i. Fair promotions based on merit
- j. Fair pay
- k. Staff wellness programs

### 3.4.3. Customer Convenience Facilities

The organization should ensure that the following convenience facilities are in place for customers:

- a. Secure parking
- b. Adequate and comfortable seats
- c. A queue management system to serve customers fairly
- d. Clearly marked bathrooms/rest rooms separated for both males and females. Rest rooms should be clean at all times, with enough water, tissue and sanitary bins for the ladies
- e. Rest rooms for the physically challenged
- f. Safe drinking water
- g. Lactating mothers' room
- h. Baby changing space

## 3.5 CUSTOMER EXPERIENCE MODEL

### 3.5.1. Customer Experience Manual

The organization shall develop a Customer Experience/standards Manual. The manual shall specify:

- a) Management's commitment to customer service excellence
- b) The organization's core values
- c) Customer service standards at each service delivery point
- d) Third party institutions delivering services to customers either directly/ indirectly
- e) Customer feedback channels
- f) Procedure for handling customer feedback (complaints and compliments)
- g) Mechanisms for enforcing customer service standards

### 3.5.2. Management of Customer Feedback and Support services

The organization shall:

- a) Establish appropriate channels for customer communication and feedback. The channels may include and are not limited to telephone, call/contact centers, e-mail, social media, suggestion boxes, mainstream/print media, customer feedback units, etc.
- b) Inform its customers about the existence of channels for receiving feedback and the contact numbers
- c) Develop a customer support services mechanism/system for resolving customer queries with a clear escalation matrix and service turn-around time.
- d) Establish a procedure for receiving and handling customer complaints received through each of the channels such as telephone, call/contact centers, e-mail, social media, suggestion boxes, mainstream/print media etc.
- e) Inform a customer directly once the issue has been resolved through the channel used to complain.

Organizations shall:

- a) Ensure the staff are equipped with Frequently Asked Questions (FAQS) and appropriate responses
- b) Have records on customer complaints handled
- c) Resolve all (100%) customer complaints
- d) Specify service turn-around time on each channel
- e) Use customer feedback to make decisions improve.

### 3.5.3. Celebrating the Customer

Celebrating the customer is one way to connect with the customers. Organizations have started doing this and it has become a global practice.

To ensure focus on customers, the organization should set time to celebrate the customer. The organization will therefore:

- a) Enroll for and participate in the Annual Customer Service Week celebrated globally and locally.
- b) Come up with innovative ways of serving both internal and external customers
- c) Document these experiences.
- d) The Ministry of State for Public Service shall provide guidance on how to enroll and participate in these activities.

## 4.0 CONTROL OF NON-CONFORMITY

The organization shall ensure any areas of non-conformity to this standard are identified and corrective action taken.

### 4.1 Internal Audit/ Assessment

The organization shall

- a) Conduct internal audits bi-annually to provide information on whether it meets requirements of this standard.
- b) Use the assessment tool(s) provided by Huduma Kenya Secretariat

### 4.2 External Audit/Assessment

The organization shall request HKS for external audits/assessments

- a. The auditors/assessors will conduct audits with objectivity and impartiality.
- b. They will present the audit report to the organization's management.
- c. The organization's management will take appropriate and corrective action for non-conformities
- d. The organization will provide evidence of corrective action taken.
- e. The auditors/assessors will present the audit report to the Huduma Kenya Secretariat for evaluation and determination of the level of qualification and awards.



## ANNEX 1: SUMMARY OF CSE QUALITY STANDARD REQUIREMENTS

SEP	CATEGORY	SPECIFIC REQUIREMENTS
SEP 1	Customer Insights and Strategy	a. Leadership and Customer Service Excellence Policy
		b. Customer Service Excellence Strategy and resources
		c. Customer Service Excellence Structure
SEP 2	Customer Service Culture	a. Service Excellence Culture
		b. Customer Service Excellence Training
		c. Service Excellence Assessment, Rewards and Sanctions
SEP 3	Customer Service Environment	a. Customer convenience facilities
		b. Service environment, quality and Ambience
		c. Customer Information and guidance
SEP 4	Customer Experience Model	a. Customer Experience Manual
		b. Management of Customer feedback support
		c. Celebrating the Customer
SEP 5	Customer Excellence Charter	a. Business Process Re-engineering
		b. The Charter
		c. Service quality guarantee
<b>Total Score</b>		

## 5.0 DOCUMENTATION

### 5.1 Documentation of business processes

The organization shall document its activities as necessary, i.e. the processes and tasks necessary for the effective of delivery of services to the customer. The extent of documentation may vary depending on the complexity of the tasks and how different processes are linked for achievement of mandate.

### 5.2 Documentation of evidences

The organization shall establish an information management program that documents its activities that are executed. This program shall comply with the best information governance requirements. The program shall be able to capture and maintain reliable data as evidence of activities.

## 6.0 IMPLEMENTATION OF THE CUSTOMER SERVICE EXCELLENCE QUALITY STANDARD

All public service organizations will have to implement the standard in order to completely transform how public services are provided. They must budget for consultancy support in preparing them to implement the CSE quality standard. The following is the procedure for implementing the quality standard:

- a) Each organization will apply for qualification to the CSE standard to the Huduma Kenya Secretariat (HKS);

- b) The Secretariat will send a consultant to the organization to perform an initial assessment of the organization and establish its current status with regard to Customer Service Excellence;
- c) The consultant will provide a report on status and make recommendations based on requirements of the standard;
- d) The consultant will then work with the organization to prepare it for qualification for the CSE standard;
- e) The organization will then go through the following phases in its bid to qualify.

## Implementation phases

Each organization will be required to begin implementation of the Customer Service Excellence Quality Standard in phases. The phases will follow the following sequence:

1. Development of the Customer Service Excellence Policy
2. Customer Service Excellence Structure
3. Customer convenience facilities
4. Establishment of CSE environment, quality and ambience
5. Customer service training for Management Unit Staff
6. Customer Service Excellence Strategy and Resources
7. Customer service excellence training for other employees
8. Service Excellence culture
9. Customer information and guidance
10. Customer experience Manual
11. Business Process Re-engineering
12. Customer Service Charter
13. Management of Customer feedback
14. Celebrating the customer
15. Service Quality Guarantee
16. CSE assessment, rewards and sanctions

## ANNEX 2: OVERALL ASSESSMENT TOOL AND WEIGHTS

SEP	CATEGORY	SPECIFIC REQUIREMENTS	WEIGHTS
SEP 1	Customer Insights and Strategy 15	b. Leadership and Customer Service Excellence Policy	5
		c. Customer Service Excellence Strategy and resources	5
		d. Customer Service Excellence Structure	5
SEP 2	Customer Service Culture 25	b. Service Excellence Culture	10
		c. Customer Service Excellence Training	10
		d. Service Excellence Assessment, Rewards and Sanctions	5
SEP 3	Customer Service Environment 20	b. Customer convenience facilities	5
		c. Service environment, quality and Ambience	5
		d. Customer Information and guidance	10
SEP 4	Customer Experience Model 25	b. Customer Experience Manual	5
		c. Management of Customer feedback support	15
		d. Celebrating the Customer	5

<b>SEP 5</b>	Customer Excellence Charter <b>15</b>	b. Business Process Re-engineering	5
		c. The Charter	5
		d. Service quality guarantee	5
<b>Total Score</b>			100

## ANNEX 3: CERTIFICATION CRITERIA

SCORE	QUALIFICATION LEVEL
0-20	Letter of commendation
21-40	Bronze
41-60	Silver
61-80	Gold
81-100	Platinum

### Awards Ceremony

Organizations will be awarded based on their compliance with the Customer Service Excellence Quality Standard by H. E. the President during the Customer Service Week Annual Awards Ceremony.



REPUBLIC OF KENYA



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