

## **GUIDE FOR CONDUCTING CITIZEN/CLIENT SATISFACTION SURVEYS**

### **Rationale**

The AO25 IATF aims to continually achieve a government-wide improvement through seamless public service delivery. In achieving this, Service Quality Standards (SQS) in delivering critical services, doing business with the government, industries, various sectors, and the citizens must be institutionalized across all government agencies.

Measuring and reporting the satisfaction level of citizens/clients that were served in FY 2020 is vital in ensuring that these standards are attained. For FY 2020 PBB, departments/agencies should report the fulfillment of their services through a **Citizen/Client Satisfaction Survey (CCSS)** report. This shall generate verifiable data and tangible evidence to assist agencies determine the effectiveness of implemented streamlining and process improvements through identified indicators or service dimensions that were identified by the agencies and their citizen/clients served. Further, this could guide departments/agencies to identify areas and processes to be refined.

Following the guide below, departments/agencies should submit their CCSS report based on:

#### **1. Data Gathering Methods**

The agency should indicate the data collection methodology/ies deemed as the most efficient and effective way of gathering citizen/client feedback.

#### **2. Respondent Criteria**

The set characteristic of the respondent/s must be clearly identified by the departments/agencies to properly represent the citizens/clients served for each service, and to collect accurate data.

#### **3. Survey Sampling Coverage**

Departments/agencies should ensure that the sampling coverage of the CCSS would be able to represent the entire population of its citizens/clients served. If a sampling frame does not contain all the units in the target population, then there is under coverage of the population. If the frame contains duplicate units or other units beyond those contained in the population, then there is over coverage.

The total sample respondents will be compared with the data on the total citizen/clients served provided by the agency for statistical comparability.

#### **4. Sampling Procedure**

A systematic random sampling is the preferred sampling procedure. Due to budget and time constraints, departments/agencies may set a limit on the sample size of the CCSS.

Depending on the number of citizens/clients served per service, the preferred sample size per type of citizen/client served are as follows:

- a. 500 for nationwide coverage - MOE of +/- 4.3% at 95% confidence level
- b. 300 for area-specific coverage - MOE of +/-5.6/ at 95% confidence level
- c. 100 for served citizen/client type with the small universe or when the number of the total primary citizen/client served is not enough to reach at least a sample size of n=300 for the survey - MOE of +/-9.8% at 95% confidence level

For services with less than 100 citizens/clients served, the administration of the survey to **all** citizens/clients served is recommended.

## 5. Survey Instrument/Questionnaire

Departments/agencies should develop survey instruments fit for each of its services. A lean and harmonized measurement tool for citizen/client satisfaction may be used. Government agencies can customize their tool for relevance and effectiveness and for measuring the satisfaction level and progress over time to sustain continuous organizational and service delivery improvement. The CCSS must capture the total citizen/client experience, expectations, and satisfaction in the delivered public service with the following service quality dimensions:

- a. **Responsiveness** – the willingness to help, assist, and provide prompt service to citizens/clients and/or businesses.
- b. **Reliability (Quality)** – the provision of what is needed and what was promised, in accordance with the policy and standards, with zero to a minimal error rate.
- c. **Access & Facilities** – the convenience of location, ample amenities for a comfortable transaction, and the use of clear signages and modes of technology.
- d. **Communication** – the act of keeping citizens and businesses informed in a language they can easily understand, as well as listening to their feedback.
- e. **Costs** – the satisfaction with timeliness of the billing, billing process/es, preferred methods of payment, reasonable payment period, value for money, acceptable range of costs, and qualitative information on the cost of each service.
- f. **Integrity** – the assurance that there is honesty, justice, fairness, and trust in each service while dealing with the citizens/clients and businesses.
- g. **Assurance** – the capability of frontline staff/s to perform their duties, product and service knowledge, understanding citizen/client needs, helpfulness, and good work relationships.
- h. **Outcome** – the rate in terms of achieving outcomes or realizing the intended benefits of government services.

A **10-point Likert scale** shall be used for the rating of respondents' satisfaction with the service.

**Sample satisfaction scale:**

Numerical Scale	Adjectival Scale	Spectrum	Explanation
10	Very Satisfied	Positive	Performance of the department/agency meets and exceeds the needs and expectations for the benefit of the citizens/clients served. The service was provided with a few minor problems or none at all. If there were few minor problems, a corrective action might have already taken place which is deemed highly effective.
9			
8	Satisfied		Performance of the department/agency meets the minimum expectations of the citizens/clients served. The service was provided with a few minor problems or none at all. If there were few minor problems, a corrective action might have already taken place which is deemed highly effective.
7			
6	Neither Satisfied nor Dissatisfied	Neutral	This is the midpoint in which the respondents cannot truly pick a side in the spectrum. However, this does not mean that the respondents have no opinion or do not know. Performance of the department/agency neither meets nor does not meet the minimum expectations of the citizens/clients served.
5			
4	Dissatisfied	Negative	Performance of the department/agency does not meet the minimum expectations of the citizens/clients served. There are several elements or aspects in the department/agency's service that reflects a problem for which the department/agency has not yet identified corrective actions. If there were corrective actions, then the action is perceived by the citizens/clients as ineffective or has not been fully implemented to be effective.
3			
2	Very Dissatisfied		Performance of the department/agency does not meet most or did not meet any of the expectations of the citizens/clients served. There are a number of elements or aspects in the department/agency's service that reflects a serious problem for which the department/agency has not yet identified corrective actions. If there were corrective actions, then the action is perceived by the citizens/clients served as very ineffective or has totally been disregarded.
1			

For a deeper understanding of citizen/client perception of agency services, the departments/agencies may opt to include questions pertaining to the importance of attributes or agreements to statements. Similarly, a **5-point Likert scale** shall be used depending on the question asked.

**Sample scale for questions on the importance of attributes:**

Numerical Scale	Adjectival Scale	Spectrum	Explanation
10	Most Important	Positive	These are the service attributes that the citizens/clients considered as the most important. The department/ agency should focus on these attributes and aspects of public service delivery which will have the most impact on the citizens/clients' satisfaction.
9			
8	Important		These are the service attributes that the citizens/clients considered as important. The department/ agency should focus on these attributes and aspects of public service delivery which will have more impact on the citizens/clients' satisfaction.
7			
6	Neither Important nor Unimportant	Neutral	These are the service attributes that the citizens/clients considered as neither important nor unimportant. The department/ agency may or may not focus on these attributes and aspects of public service delivery which do not necessarily provide positive impact on the citizens/clients' satisfaction.
5			
4	Unimportant	Negative	These are the service attributes that the citizens/clients considered as unimportant. The department/ agency should not focus on these attributes and aspects of public service delivery which have no impact on the citizens/clients' satisfaction.
3			
2	Least Important		These are the service attributes that the citizens/clients considered as the least important. The department/ agency should not focus on these attributes and aspects of public service delivery which have the least impact on the citizens/clients' satisfaction.
1			

**Sample scale for questions on the agreement to statements:**

Strongly Disagree		Disagree		Neither Agree or Disagree		Agree		Strongly Agree	
1	2	3	4	5	6	7	8	9	10

## 6. Data Analysis

The results of the survey shall be analyzed by service and by service quality dimension applicable to the service. There shall also be an overall rating agency rating by service quality dimension and an overall Citizen/Client Satisfaction Score.

Service Quality Dimension	By Critical Service	Overall Service
1. Responsiveness		
2. Reliability (Quality)		
3. Access & Facilities		
4. Communication		
5. Costs		
6. Integrity		
7. Assurance		
8. Outcome		
<b>Overall Score</b>		

Other segments that may be included in the analysis are:

- By type of citizen/client served:
  - General Public
  - Government Employees
  - Businesses/Organizations
- By area (depending on the area coverage):
  - Total Luzon
  - Total Visayas
  - Total Mindanao
- By region/field office
- Respondent profile
  - Gender
  - Age/Age Group

Service improvement shall also be drawn from the result of the survey and appropriate action plan should be identified. Furthermore, the results of the 2020 survey should be compared to the CCSS results of 2019 for continuity, as appropriate. Results of improvement action plans identified in 2019 should also be incorporated in the CCSS report to measure the effectiveness of the action plans.

## 7. Agency Best Practice Report

In further incentivizing excellence among national government agencies, the AO25 would like to track and recognize best practices implemented in the government. The showcase of these best practices would not only highlight the efforts of the agencies in making their services better, but would also contribute in assisting and influencing other agencies to develop similar initiatives which could be implemented, replicated, and/or enhanced.

For FY 2020 PBB, departments/agencies are required to submit one (1) best practice in service quality or productivity conducted in FY 2020 which represents the following Thematic Areas:

a. **Citizen-centric service**

Focused on achieving citizen/client satisfaction and considers their feedback as the main basis of providing improved public service. Developments can cover total citizen/client experience in availing of their services through streamlined processes, ease of doing business, and improved turnaround time. This best practice was able to attain not just the quantity, but the quality of the service and should promote excellence in achieving a greater impact to the targeted sectors and stakeholders.

b. **Institutionalized performance management**

Carried out productivity and performance management culture in the department/agency as well as its employees, through the utilization of its resources, performance management tools, and measurement. This best practice was able to improve the department/agency's organizational effectiveness in the delivery of its services.

c. **Innovative and relevant**

Applied to the agency's critical or frontline services that catered to the needs of the citizens and its clients efficiently. It should be able to encourage other agencies to provide service quality and improve productivity through innovative processes, tools, and/or products. This best practice was able to promote an innovative whole-of-government approach to public sector productivity.

Information to be provided should include:

1. Title of best practice in service quality or productivity conducted in FY 2020
2. Department/Agency
3. Delivery Unit Responsible
4. Best Practice Thematic Area
5. Summary of Practice/Initiative
6. Background and Problem
7. Milestones/ Results