



**OFFICE OF THE CABINET**

**Public Sector Customer Service  
Satisfaction Assessment Report  
for  
Ministry of Industry, Commerce,  
Agriculture and Fisheries  
(MICAFA)**



**PUBLIC SECTOR  
TRANSFORMATION  
AND MODERNISATION**

Better Services Better Workplaces Better Institutions

**January 2019**

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# 1 INTRODUCTION

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## 1.1 BACKGROUND

To achieve Vision 2030 “to make Jamaica the place of choice to live, work, raise families and do business”, the Public Sector must improve the efficiency and the effectiveness of government services that will support the private sector to be an engine of growth, and ensure citizens are able to access services that enhance their quality of life.

Ministry Paper No. 56/02 dated September 2002 and titled, “Government at your Service: Public Sector Modernisation Vision and Strategy 2002-2012,” articulated the vision of “...A Public Sector with a performance culture, client-focused and results-oriented, constantly seeking ways to improve the delivery of public services.” In this regard, several initiatives have been undertaken towards creating ‘a Public Sector organised around the needs of its customers, directly accountable to them through guarantees of service that is of the highest quality, accessible, [...] integrated, responsive and cost-effective, and which assures redress when things go wrong.’

In 2015, the Cabinet Office undertook a quantitative and qualitative assessment of customer service and service delivery for approximately fourteen (14) services across seven government sectors. These sectors were Health, Social Welfare, National Securities and Immigration, Justice, Revenues, Investment & Industry and Agriculture<sup>1</sup>. The purpose of the assessment was to accurately identify the issues to be addressed as part of developing a comprehensive and robust framework for customer service improvement, and to establish an empirical baseline against which improvements could be assessed.

The results of the Assessment are expected to:

1. provide an understanding of the current level of customer service delivery by public sector entities and their clients’ level of satisfaction with the services delivered;
2. identify gaps in service delivery in order to employ intervention strategies; and
3. develop a new measurement baseline for on-going assessment of public sector improvements.

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<sup>1</sup> In 2016 after the General Elections, most Ministries were reclassified, and agencies were shifted to different Ministries. These include Ministry of Investment, Commerce, Agriculture and Fisheries (MICAF) which consists of Trade Board and Companies Office of Jamaica that previously were in the Ministry of Industry, Investment and Commerce (MIIC) during the 2015 assessment.

# 1.2 SCOPE OF THE 2018 CUSTOMER SERVICE ASSESSMENT

In response to findings and recommendations provided by the 2015 assessment, the Cabinet Secretary mandated all Permanent Secretaries to ensure the development of Service Improvement Plans across their portfolios, with annually published reports on customer satisfaction and service quality.

In fulfilment of the commitment to publish customer satisfaction reports, two Ministries - Ministry of Health (MoH) and Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF) have been selected as the first to publish customer satisfaction reports, having been the first to complete their Customer Service Improvement Plans in 2017.

This Assessment will provide a thorough analysis of the status of customer service satisfaction across specific service areas of the Ministry of Health (MoH) and the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF). The findings will also provide insight into the impact of the customer service improvement initiatives undertaken by both Ministries since 2015, facilitating the identification of additional issues to be addressed and determine the effectiveness of improvement actions taken since the last Assessment conducted in 2015. The services included in this Assessment are:

Ministries	Type of Services Assessed
Health	<ul style="list-style-type: none"><li>• Hospital and Health Centre services in each Parish</li></ul>
Industry Commerce Agriculture and Fisheries	<ul style="list-style-type: none"><li>• Agricultural extension services</li><li>• Business registration services</li><li>• Trade licencing services.</li></ul>

The specific entities included in the assessment exercise are provided in Appendix 1.

The 2018 Assessment focuses on only three sectors, as opposed to the seven sectors that were included in the 2015 Assessment. The 2018 Assessment however targets a larger sample to reflect a better representation of the general population.

For the MoH, a total of fourteen (14) hospitals and (14) health centres of all types and region were randomly selected to participate in the 2018 Assessment. Only five hospitals and five health centres were included in the 2015 Assessment. All those entities were included among the facilities selected for the 2018 Assessment.

For the Agriculture Sector, the Rural Agricultural Development Authority (RADA), the 2015 Assessment only included three RADA offices. The 2018 Assessment covers all RADA Offices across the island.

The scope of assessment for Trade and Commerce have remained the same between the 2015 and 2018 Assessments, targeting customers conducting transactions at the Head Offices of the Trade Board and the Companies Office of Jamaica (COJ).

### 1.3 PURPOSE OF THIS REPORT

This report provides the results of the assessment of customer satisfaction provided by the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF) particularly, the Rural Agricultural Development Authority (RADA), Companies Office of Jamaica (CoJ) and Trade Board Ltd.

MICAF has been charged with the responsibility of driving the integration of the production of primary agricultural produce along all the stages of the supply chain through to value added and facilitating full commercialization of outputs of the agriculture, manufacturing, and service sectors.

The Ministry is mandated to produce the following outcomes:

- Increased contribution of local industries, agriculture, fisheries and micro, small, and medium enterprises (MSMEs) to GDP
- High standard of quality to all consumers of Jamaican products and services
- Reduced improper usage of agricultural lands in Jamaica
- Increased responsiveness to threats and opportunities such as the impacts of climate change, pest and disease outbreaks and global developments
- Enhanced national quality infrastructure, food security, food safety, health and nutrition
- Reduction of Praedial larceny, theft from agriculture and other agricultural-related issues
- Flexible, responsive and robust systems to meet the demands of a dynamic local, regional and trading system.
- An efficient and effective regulatory system to ensure the sustainable use of our resources.

This report is outlined as indicated below:

- Section 1 Defines the background, scope and rationale for the Assessment
- Section 2 elaborates on the Aims and Objectives of the Assessment.
- Section 3 details the methodology used to collect data for customer satisfaction is provided.
- Section 4 provides a summary of findings, giving an overall assessment of customer satisfaction with COJ's services and from MICAF's Customer Service Improvement Plan Status Report.

- Section 5 provides the detailed findings from the customer service survey indicating the level of response to all questions from the clients interviewed.
- Section 6 provides the findings of the organisational assessment instrument administered to determine the efforts taken to provide the minimum standard of service delivery recommended by the Cabinet Office.
- Section 7 provides a summary analysis of the findings with recommendations for areas of focus for improvement.

## 2 OBJECTIVES OF ASSESSMENT

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The Customer Service Assessment conducted in 2015, indicated that customer satisfaction was rated 60%. The goal of the Government of Jamaica (GoJ) is to have a Public Sector that provides no less than 80% customer satisfaction.

The primary objective of this Assessment is to identify the level of customer service improvements made by MICAF in relation to the 2015 established baseline.

## 3 ASSESSMENT METHODOLOGY

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### 3.1 THE INSTRUMENTS

The assessment of Customer Service in the Public Sector has been undertaken using two instruments, a customer service survey administered to customers of a specific service, and an organisational readiness checklist which assesses an entity against the minimum standards for internal service delivery operations.

#### 3.1.1 The Customer Service Survey – The Common Measurement Tool

The customer service survey is based on the Common Measurement Tool (CMT) developed by the Canadian Centre for Management Development in 1998 as part of the Canadian Government's Citizen-Centred Service effort. The CMT is used at all levels of the Canadian Government and has been adopted internationally most notably by the Governments of Australia, Kenya, Namibia, New Zealand, Singapore, and the United Arab Emirates.

The CMT was introduced to Jamaica's Public-Sector Customer Service Programme as the National Assessment Tool in the mid-2000s and was used to inform the results of the Government's Customer Service Competition. Since 2010 the CMT has been updated and is made available from the Institute for Citizen-Centred Service (ICCS) under a subscription license which allows full access to the instrument and associated services. However, the version of the CMT used by the GoJ for both the 2015 and 2018 Customer Service Assessment is a customised version of the original 1998 instrument.

To obtain quantitative and qualitative data on customer service and service delivery from the RADA, COJ and Trade Board Ltd, self-administered questionnaires, telephone interviews and face-to-face interviews were done using the Customised CMT.

#### 3.1.2 Organisational Customer Service Readiness Checklist

For those elements of service provision that can be observed or must be responded to by the organisation, a separate readiness checklist was designed. This instrument is based on the Basic Minimum Standards for Customer Service published by the Cabinet Office as part of the Citizens' Charter development initiative. The Checklist allows an organisation to review its internal operations and assess the extent to which minimum standards of service delivery are being met, such as the accessibility to services for persons with disabilities or the clear communication of the entity's standards of service. These were completed by staff members at COJ and Trade Board Ltd. and RADA's Regional Directors.



### 3.2 TARGET POPULATION

The target population for this survey is residents of Jamaica aged 18 years and older who are customers of the identified entities.

### 3.3 DESIGN ASSUMPTIONS AND SAMPLE SIZE CALCULATION

The Statistical Institute of Jamaica (STATIN), the national statistical body of Jamaica was contracted by the Cabinet Office to design the survey is based on a margin of error of +/-10% or 95% margin of error for each domain. A domain is a defined reporting group for which estimates with pre-determined accuracy are sought. For the purposes of this assessment the domain sample was estimated at two hundred (200) respondents. However, sample population for RADA was three hundred and thirty-two (332), COJ-two hundred and one (201) and Trade Board Ltd. was two hundred and nine (209).

RADA operates within zones, east and west zones. Within this report the parishes were grouped for data analysis and presentation. The East Zone consists of seven (7) parishes- St. Mary, Portland, St. Thomas, St. Ann, St. Andrew, Clarendon and St. Catherine while the West Zone consists of six (6) parishes- Trelawny, St. James, Hanover, Westmoreland, Manchester and St. Elizabeth.

The sample for this entity were selected in a single stage using non-probability quota sampling. The quota was defined based on the population distribution by sex and age group. Below are the minimum number of expected completed questionnaires per entity.

#### Minimum Number of Respondents per Entity

	Male	Female	Jamaica
<b>20-34</b>	41	40	81
<b>35-49</b>	27	32	59
<b>50-64</b>	22	21	43
<b>65+</b>	12	15	27
<b>Total</b>	<b>102</b>	<b>108</b>	<b>210</b>

### 3.4 FIELD INTERVIEWS

Two methods were used to complete the questionnaires for COJ and Trade Board Ltd. Field staff conducted interviews with persons who required assistance to complete the instrument due to disability, limited literacy or at request while others self-administer the questionnaires. The data collection was done over a five-day period. The interviewer assignment included the quota by age and sex. Assignments were completed

when the specified quota within each category was met. Interviewers were directly supervised by the field service director. Any challenges identified were immediately reported and resolved by the STATIN/Cabinet Office project team.

A one-day training of interviewers was conducted by STATIN personnel. This training included a summary of the project objectives, instructions on how to administer the questionnaire and a thorough review of the PSCSS instruments.

### 3.5 TELEPHONE INTERVIEWS

Due to the dispersed geography for the domain, Telephone interviews was identified as the most efficient methodology for data collection. Interviews were done with RADA customers from thirteen (13) parishes. The target of 200 respondents was exceeded and with a total of three hundred and six (306) interviews completed. Interviewees were randomly selected from RADA's database across the thirteen (13) parishes.

A one-day training was conducted by Researchers at the Cabinet Office with the interviewers. The training was a platform used to discuss roles and responsibilities of interviewers, interviewing techniques and review the survey instrument. The survey instrument had a total of thirty-five (35) questions. The questionnaire was tested with Cabinet Office staff. The telephone interviewers also participated in training provided by the Statistical Institute (STATIN) for field interviewers who were deployed to MoH facilities, the Trade Board Limited and the Companies Office.

A total of three hundred and thirty-two (332) interviews were conducted with RADA customers over a period of two weeks, though only three hundred and six (306) were completed due to the challenges detailed under *limitations of the assessment*.

### 3.6 LIMITATIONS OF THE ASSESSMENT

All research methodologies consist of limitations. These are conditions, shortcomings or influences that are external and cannot be controlled by the researcher. This assessment utilized administration of questionnaires and the use of face-to-face interviews with customers. It is noted that a survey or questionnaire cannot fully capture emotional responses or the feelings of the respondents and without administering the questionnaire face-to-face, there is no way to observe facial expression, reactions or body

language<sup>2</sup>. However, due to time, cost and other factors, face-to-face interviews were limited to persons with special needs such as disabled persons and those with writing or reading challenges.

Assessment limitations included:

- Completing surveys was onerous and time consuming for some respondents as such this may have impacted the credibility of some of the responses given respondent fatigue.
- Participants responses may also have been affected by fear of lack of privacy and anonymity being breached.
- Quota were not met due to external factors such as the slow business period during the Christmas holidays.
- Telephone calls to approximately one hundred and thirty-one (131) persons went unanswered as the telephone numbers provided by RADA were either out of range or did not belong to the named client.
- A total of twenty-six (26) interviewees did not complete their questionnaires because they were not notified by RADA prior to the interview request or the completion of the questionnaire was too onerous and competed with other priorities.
- All parishes did not have equal amount of contacts, nine lists had thirty-five (35) names, one (1) forty (40), two (2) had thirty-nine (39) and one (1) had thirty (30) names. Despite the variation in numbers, some parishes that had over thirty (30) respondents are significantly low.
- Some names did not have any numbers assigned to them.
- Inputting and uploading data online after completing questionnaires from telephone interviews increased the margin of error within this assessment.

## 4 SUMMARY OF THE PUBLIC SECTOR CUSTOMER SERVICE ASSESSMENT FOR INDUSTRY AND INVESTMENT SECTOR-2015

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This report reflects a general assessment of the levels of satisfaction, customer service quality and service delivery provided by COJ and Trade Board Ltd. It details findings and recommendations based on

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<sup>2</sup> Debois, Stefan. (16 March 2016). 9 Advantages and Disadvantages of Questionnaires. Retrieved from <https://surveyanyplace.com/questionnaire-pros-and-cons/>

information provided by their customers during self-administered questionnaires and face-to-face interviews.

## 4.1 SUMMARY OF 2015 FINDINGS

The findings of the 2015 Assessment of COJ and Trade Board Ltd. is provided in Appendix 4. Below is provided a summary of those findings under each of the service dimensions assessed.

### 4.1.1 Service Delivery

- Customers initiate the contact with Registration of Companies (65%)
- Trade board Customers are mostly coming based on their own choice (56%)
- Registration of Companies Customers are balanced between Government requirement (25%) and their own choice (35%)
- Trade Board mostly initiated the contact (56%), whereas Customers initiate the contact with Registration of Companies (65%)

### 4.1.2 Service Standards

- Registration of Companies have various experiences with the time needed to obtain the service, however 35% would be fine with 121-180 minutes
- Registration of Companies Customers have different experience. 35% met 3 persons, and 35% met 4 persons, and Customers would find that number acceptable.
- 56% of Trade Board Customers needed 61-120 minutes to obtain service...and 44% of them would prefer to obtain service in 31-60 minutes
- Registration of Companies have various experiences with the time needed to obtain the service, however 35% would be fine with 121-180 minutes
- 56% Trade Board Customers interfaced with 4 persons to obtain the service... Even if that number may seem high, customers would find it acceptable.
- Registration of Companies Customers have different experience. 35% met 3 persons, and 35% met 4 persons, and Customers would find that number acceptable.

### 4.1.3 Access and Facilities

- Overall, 55% of Customers from Registration of Companies are happy with the facilities
- Phone access to the service can result in different situations since the sector has no call center and does not put staff dedicated to answering the phone
- 56% of Trade Board customers were satisfied too.
- Phone access to the service can result in different situations since the sector has no call center and does not put staff dedicated to answering the phone

### 4.1.4 Procedure and Communications

- The sector gathers various industries targeting several segments of Customers: Transport Works and Housing customers are different from customers coming to register their company at Companies office of Jamaica.

#### **4.1.5 Payment Process**

- Even if Customers who value straight forward billing process are satisfied (100%), they estimate cost is reasonable for only 43% of the services

#### **4.1.6 General Questions and Overall Evaluation**

- 45% of Customer using the services of the Registration of Companies office are satisfied with the quality of service with the quality of service, whereas only 33% for the Trade board. Other Customers are either neutral or unhappy
- Interviews showed there is a plan for single touch point for all relative Trade Board activities. The agency expects from alignment a better Customer service and satisfaction.
- However, when comparing to the expectations, Customer are mostly happy
- 60% for Registration of Companies
- 77% for Trade Board

#### **4.1.7 General Questions and Overall Evaluation**

- 45% of Customer using the services of the Registration of Companies office are satisfied

## 4.2 MINISTRY OF INDUSTRY, INVESTMENT AND COMMERCE'S RESPONSE TO THE 2015 ASSESSMENT

### 4.2.1 Service/Product Delivery

- The upgrade to the website will allow customers to DELIVERY track the progress of their documents which will aid in reducing uncertainties and improving transparency of the processes. There is a Tracking number feature on the COJ's website which facilitates document tracking.
- The agency continues with its outreach activities by way of 6 Mobiles to rural parishes being planned for the financial year. The Agency also participates in the JBDC Mobile Clinic which visits rural towns.
- The implementation of the 2 new express counters and 1 senior citizen line coupled with the implementation of online filing, will reduce the issue of long wait times
- Customer Service Training for all customer contact staff is planned for the financial year. This will serve to improve the customer awareness and service delivery of the COJ agents

### 4.2.2 Service Standards

- The implementation of online filing for new business names by the end of the financial year should see improvements in processing times
- The implementation of online filing for new business names by the end of the financial year should see a reduction in the number of personnel needed to interact with customers as assistance will be provided through the online services.

### 4.2.3 Access and Facilities

- The increased number of persons in the call centre will aid in improving the response rate to incoming calls. This coupled with the increased access points through social media will improve visibility and access of the agency to customers.
- The agency currently starts processing customers at 8:00 am. This service will be continued during the financial year
- The COJ currently has an established call centre. However, it was plagued with under staffing issues. For the new financial year 2017 to 2018 the centre will contain 6 representatives to manage on average 4500 calls per month. The target response rate for calls to the centre is 80%

### 4.2.4 Procedures and Communications

- The agency continues to utilize traditional channels for COMMUNICATIONS information they required which was provided by the communication with the public. It however plans for agency 2017 to 2018 to increase its reach thorough social media touch points.
- The agency has continued to monitor the feedback from customers regarding the ease of use of the its forms. For 2017 to 2018 the agency will implement revised annual return forms and revised article of incorporation forms to improve the ease of registration for these services.

#### 4.2.5 General Questions and Overall Evaluation

- The following service improvements are planned for OVERALL EVALUATION by the agency the new financial year: 2 Express Service Counter and 1 Senior Citizen Counter

## 5 SUMMARY OF THE PUBLIC SECTOR CUSTOMER SERVICE ASSESSMENT FOR AGRICULTURE EXTENSION SERVICES (RADA)

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This report reflects a general assessment of the levels of satisfaction, customer service quality and service delivery for the agricultural extension services provided by RADA. It details findings and recommendations based on information provided by RADA customers during telephone interviews. The 2015 RADA assessment only used data from customers of the Manchester, Port Maria (St Mary) and St Elizabeth RADA Extension Offices. This 2018 assessment focuses on all RADA Extension Offices across the island.

### 5.1 SUMMARY OF 2015 FINDINGS

The findings of the 2015 Assessment of RADA are provided in Appendix 4. Below is provided a summary of those findings under each of the service dimensions assessed.

#### 5.1.1 Service Standards:

- 74% of Customers for which it is very important to have convenient access to service were satisfied
- 25% of Customers who value web access services were disappointed by the agency's performance
- Customers were fairly happy of the number of interfaces with agents: only 20% of Customers who value obtaining access to an agent without difficulty, were not satisfied

#### 5.1.2 Access and Facilities

- Only 35% of farmers in Manchester suggested they were content with staff availability.
- Facilities were a matter of complaint: RADA Port Maria office has difficult access (stairs), steep road
  - 31% were not satisfied with the waiting areas, while 40% were satisfied
- Limited usage of phone and new technologies to access the services in the context of their visit on the day of the survey
  - Agencies highlighted farmers are using new technologies
  - Customers and farmers, however, have expectations (e.g. next business day email reply)
- Interviews indicated that Extension Officers travelled to interface with Farmers, however the largest farmers, most reputable and closest to the Agents received the greatest amount of attention, while others suffered especially if Extension Officers depleted their operating budget by mid-month.

#### 5.1.3 Procedure and Communications

- 83.5% of Farmers who value clear documents and procedures were satisfied with the agency's performance
- There is not one standardised or uniform way of communicating with the farmers. Interviews revealed the Ministry of Agriculture and RADA need to be aligned as so information can be transferred to the farmers seamlessly and quickly.

#### 5.1.4 Payment Process

- Interviews revealed most services are not billed save-and-except registration fees.
- Payments are usually done personally, and farmers did not request any change
- There was no request for a fee-based 'quick service'

The overall satisfaction level for Manchester customers in 2015 was 100% and 40% for St Elizabeth. None was indicated for St. Mary.

## 5.2 MINISTRY OF AGRICULTURE'S RESPONSE TO THE 2015 ASSESSMENT

#### 5.2.1 Service/Product Delivery

- To address the length of time for Farmers IDs to be received by customers, particularly in St. Elizabeth, there will be a review and improvement in the system of ID production and distribution to farmers commencing April 2016.
- The main component of RADA's services is training and technical advice. To deal with misleading information regarding political promises and the expectation for Extension Officers to issue seeds and fertilisers, RADA will make continuous engagements with farmers and stakeholders to reiterate the main purpose and focus of RADA and its mandate through Parish Open Days, publication and distribution among others.
- Limited mileage reimbursement provided to Extension Officers and the distance to farmers was identified as highly problematic. To address this RADA will continue the use of participatory approaches and train the trainers learning methods to extend the reach and effectiveness of disseminating information to farmers. Additionally, Extension Officers will use Whatsapp, text and voice messaging as an alternative means of communication with farmers.

#### 5.2.2 Service Standards

- Improvement in Customer Service to be established through island-wide Staff re-training in Customer Services Management (among others), commencing April 2016. This will bring awareness and reiterate the practicality of the Citizen's Charter. Variation in the length of delivery times by



Parish will be addressed by revisiting the Performance Management Systems with the objective of making the systems more measurable and standardised (commencing by April 2016).

#### 5.2.3 Access and Facilities

- Medium to long term plans in place for adjustments to entry points to accommodate both elderly and disabled clients at Parish offices island-wide

#### 5.2.4 Procedures and Communications

- Retraining in Customer Service Management to include prompt email response to be a mandatory performance target
- The ***Extend Newsletter*** will be revived to provide relevant and up-to-date information via print and web access

### 5.3 REPORT ON IMPLEMENTATION OF THE MICAF CUSTOMER SERVICE IMPROVEMENT PLAN 2016-2019

MICAF developed a Customer Service Improvement Plan in August 2016 for a three-year period (2016-2019). This Plan is designed to deploy strategies that facilitate the improvement of service/product delivery and customer satisfaction as MICAF fulfils its mandate.

MICAF has not undertaken any action to formally implement the Plan since its development. However, a Customer Service Officer/Receptionist was recently employed by the Ministry and they have commenced measures to establish a Customer Service Branch. This branch will facilitate the implementation of Customer Service Outreach and Customer Service Monitoring and Evaluation within all MICAF entities. The success of this measure is dependent on the provision of financial resources allocated to the Ministry. MICAF has re-energised its Intra-Ministerial Customer Service Monitoring and Evaluation Team (ICSMET) and seeks to engage in activities that will address short-term goals. Other initiatives commenced by MICAF are:

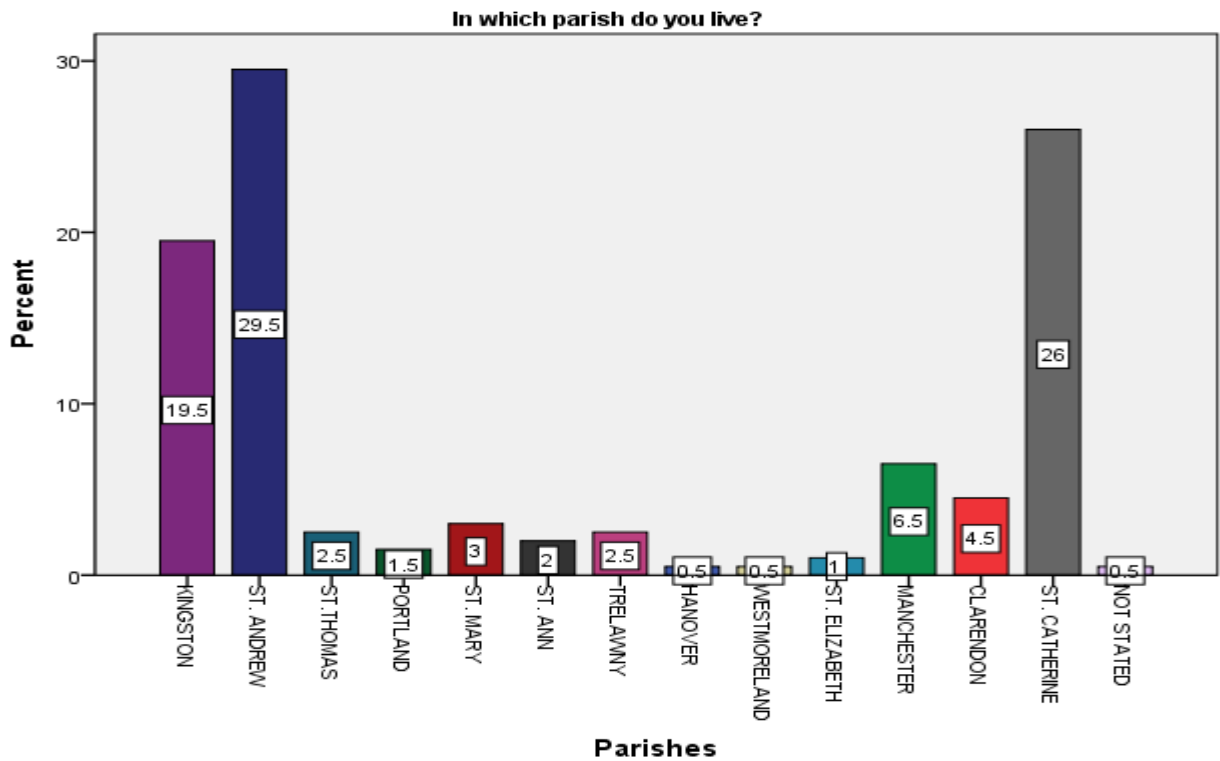
- i. Preparations for launch of the Citizen's Charter
- ii. Updating documentation of the Internal Customer Service Standards
- iii. Documenting the Standard Operating Procedures in keeping with ISO 9001:2015
- iv. Execution of the external Customer Service Satisfaction Survey
- v. Preparations to execute the internal Customer Service Survey

# 6 FINDINGS FOR THE DELIVERY OF SERVICES – COMPANIES OFFICES OF JAMAICA (COJ)

The following reflects the data captured from customers of COJ. The section provides a profile of the COJ Customers based on the responses to the General Questions and then outlines their level of satisfaction with the organisation’s services as categorised under the five service dimensions, indicating the importance they accord to the variables under each dimension.

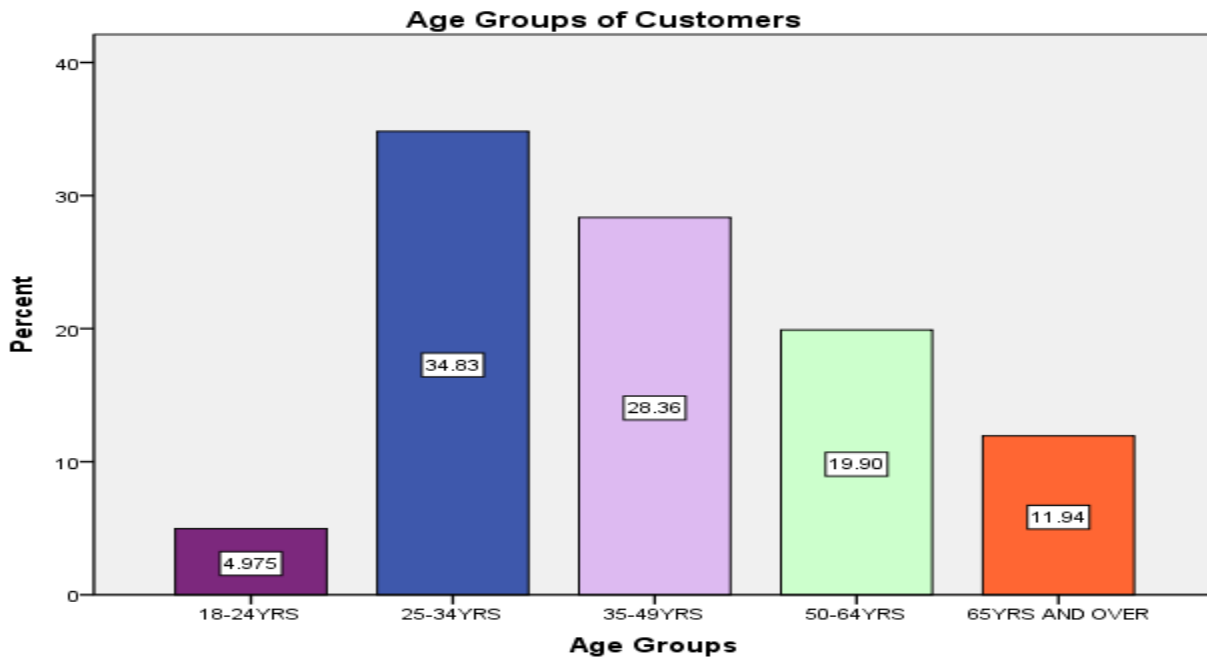
## 6.1 RESPONSES TO GENERAL QUESTIONS

### 6.1.1 Geographic Location



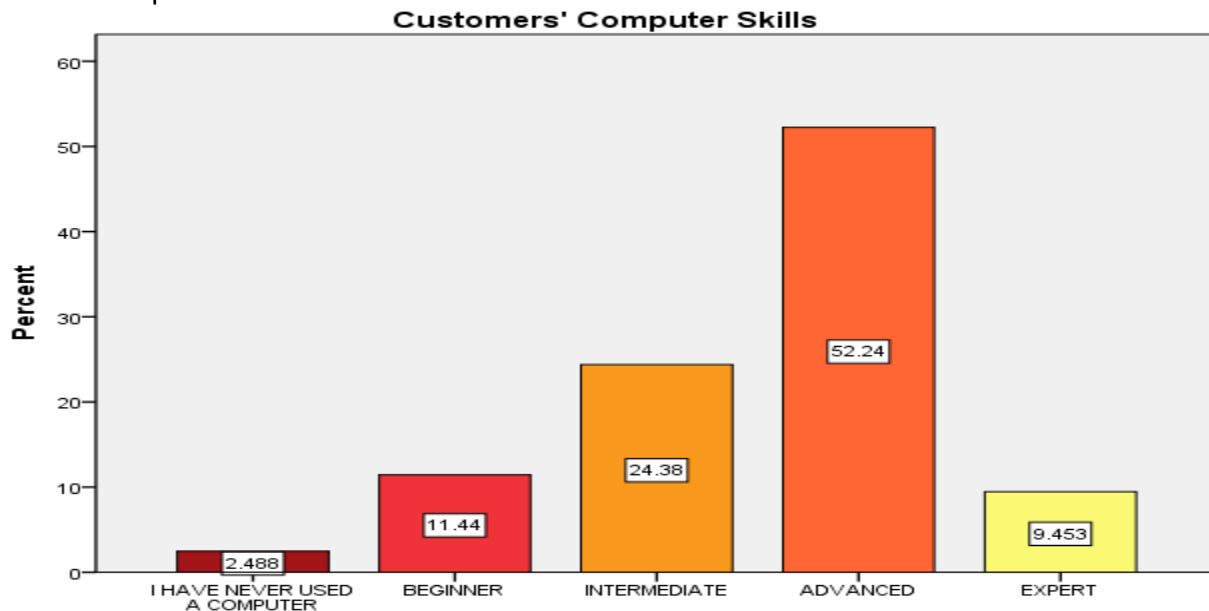
- 94% of respondents were Jamaicans and the remaining 6% indicated that they were American, Belizean, St Vincentian, Canadian, and British.
- Overall, St Andrew and St Catherine had the two (2) highest percentages, 29.5% and 26% respectively.
- The lowest percentages resided in Hanover and Westmoreland 0.5% each.

### 6.1.2 Age



- The highest number of respondents fall within the 25-34 years age group (34.8%) and the lowest number were between the ages of 18-24 years (4.9%).
- The respondents within the 25-34 years age group mainly reside in Kingston, St Andrew and St Catherine.

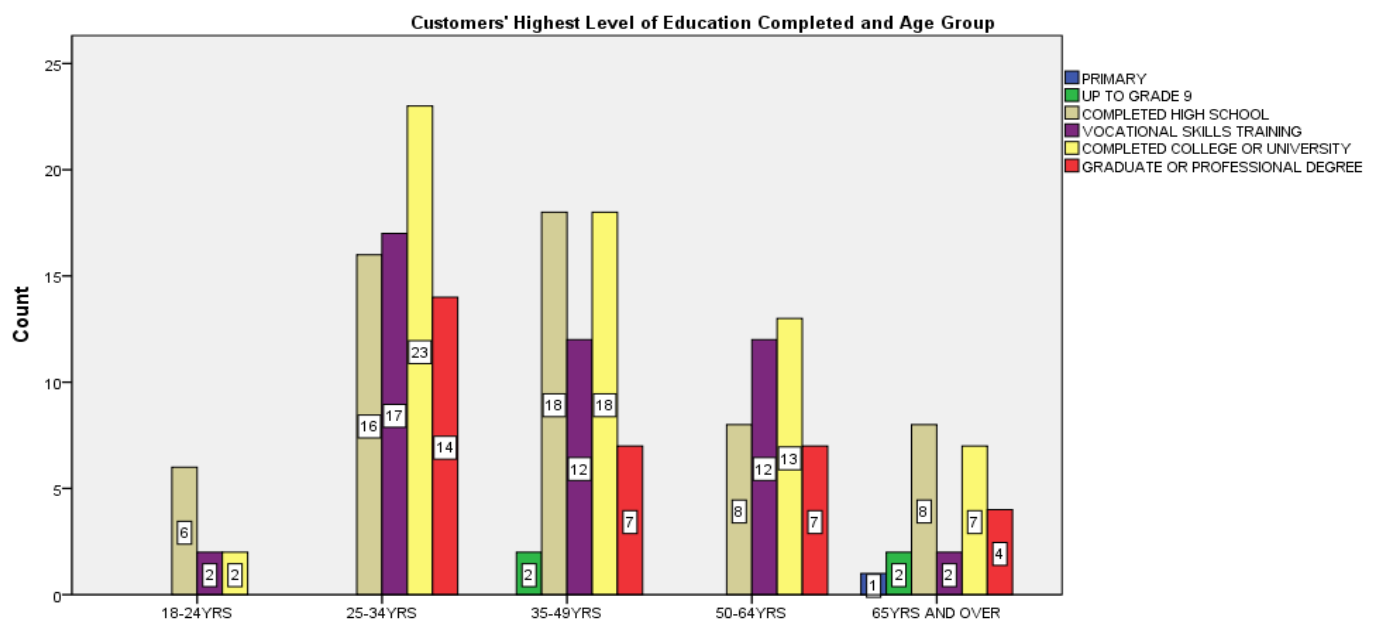
### 6.1.3 Computer Use



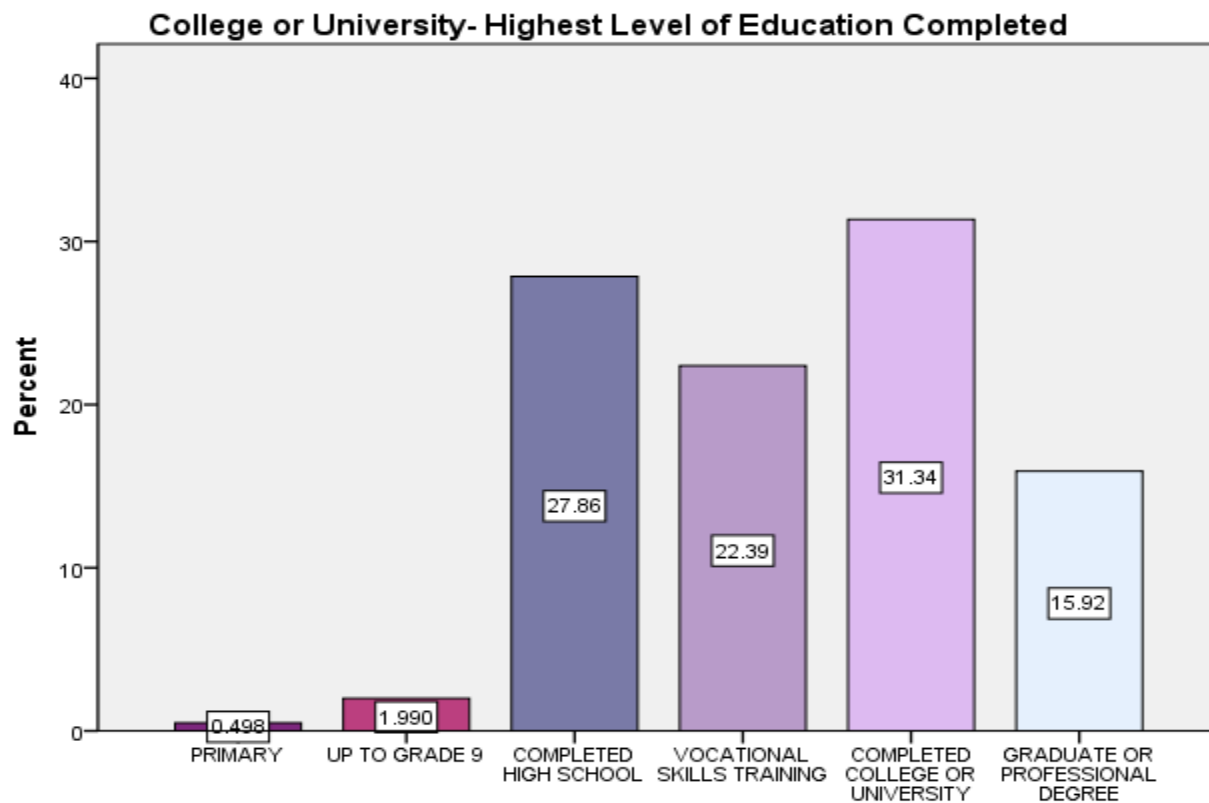
- A total of 2.5% respondents have never used a computer and the remaining 97.5% fall within the beginner (11.4%), intermediate (24.4%), advanced (52.2%) or expert (9.5%) categories.

- These computer users acknowledged that they mainly use their cell phones or personal computers (tablet, laptop or desktop) to access the internet. Cell phone users accounted for 85.1% of internet users, personal computer users 73.6%, computer at work 36.8%, internet café 6%, library 1.5% and school 3%.
- 49% of males indicated that their computer skills are at the advanced level while 56.1% of females indicated same.
- 12.7% of males stated that they were expert in using computers and 6.1% of females noted that they were computer experts.

#### 6.1.4 Education Level



- The majority (31.3%) of customers have completed college or university education with 27.9% having completed high school, and another 23% vocational skills training.
- 16% completed graduate or professional degrees.
- 0.5% have only attained primary level education.
- 2% of respondents completed up to grade 9.
- 4.61% of respondents do not have any formal education.
- 60% of respondents within the 18-24 years age group have completed high school.
- College or University is the highest level of education attained by young adults and middle-aged persons.
- Of the respondents, 33.3% of males have completed high school as their highest level of education while 35.7% of females have completed college or university.



#### 6.1.5 Employment Status

- 81.6% of respondents had a full-time job.
- 10.4% of respondents work part-time.
- 6% unemployed.
- 22.8% of respondents are self-employed with paid employees.
- 25.9% are self-employed without paid employees.
- 7.9% are paid government employees
- 40.7% are paid employees in private enterprises. Of this 55.8% were females and 44.2% males.

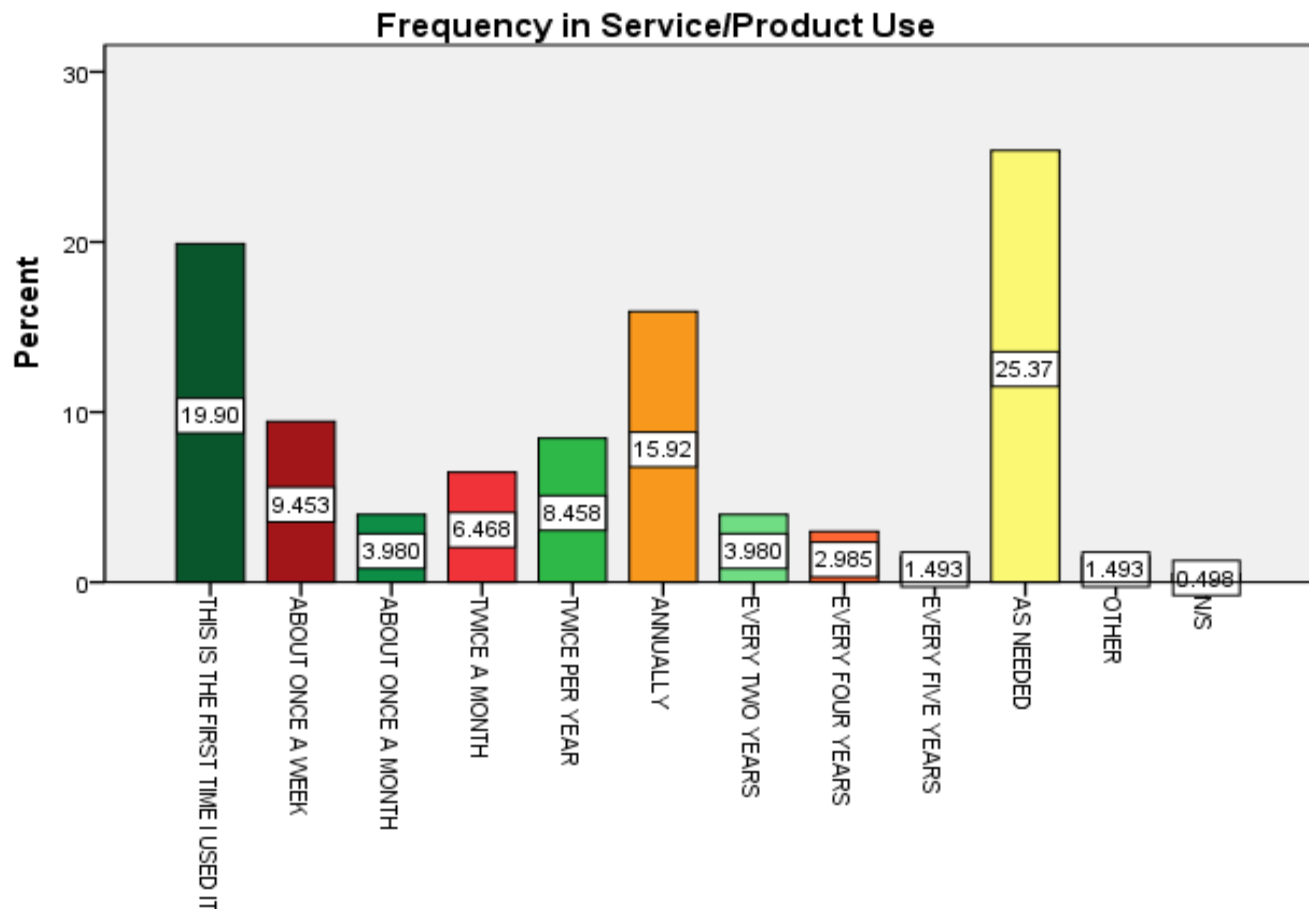
#### 6.1.6 Disability

- A total of 6% of respondents indicated that they have a form of physical disability. These included, renal failure, back and leg injuries, vision impairment and fractured leg.

## 6.2 SERVICE/PRODUCT DELIVERY

### 6.2.1 Frequency of Service Use

- 25.4% of respondents use the service/product on an “as-needed” basis.
- 15.9% per year, 19.9% were using the service for the first time, 9.5% once per week, 8.5% twice per year and 6.5% twice per month.



### 6.2.2 Level of Satisfaction with Service/Product

Respondents were asked to indicate their levels of satisfaction with the type of service and product received. This was assessed by asking their level of agreement with several statements.

- 57% of respondents either agreed (44.3%) or strongly agreed (12.9%) that they received service after a reasonable number of contacts.
- 63.6% of respondents either agreed (50.7%) or strongly agreed (12.9%) that they knew who to contact for assistance.

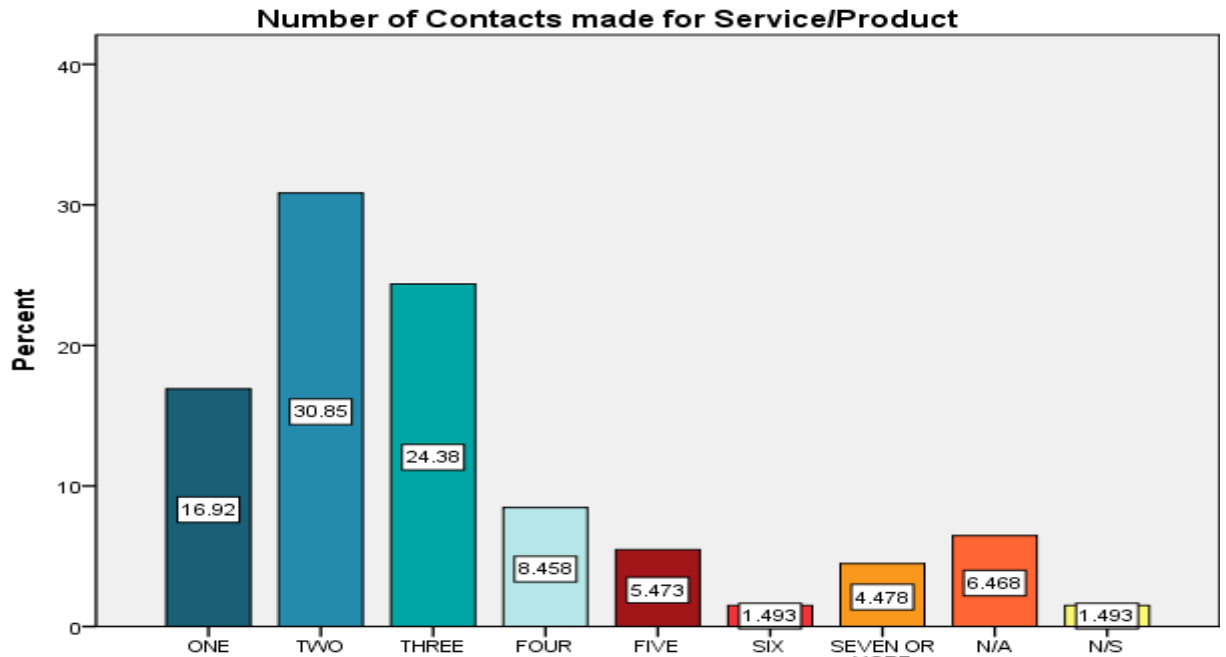
- 80% of respondents agreed (53.7%) or strongly agreed (26.9%) that staff were knowledgeable and competent.
- 87.1% of respondents agreed (58.2%) or strongly agreed (28.9%) that staff were courteous.
- 53.7% of respondents agreed (34.8%) or strongly agreed (18.9%) that COJ's website was easy to find and 67.7% agreed (43.3%) or strongly agreed (24.4%) that they were able to navigate the website.
- The respondents who disagreed with the statements were all below 15% of the total participants.
- Less than 20% of the total respondents neither agree nor disagree with the service delivery statements.

### 6.2.3 Service Delivery Level of Importance

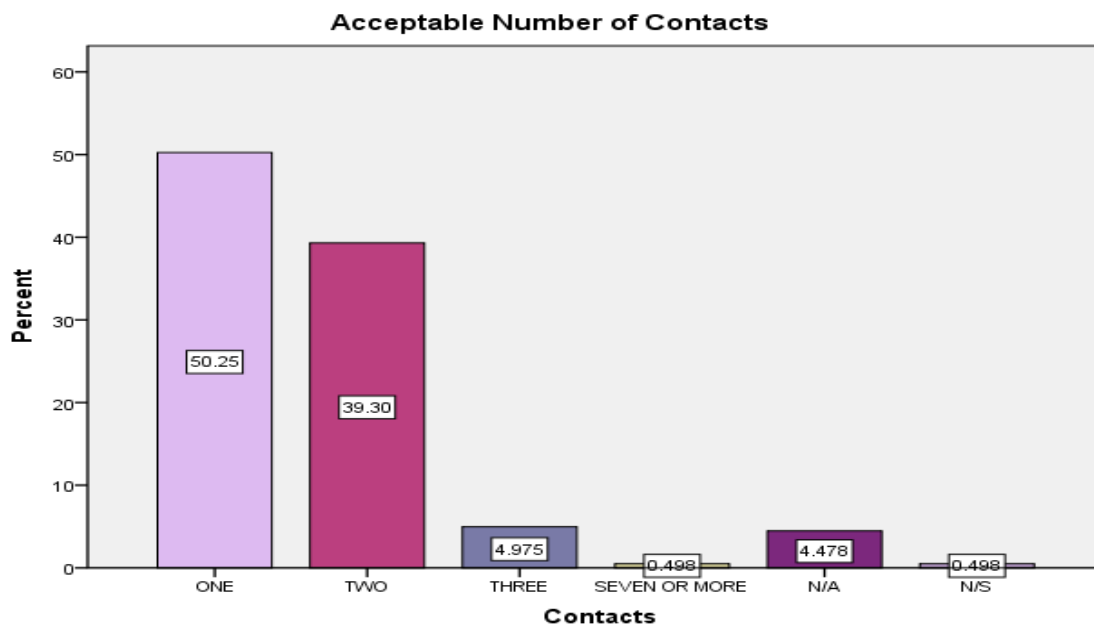
- 92.5% of respondents indicated that it was either important (36.8%) or very important (55.7%) to know what to do to resolve a problem.
- 87.5% of respondents indicated that it was important (33.3%) or very important (54.2%) to get services/products after a reasonable number of contacts.
- The courtesy of staff was rated important (28.4%) or very important (67.2%) by 95.6% respondents.
- 84.5% of respondents rated Knowledge and competency of staff important (31%) or very important (53.2%)
- 85.1% of respondents indicated that finding the organization's website was important (53.2%) or very important (31.3%). Navigating it easily was rated important (28.9%) or very important (56.2%) by 85.1% of respondents.
- Less than 10% considered the statements unimportant.

## 6.3 SERVICE STANDARDS

- Findings from this assessment show that 41.8% of respondents waited an average of one week before receiving service/product while 18.4% waited less than an hour and 38.8% waited between an hour to a day.
- This assessment shows 19.9% of respondents indicated that a day to a week is acceptable to received service/product, 35.3% would be prepared to wait between an hour and a day and another 42.8% expected to within the range of minutes to less than an hour.



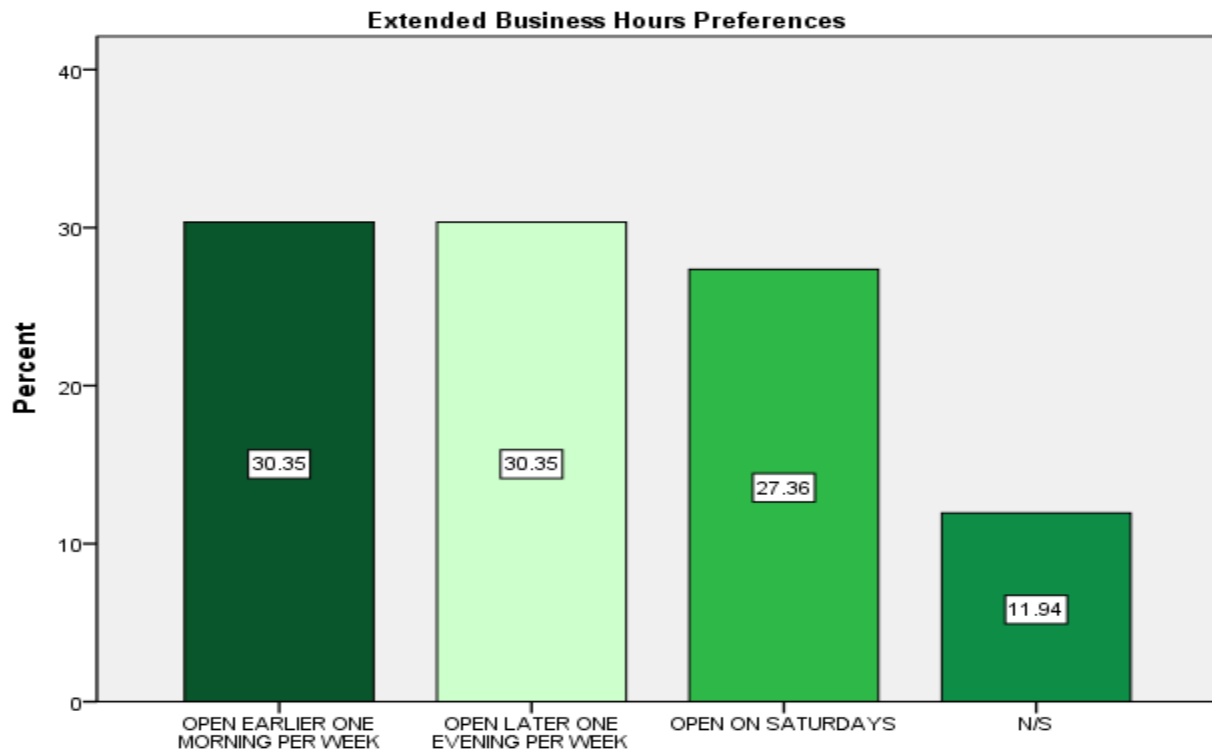
- In the 2015 assessment, 35% of customers expressed that they met three (3) persons before receiving service/product while 35% met four (4) persons.
- This assessment shows 24.4% making three (3) contacts and 8.5% making four (4).
- 72.2% of respondents interfaced with COJ three (3) or less times while 24% made four (4) or more contacts.
- 89.6% of respondents indicated that one (1) or two (2) contacts is acceptable while 5% indicated that three (3) contacts are acceptable.





## 6.4 ACCESS AND FACILITIES

- This section requested that respondents outline whether the business hours of the COJ are convenient and if there were to be changes, what would be their preference.
- A total of 84.6% of respondents stated that COJ business hours are convenient. However, if these hours were to be changed, opening early one morning per week and opening late one evening per week would be the preferred extended time accounting for 30.4% of respondents each.



### 6.4.1 Customers' Level of Satisfaction based on Access to Service/Product and Facility

The 2015 assessment reports that over 55% of customers were satisfied with the agency's performance based on access and facilities.

- 86.6% of respondents stated that it was easy to find the organization's telephone number in the directory/online
- 70.2% of respondents indicated that they agreed (43.3%) or strongly agreed (26.9%) that various methods of access were available.
- 60.2% of respondents specified that they agreed (44.8%) or strongly agreed (15.4%) that the service hours were convenient.
- 53.2% of respondents indicated agreed (39.8%) or strongly agreed (13.4%) that it was easy to make an appointment.
- 67.9% of respondent stated that they agreed (45.5%) or strongly agreed (22.4%) that offices and waiting areas were comfortable.

- 72.1% of respondents indicated that they agreed (53.2%) or strongly agreed (18.9%) that directional signs were visible.
- 73.6% of respondents specified that they agreed (54.2%) or strongly agreed (19.4%) that directional signs were easy to understand.
- Less than 15% disagreed or strongly disagreed with these statements.

#### 6.4.2 Access to Service/Product and Facilities Level of Importance

Customers' ability to access services/product and facilities are paramount in delivering excellent customer service. It is important to know the needs or preferences of customers so that service/product delivery is of good quality and customers' demands are being supplied.

Customers' response to the statement "Office and waiting areas are comfortable" received the highest percentage, 97.5% (important and very important). Various methods of access had the indications, 92%. The percentages for all statements ranged from 27% to 37% important and 54% to 70% consider then to be very important.

### 6.5 PROCEDURES AND COMMUNICATIONS

- The use of social media is preferred by 50% of respondents while traditional media such as booklets in mail (12.9%), posters (10.9%), website (37.3%), media advertisement (57.9%) and email (58.2%) were preferred choices for other respondents.

#### 6.5.1 Customers' Level of Satisfaction with Procedures and Communications

- 76.6% of respondents indicated that they agreed (52.7%) or strongly agreed (23.9%) with the statements "I was informed of everything I had to do in order to get the service/product"
- 78.6% of respondents agreed (52.2%) or strongly agreed (26.4%) that the information received was up-to-date
- 85.5% of respondents agreed (52.7%) or strongly agreed (32.8%) that written and verbal language was clear
- 69.2% of respondents agreed (46.3%) or strongly agreed (22.9%) that forms were easy to understand and fill out
- Approximately 12% of respondents either disagreed or strongly disagreed and 16% neither disagree nor agree with the level of communication approach used by COJ.

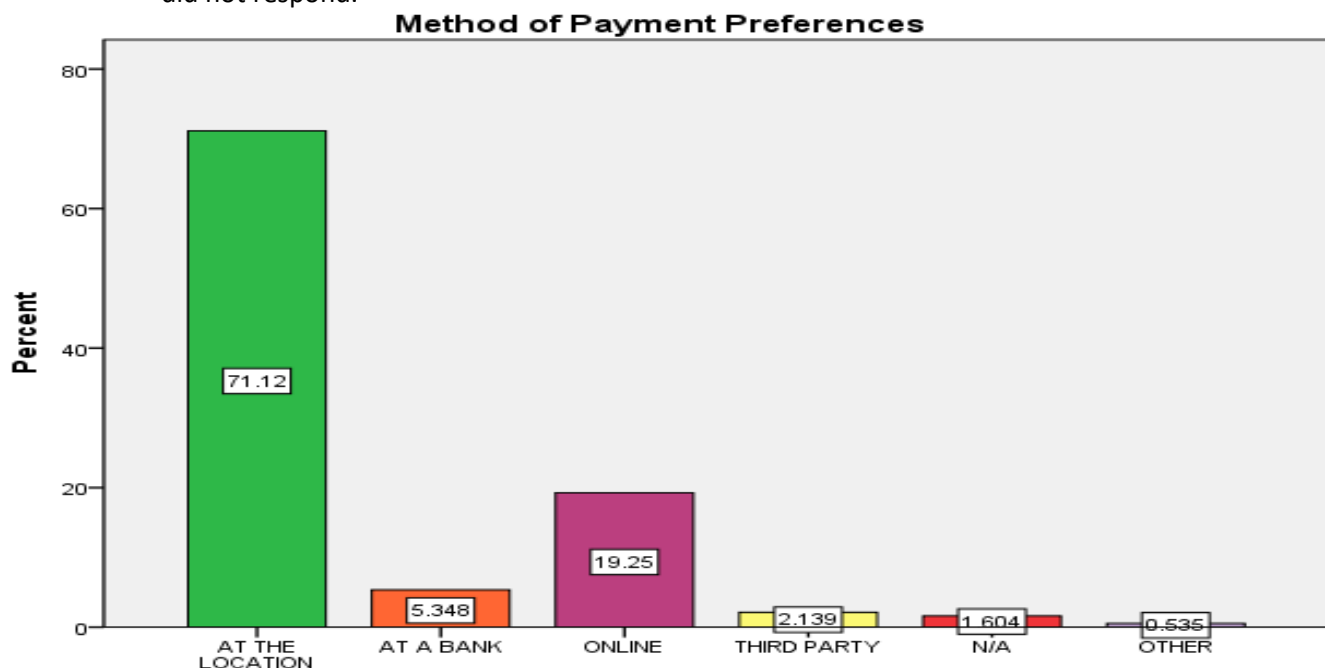
#### 6.5.2 Procedures and Communications Level of Importance

- 98.5% of respondents indicated that it was important (31.3%) or very important (67.2%) to be informed of everything I had to do in order to get the service/product"
- 98.5% of respondents indicated that it was important (27.9%) or very important (70.6%) to provide up-to-date information

- 98.5% of respondents stated that it was important (24.4%) or very important (32.8%) that written and verbal language were clear
- 97.5% of respondents specified that it was important (21.4%) or very important (76.1%) that forms were easy to understand and fill out
- Among the respondents, less than 2% of customers considered these statements unimportant

## 6.6 PAYMENT PROCESS

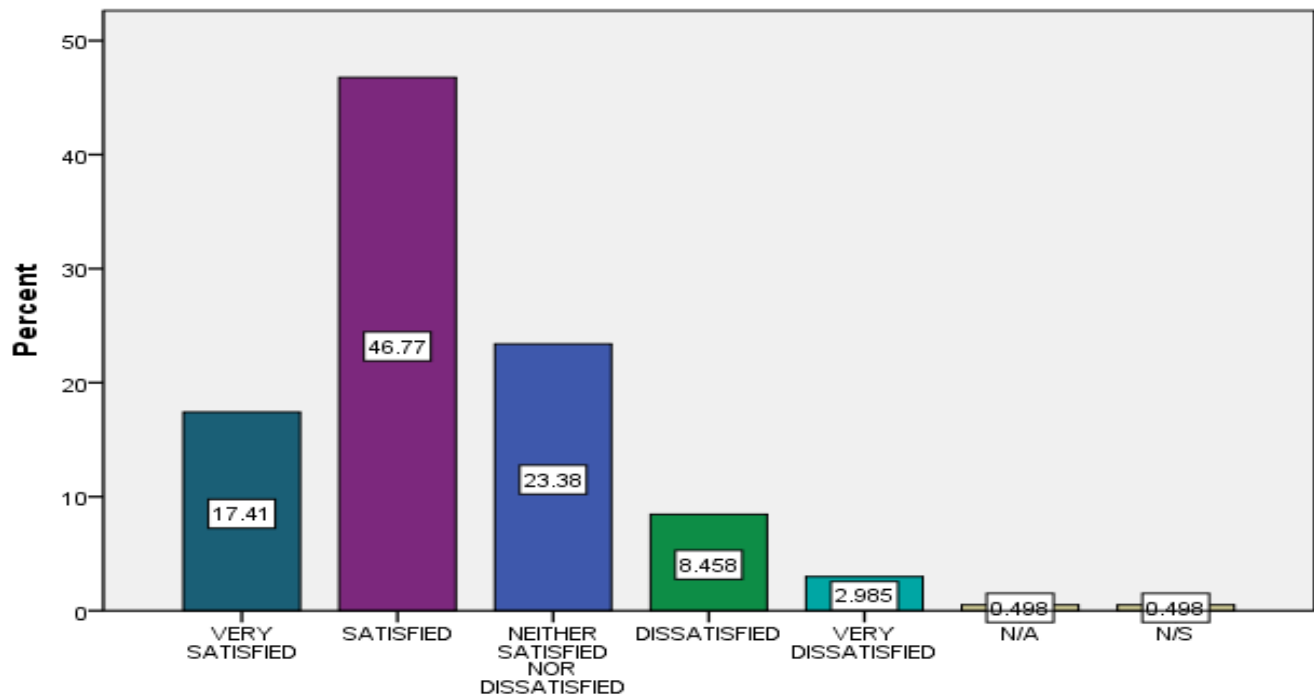
- 93% of respondents made payment for service or product.
- 92% paid at the location, 0.5% at the bank and 0.5% at other banking facilities.
- These customers stated that they prefer the existing methods available for payment.
- 71.1% prefers paying at the location, 5.3% at the bank, 19.3% online, 2.1% at Third Party and 1.6% did not respond.



## 6.7 OVERALL EVALUATION

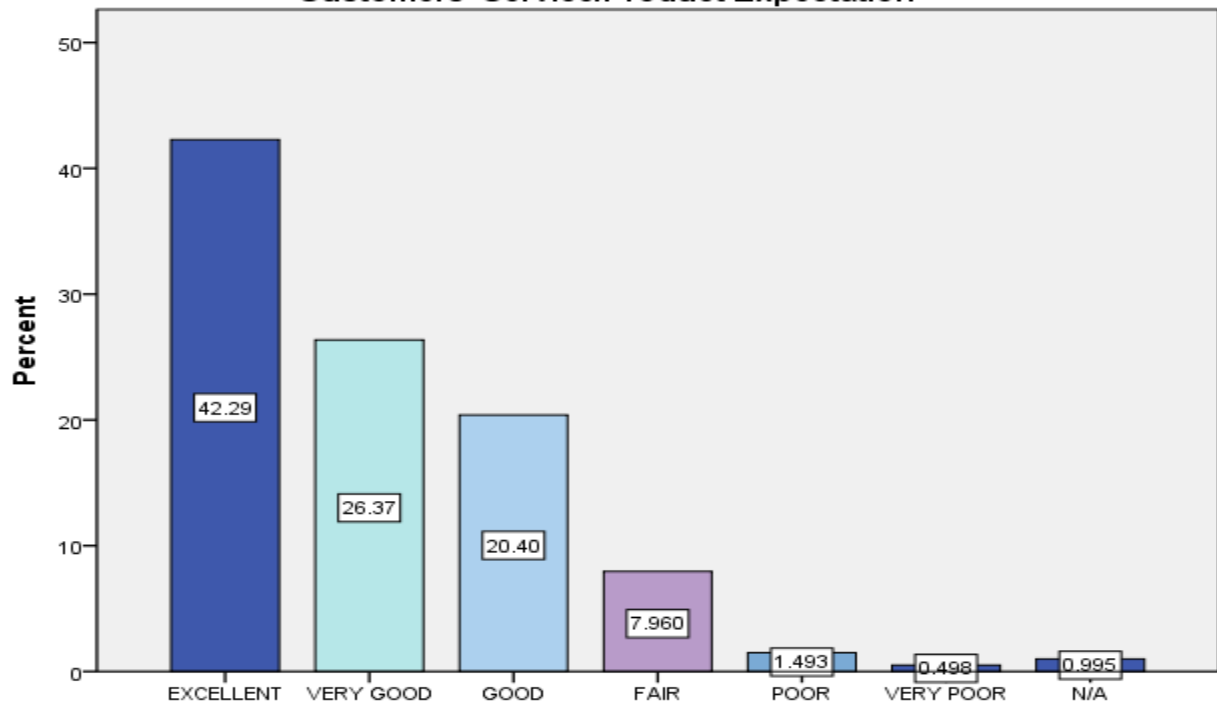
Overall, a total of 64.2% of respondents were either satisfied (46.8%) or very satisfied (17.4%) with quality of service/product delivery. This level of satisfaction is below the GoJ's target of 80% customer service satisfaction. A total of 11.5% of customers expressed that they were either dissatisfied (8.5%) or very dissatisfied (3%) with the services/products of the COJ. 23.4% of respondents indicated that they were neither satisfied nor dissatisfied.

**Customers' Overall Level of Satisfaction with Service/Product Delivery**

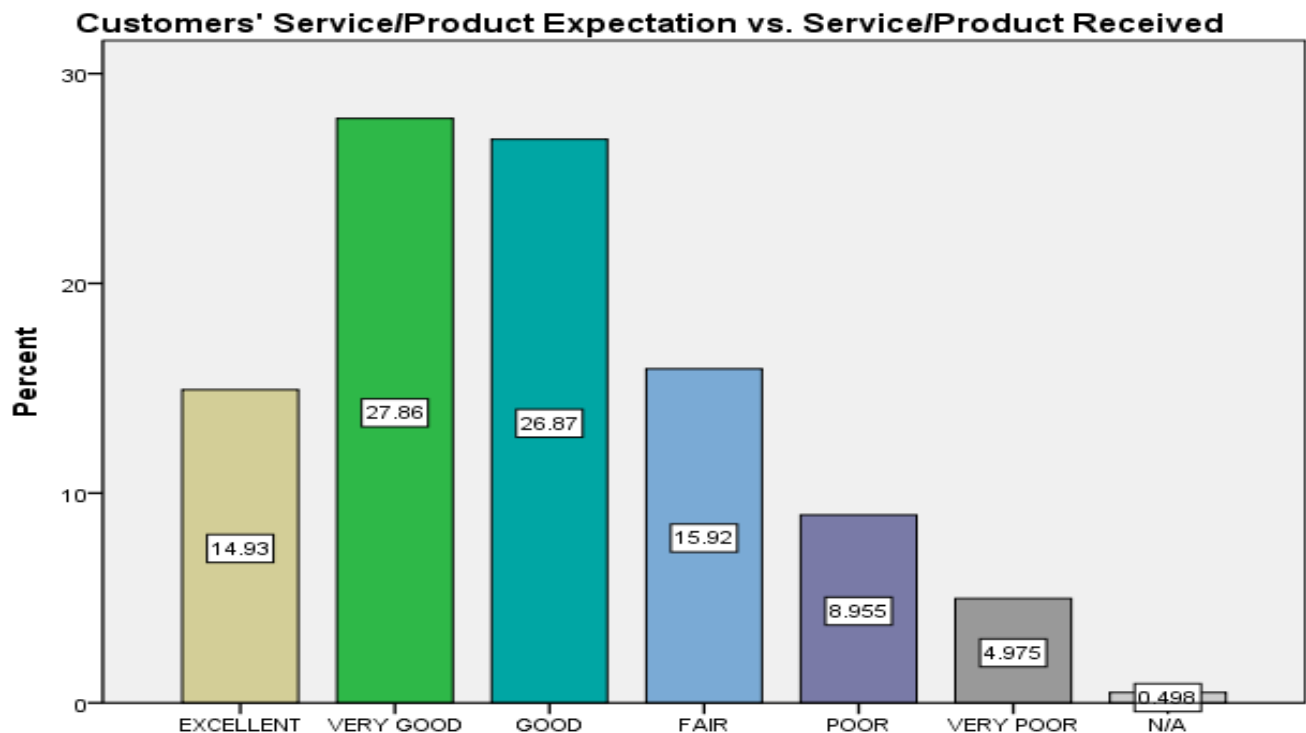


- A total of 69.7% of respondents expected either excellent, very good or good, 15.9% fair and 14% poor or very poor.

**Customers' Service/Product Expectation**



- After receiving the service/product, 89.1% of respondents indicated that the quality of service/product was either excellent, very good or good, 7.9% fair and 2% poor or very poor.



## 6.8 FINDINGS FROM ORGANISATIONAL CHECKLIST

The Cabinet Office required each Extension Office to complete the Customer Service Organisational Readiness Checklist (See Appendix 4). The checklist sought to obtain feedback on yes/ no statements related to the service/product delivery, service standards, access and facilities as well as procedures and communications as administered at each location. The items addressed in the checklist accommodated comments from respondents which provide details of what is being provided at each parish Office. The findings from the Checklists are as follows:

1. There is a computer available to the officer that interacts with the public to allow for accessing of information in response to customer's queries.
2. Customer with special need were observed.
3. Service standards are documented and published/made available to clients.
4. Suggestion boxes are installed, and forms provided in the customer waiting areas.
5. Chairs are provided in the waiting areas for customers' comfort.

6. Emergency exits are visible and easily accessible.
7. There is a security presence on the compound.
8. There is a functional air conditioning unit at the organization and in customer waiting areas.
9. The organization provides clean bathroom facilities with adequate amenities for staff.
10. The organization provides clean bathroom facilities with adequate amenities for customers.
11. No bathrooms are accessible for the disabled and those with special needs.
12. No baby changing stations are available for parents.
13. An email address exists for customers to make enquiries.
14. There is ramp provided for wheel chair access to the building.
15. No response was providing concerning visible parking spots allocated for persons with special needs (the disabled, physically challenged, senior citizens, etc.)
16. Directional signs are installed to guide customers in accessing services.
17. The organization has a website from which customers may access up to date information on services offered.
18. There are up-to-date publications informing customers of the services offered in customer waiting areas.

## 7 SUMMARY OF FINDINGS-COJ -2018

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The result of the 2018 Assessment shows that COJ has a satisfaction rate of 45%. This assessment indicates that overall, 64.2% of COJ customers are very satisfied (17.4%) or satisfied (46.8%) with their quality of service/product delivery while 11.5% are either dissatisfied (8.5%) or very dissatisfied (3%) and 23.4% are neither satisfied or dissatisfied (neutral). There has been a 19.2% increase in customer satisfaction rate. However, this level of customer satisfaction is not in line with the GoJ's 80% baseline.

A total of 69.7 % of COJ customers highlighted had excellent, very good or good expectations of the services/products to be delivered. It is also noted that 15.9% of customers specify that their expectations were fair, and 14% of indicated that they had poor or very poor expectations. After receiving services/products, 89.1% of respondents indicated that the quality of services/products was either excellent, very good or good. 7.9% thought it was fair and 2% poor or very poor.

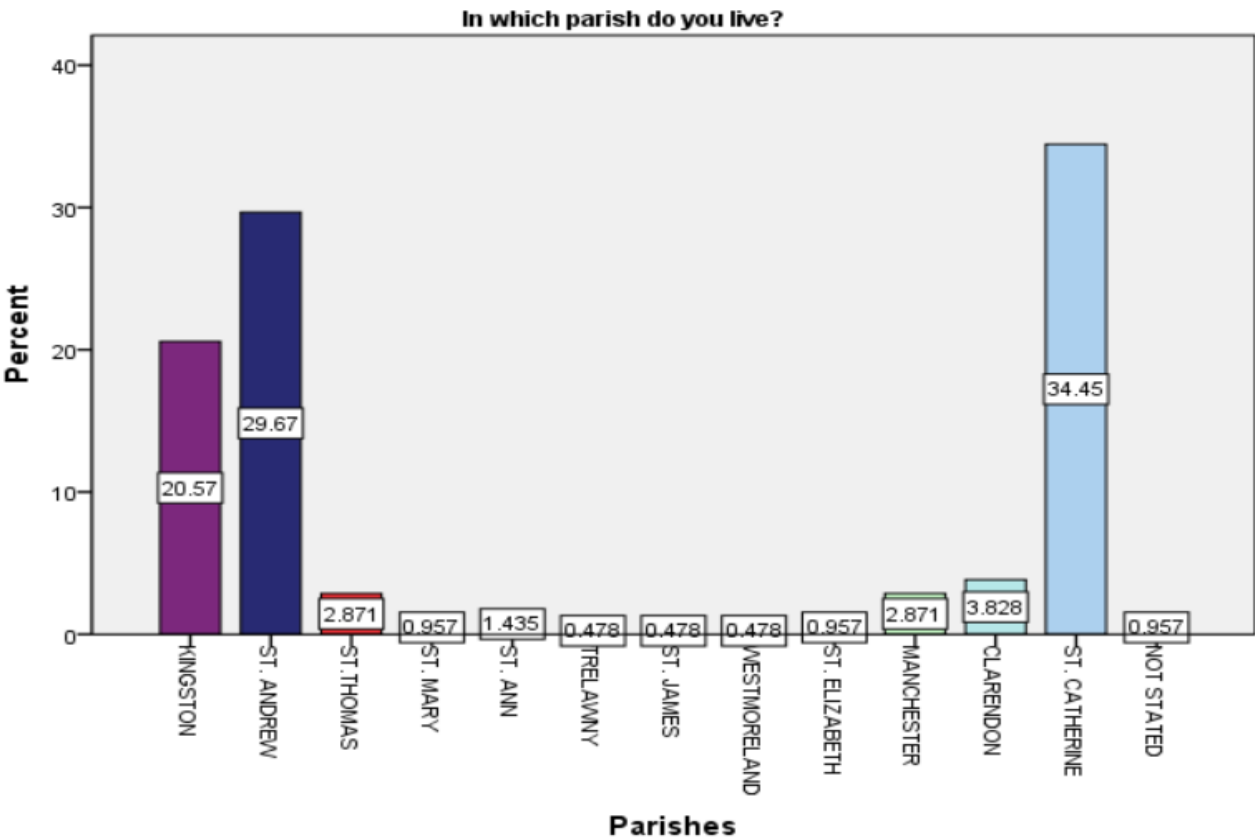
# 8 FINDINGS FOR THE DELIVERY OF SERVICES –TRADE BOARD LTD.

The following reflects the data captured from customers of Trade Board Ltd. The section provides a profile of the Trade Board Ltd. customers based on the responses to the General Questions and then outlines their level of satisfaction with the organisation’s services as categorised under the five service dimensions, indicating the importance they accord to the variables under each dimension.

## 8.1 RESPONSES TO GENERAL QUESTIONS

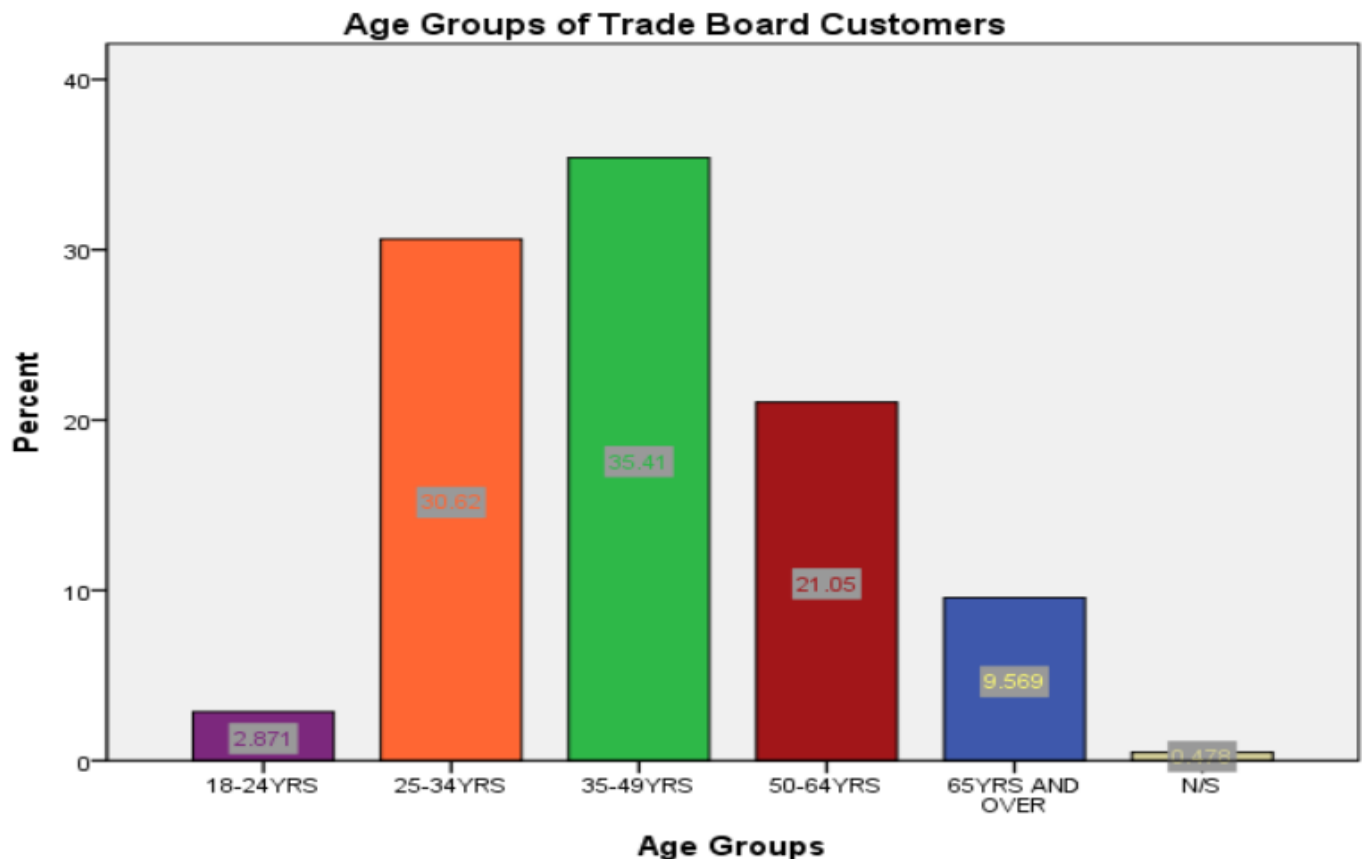
### 8.1.1 Geographic Location

- 98.6% of respondents were Jamaicans, 1% Indian/Nigerian and 0.5% did not respond.
- The respondents comprised of 72% males, 27% females and 1% did not respond.
- Overall, St Catherine had the highest percentage of respondents 34.5% St James, Westmoreland and Trelawny had the lowest with 0.5% respondents each.
- St Andrew had the second highest percentage of respondents, 29.7% followed by Kingston with 20.6%.



### 8.1.2 Age

1. The highest number of respondents fall within the 35-49 years age group (35.4%) and the lowest number was between the ages of 18-24 years (2.9%).
2. Of the 35-49 years age group, 63.5% were males and 36.5% females. 1.8% respondent of the 18-24 years age group 83.3% were males and 16.7% females.



### 8.1.3 Computer Use

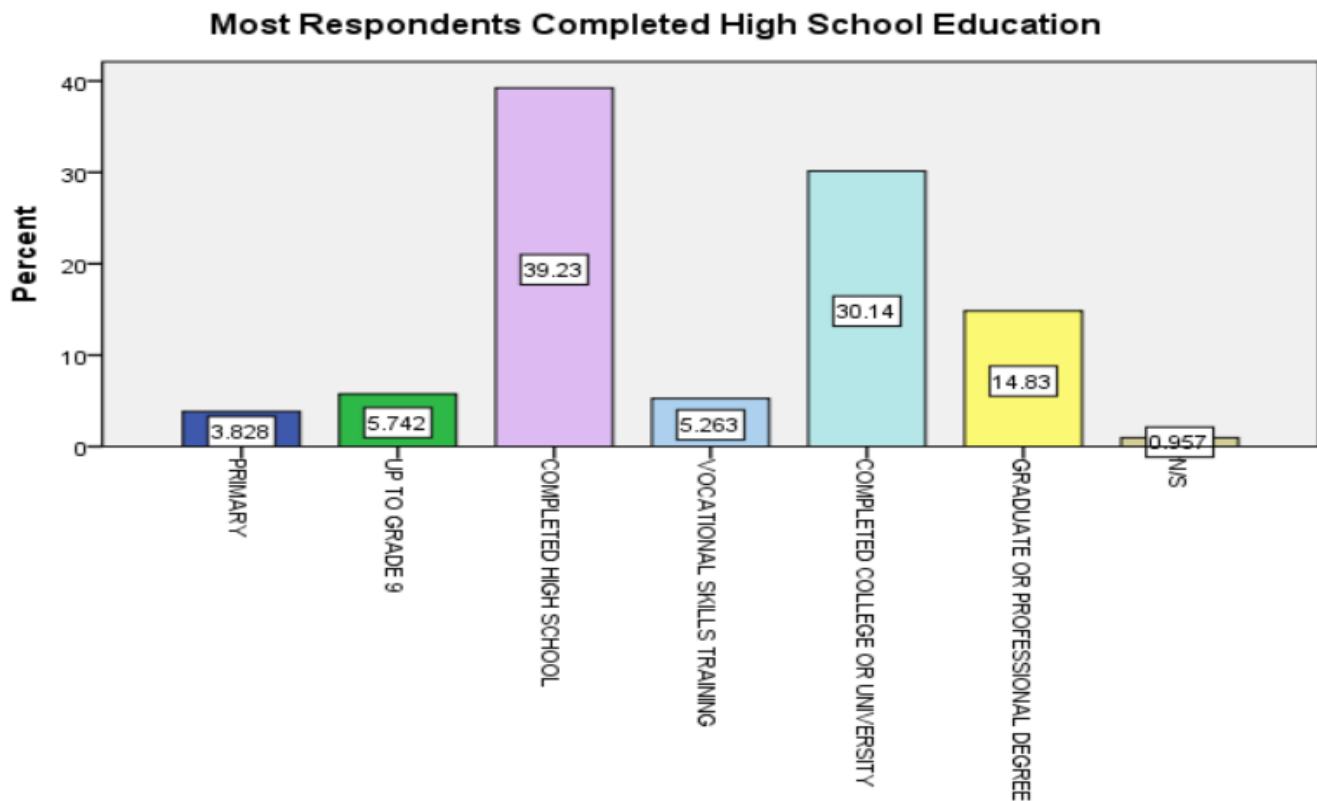
3. A total of 2.4% respondents have never used a computer and the remaining 97.6% fall within the beginner (11.5%), intermediate (46.4%), advanced (31.1%) or expert (6.2%) categories.
4. These computer users acknowledged that they mainly use their cell phones or personal computers (tablet, laptop or desktop) to access the internet. Cell phone users accounted for 90.9% of internet users, personal computer users 64.1%, computer at work 55%, internet café 1%, library and school 0.5% each.

### 8.1.4 Education Level

5. The majority (89.5%) of customers have attained secondary level education with 39.2% having completed high school, and 5.7% completing up to grade nine.



6. 30.1% completed college or university with an additional 14.8% having a graduate or professional degree.
7. 5.3% have obtained vocational skills training.
8. 3.8% have only attained primary level education.
9. 0.9 of respondents do not have any formal education.

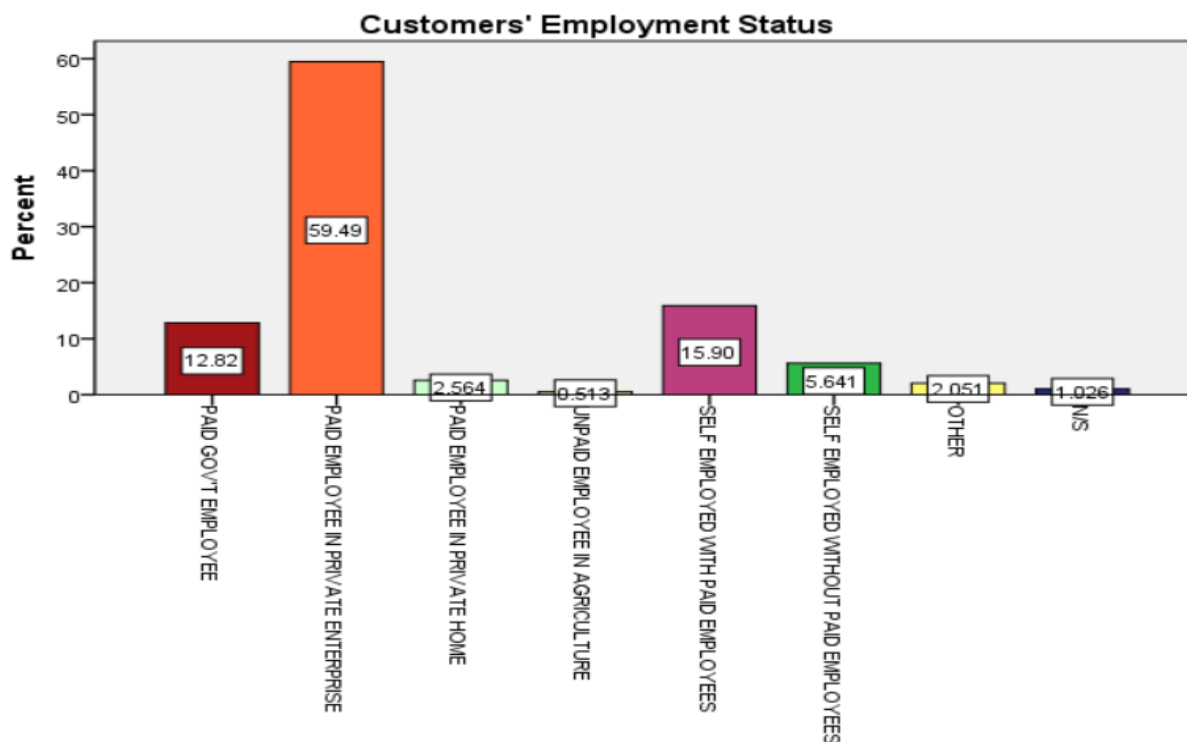


10. Completed High School is the highest level of education attained by young adults and middle-aged persons.
11. 6.5% of respondents within the 25-34 years age group and 50% within the 35-49-years age group have completed Vocational Skills Training, 40.6% Completed High School and 32% Completed College or University.
12. 2.9% of persons within the 50-64 years age group have only attained primary school education, 2.9% up to grade 9 and 10.7% completed high school.
13. 20% of respondents within the 65 and over age group have primary school, 5% up to grade 9, 40% high school, no one did vocational skills training but 20% completed college or university and 15% completed graduate or professional degree.

#### 8.1.5 Employment Status

14. 80.9% of respondents had a full-time job.
15. 11.5% of respondents work part-time.

16. 6.2% unemployed and 1.4% did not respond.



- 59.5% of respondents are paid employees in private enterprise.
- 15.9% of respondents are self-employed with paid employees.
- 12.82% are paid government employees.
- 5.4% are self-employed without paid employees.
- 2.6% of respondents work from home.
- 0.5% are unpaid employees in agriculture.

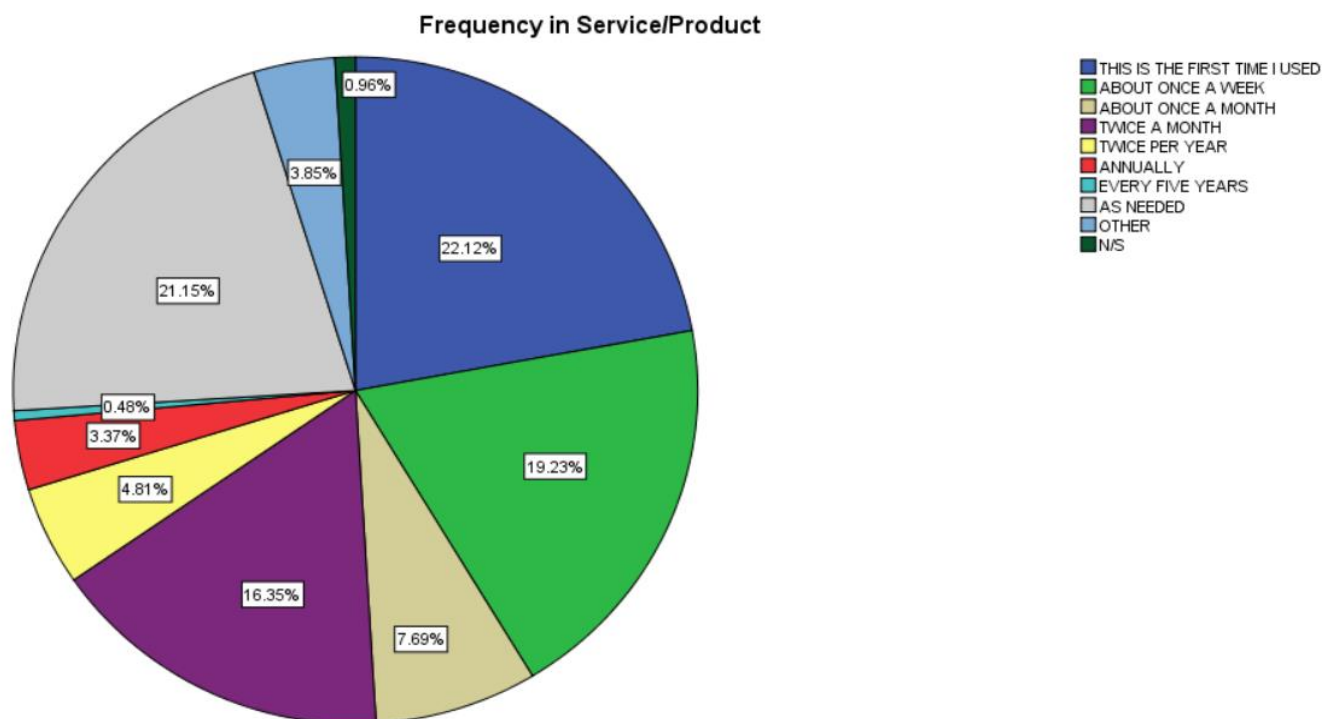
#### 8.1.6 Disability

17. A total of 1.4% of respondents indicated that they have a form of physical disability. These included, broken elbow, vision impairment and fractured right leg.

## 8.2 SERVICE/PRODUCT DELIVERY

### 8.2.1 Frequency of Service Use

- They respondents mainly requested services such as auto importation permits, collateral letter, pick up documents, export, import and scrap metal licences as well as renewal of licences.



- 22% of respondents were using the service/product for the first time.
- 21.1% of respondents use the service on an 'as-needed' basis.
- 19.1% use the service once per week.

### 8.2.2 Level of Satisfaction with Service/Product

Respondents were asked to indicate their levels of satisfaction with the type of service and product received. This was assessed by asking their level of agreement with several statements.

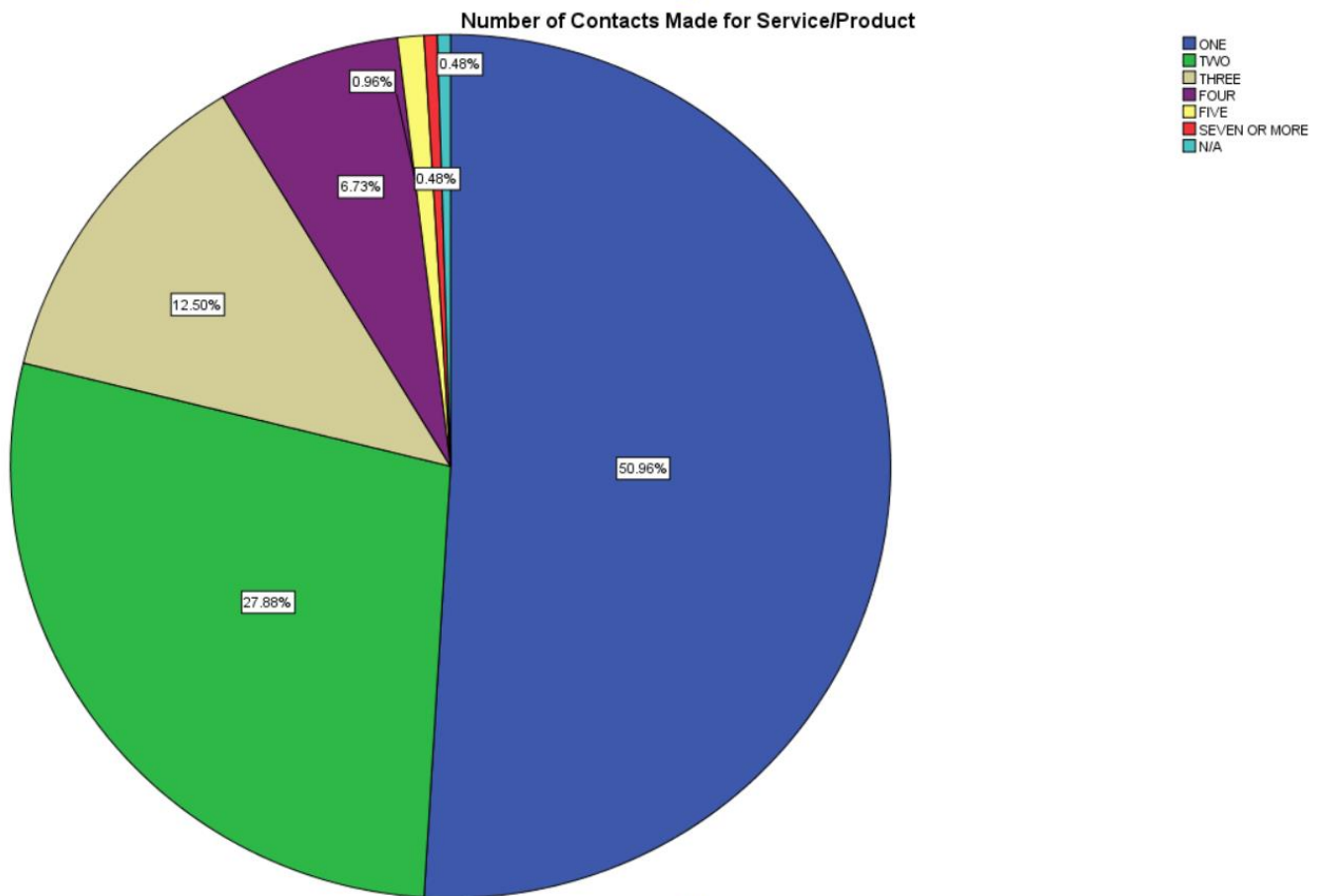
18. 91.3% of respondents either agreed (67.9%) or strongly agreed (23.4%) that they knew what to do if they had a problem with the service or product.
19. 96.2% of respondents agreed (57.4%) or strongly agreed (38.8%) that staff were courteous.
20. 85.2% of respondents received service after a reasonable number of contacts.
21. 86.5% of respondents either agreed (73.4%) or strongly agreed (13.1%) that they
22. 95.2% of respondents agreed (57.9%) or strongly agreed (37.3%) that staff were knowledgeable and competent
23. 78% of respondents agreed (48.3%) or strongly agreed (29.7%) that Trade Board Limited's website was easy to find and 74% agreed (44.5%) or strongly agreed (29.7%) that they were able to navigate the website.
24. The respondents who disagreed with the statements were all below 10% of the total participants.

25. Less than 10% of the total respondents neither agree nor disagree with the service delivery statements. This is a clear indication that Trade Board Ltd. has been doing an exceptional job and delivers a quality service/product.

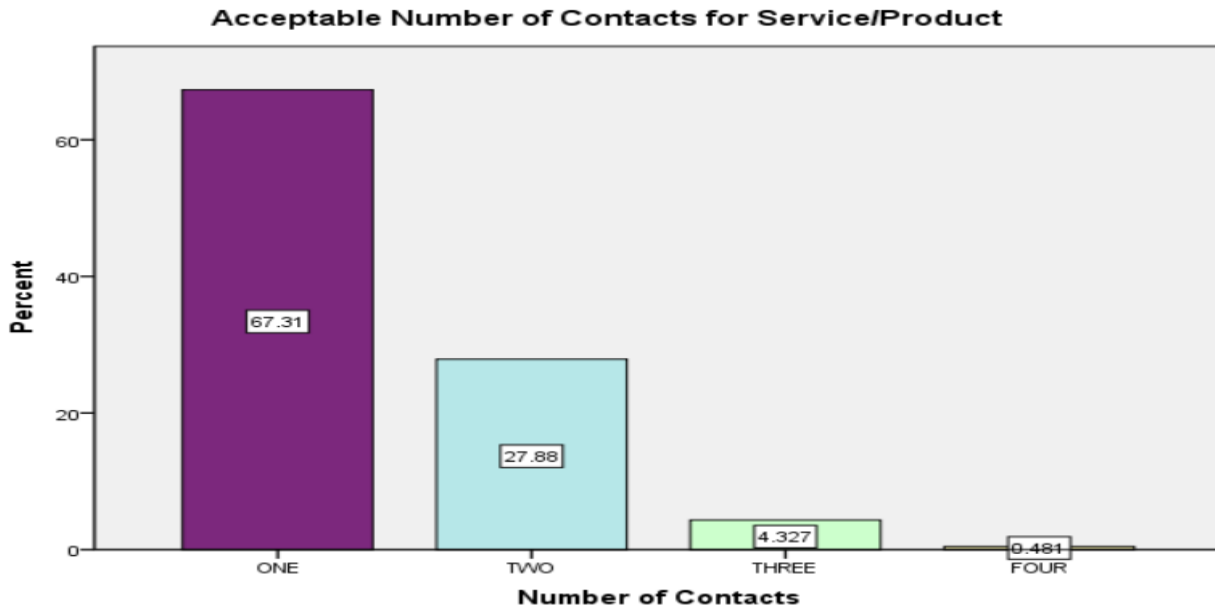
### 8.2.3 Service Delivery Level of Importance

26. There is a high percentage of respondents who consider customer service delivery to be of high importance. Knowing what to do to resolve a problem and the number of contacts made prior to getting service/product had the highest percentages.
27. 97.2% of respondents indicated that it was either important (69.9%) or very important (27.3%) to know what to do to resolve a problem.
28. 96.2% of respondents indicated that it was important (67%) or very important (29.2%) to get services/products after a reasonable number of contacts.
29. The courtesy of staff was rated important (75.1%) or very important (23.9%) by 99% respondents.
30. 98.6% of respondents rated Knowledge and competency of staff important (73.2%) or very important (25.4%)
31. 89% of respondents indicated that finding the organization's website was important (64.1%) or very important (24.9%). Navigating it easily was rated important (63.2%) or very important (25.4%) by 88.6% of respondents.
32. Less than 10% considered the statements unimportant.

### 8.3 SERVICE STANDARDS

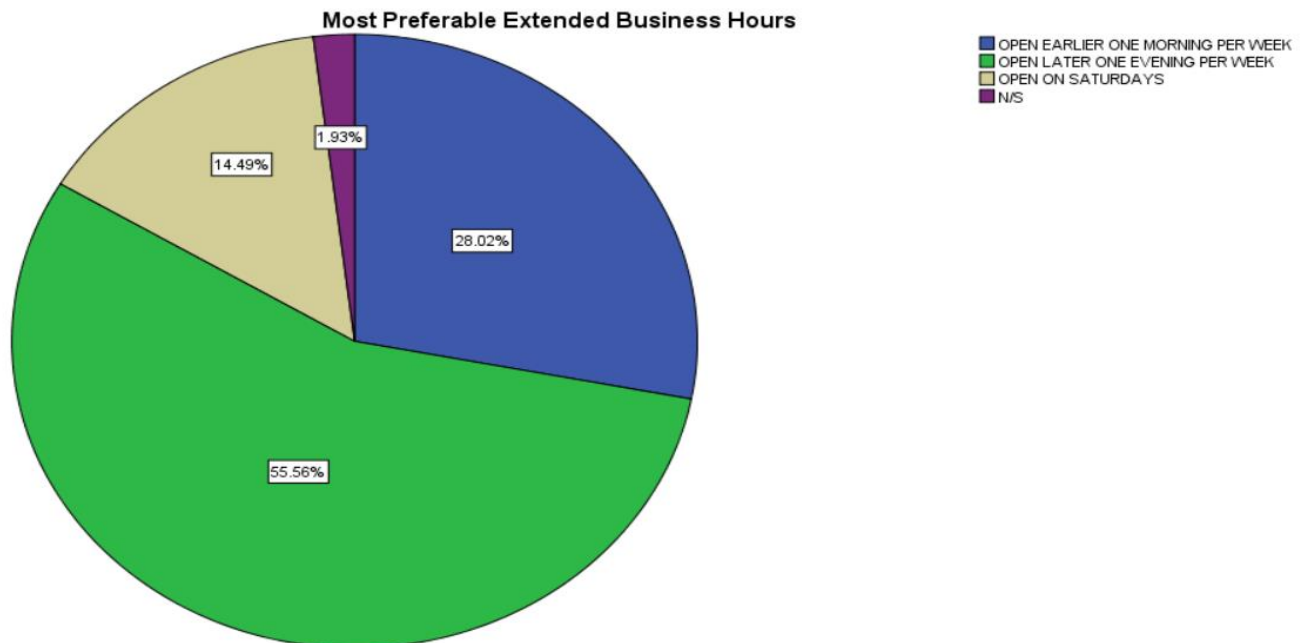


33. Findings from this assessment show that 41.6% of respondents waited less than an hour before receiving service/product while 22.5% waited between an hour to a day and 34.9% days to a week and 12.9% more than a week.
34. Trade Board Ltd. has not met its customers' 2015 request of providing services/product between 31-60 minutes as requested by 44% of the respondents then.
35. This assessment shows 22% of respondents indicated that more than a week is acceptable to received service/product, 17.7% a day to a week, 19.1% would be prepared to wait between an hour and a day and another 56.9% expected to within the range of minutes to less than an hour.
  - 50.7% of respondents indicated that they received service/product after their first contact, 27.9% after their second contact, 12.5% after their third contact, 6.7% after their fourth contact, 1% after their fifth contact, 0.5% after their seventh contact and 0.5% indicated that the question wasn't applicable to them. Therefore, 97.8% of respondents receive services/product using four (4) or less contacts. This shows a 27.8% increase in the number of customers who interfaced four (4) or less contacts than in 2015, (70%).
  - 67.3% of respondents indicated that one (1) contact is acceptable before receiving service/product, 27.9% two (2) contacts, 4.3% three (3) and 0.5% four (4) contacts.



#### 8.4 ACCESS AND FACILITIES

- 92.8% of respondents stated that Trade Board Ltd.'s business hours are convenient while 5.7% indicated that they were not convenient and 0.5% did not respond.
- Were there to be a change in business hours, 55.6% indicated that they would prefer Trade Board Limited opening later one evening per week, 28% prefers it opening earlier one morning per week, 14.5% opening on Saturdays and 2% did not respond.



#### 8.4.1 Customers' Level of Satisfaction based on Access to Service/Product and Facility

The 2015 assessment reports that 56% of customers were satisfied the agency's performance based on access and facilities.

- 36. Respondents within the 25 to 34 and 35 to 49 years age groups accounted significantly for the highest percentage of persons who agreed or strongly agreed with most access and facilities statements.
- 37. 88.9% of respondents indicated that they agreed (58%) or strongly agreed (30.9%) that various methods of access were available.
- 38. 91% of respondent stated that they agreed (35.7%) or strongly agreed (55.6%) that offices and waiting areas were comfortable.
- 39. 77.8% of respondents specified that they agreed (60%) or strongly agreed (40%) that directional signs were visible.
- 40. Less than 10% disagreed or strongly disagreed with the statements.
- 41. 16.7% of respondents ages 18 to 24 did not easily access the service by telephone. This percentage has decreased from 2015 as 33% indicated then that they did not have easy access.

#### 8.4.2 Access to Service/Product and Facilities Level of Importance

Customers' ability to access services/product and facilities are paramount in delivering excellent customer service. It is important to know the needs or preferences of customers so that service/product delivery is of good quality and customers' demands are being supplied.

The convenience of the service hours is highlighted as the most important and the availability of various methods of access was considered the least important statement concerning access to service/product and facilities.

### 8.5 PROCEDURES AND COMMUNICATIONS

- 42. The use of email is the preferred medium of communication indicated by 74.6% of respondents. The use of booklets in the mail was the least preferred choice with only 3.8% of respondents indicating.

#### 8.5.1 Customers' Level of Satisfaction with Procedures and Communications

- 43. 97% of respondents indicated that they agreed (46%) or strongly agreed (51%) with the statements "Written and verbal language was clear".
- 44. 94% of respondents indicated that they agreed (52%) or strongly agreed (42%) with the statements "Forms were easy to understand and fill out". In 2015, 72% of respondents expressed satisfaction towards this statement. It therefore indicates that there in a 22% increase customer satisfaction in this area.

8.5.2 Procedures and Communications Level of Importance

- 45. 98% of respondents indicated that they consider “Forms were easy to understand and fill out” to be important (20.1%) or very important (78%).
- 46. 98% of respondents indicated that they consider “Written and verbal language was clear” to be important (20.6%) or very important (78%).

8.5.3 Payment Process

- 47. 90.4% of respondents made payment for service or product.
- 48. 52.2% paid at the location, 19.6% online, 0.5% at third party entities (e.g. Bill Express) and 17.7% at the bank.
- 49. These customers stated that they prefer the existing methods available for payment. 43% prefers at the location, 13% at the bank and 32.1% indicated online.

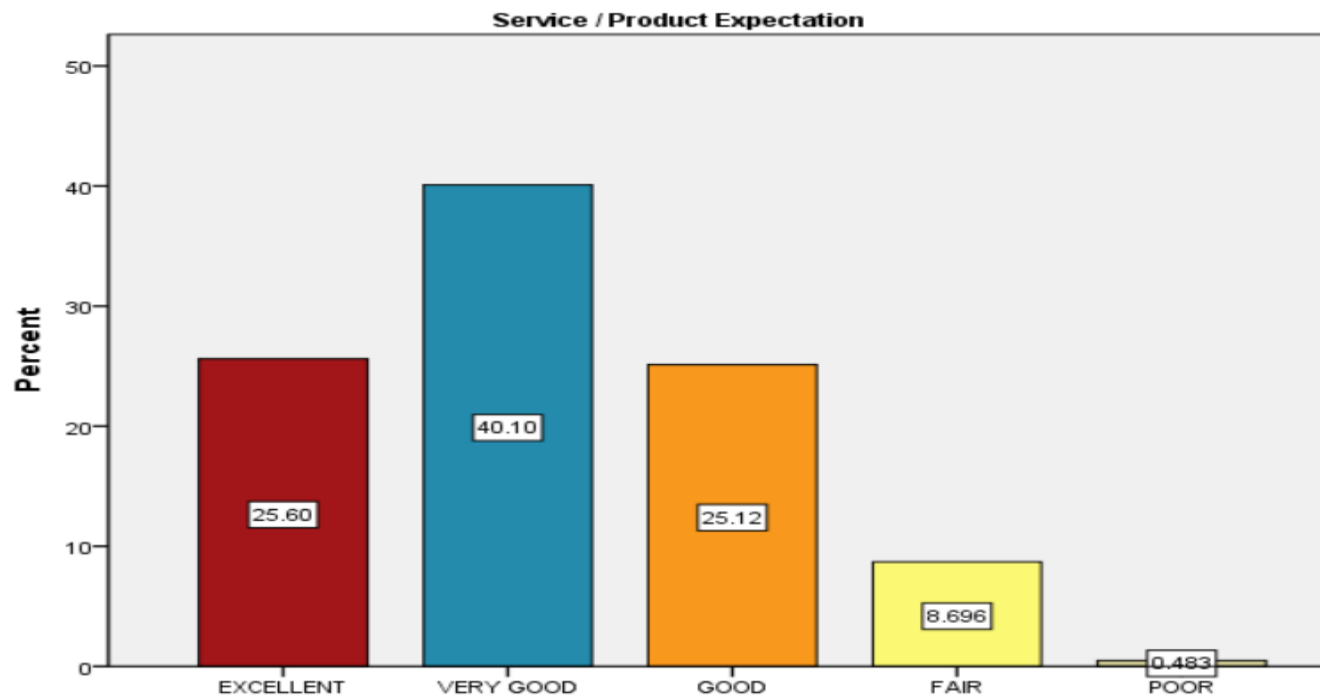
8.6 OVERALL EVALUATION

In 2015, only 33% of respondents were satisfied with the quality services provided by Trade Board Ltd. This assessment shows an overall, satisfactory level of 90.8%. This level of satisfaction exceeds the GoJ’s target of 80% customer service satisfaction and indicates a commendable improvement made by the Trade Board Ltd as it shows a 43% increase in customer satisfaction.

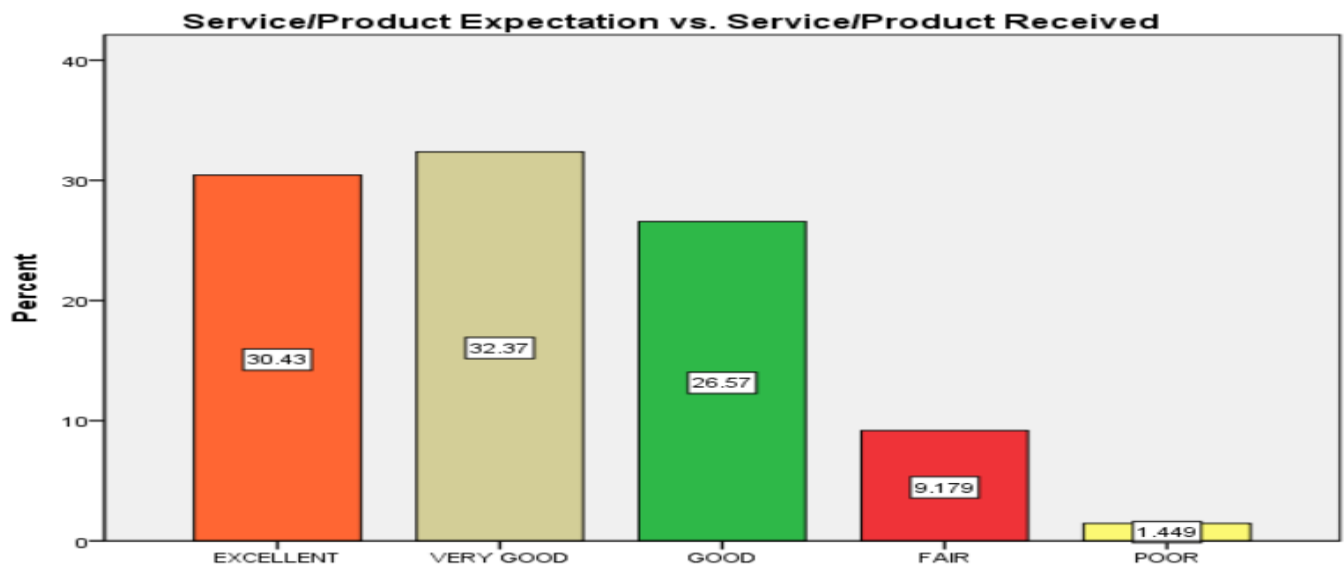




- Customers' service/product expectation levels were high with 90.8% of respondents indicated that they desired either excellent, very good or good, 8.7% fair and 0.5% poor or very poor.



- The expectations of customers versus the service they received were considered excellent, very good or good by 89.4% of respondents, fair by 9.2% and poor by 1.4%. This indicates that 1.4% of customers' expectations were not met.



## 8.7 FINDINGS FROM ORGANISATIONAL CHECKLIST

The Cabinet Office required each Extension Office to complete the Customer Service Organisational Readiness Checklist (See Appendix 4). The checklist sought to obtain feedback on yes/ no statements related to the service/product delivery, service standards, access and facilities as well as procedures and communications as administered at each location. The items addressed in the checklist accommodated comments from respondents which provide details of what is being provided at each parish Office. The findings from the Checklists are as follows:

1. There is a computer available to the officer that interacts with the public to allow for accessing of information in response to customer's queries.
2. No customer with special need were observed.
3. Service standards are documented and published/made available to clients
4. Suggestion boxes are installed, and forms provided in the customer waiting areas
5. Chairs are provided in the waiting areas for customers' comfort.
6. Emergency exits are visible and easily accessible
7. There is a security presence on the compound
8. There is a functional air conditioning unit at the organization and in customer waiting areas.
9. The organization provides clean bathroom facilities with adequate amenities for staff.
10. The organization provides clean bathroom facilities with adequate amenities for customers
11. No bathrooms are accessible for the disabled and those with special needs
12. No baby changing stations are available for parents
13. No email address exists for customers to make enquiries.
14. There is no ramp provided for wheel chair access to the building.
15. No parking spots are allocated for persons with special needs (the disabled, physically challenged, senior citizens, etc.).

16. No directional signs are installed to guide customers in accessing services
17. The organization has a website from which customers may access up to date information on services offered.
18. There are no up-to-date publications informing customers of the services offered in customer waiting areas.

## 9 SUMMARY OF FINDINGS FROM TRADE BOARD'S ASSESSMENT

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This assessment shows an overall, satisfactory level of 90.8%. This level of satisfaction exceeds the GoJ's target of 80% customer service satisfaction and indicates a commendable improvement made by the Trade Board Ltd as it shows a 43% increase in customer satisfaction. Customers' service/product expectation levels were high with 90.8% of respondents indicated that they desired either excellent, very good or good, 8.7% fair and 0.5% poor or very poor. The expectations of customers versus the service they received were considered excellent, very good or good by 89.4% of respondents, fair by 9.2% and poor by 1.4%. This indicates that 1.4% of customers' expectations were not met.

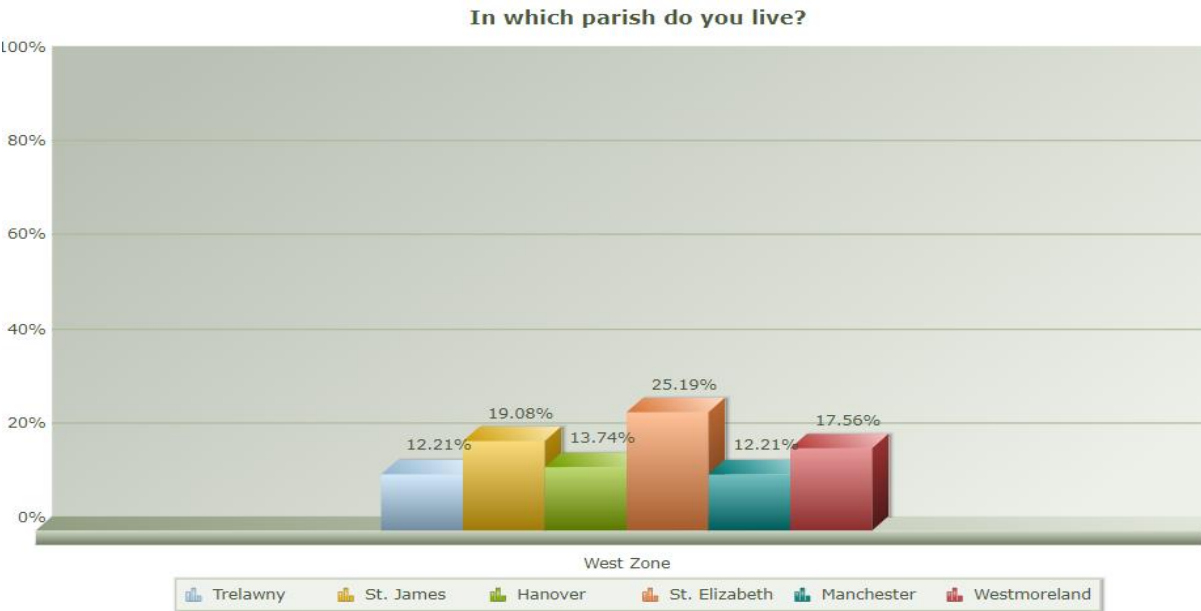
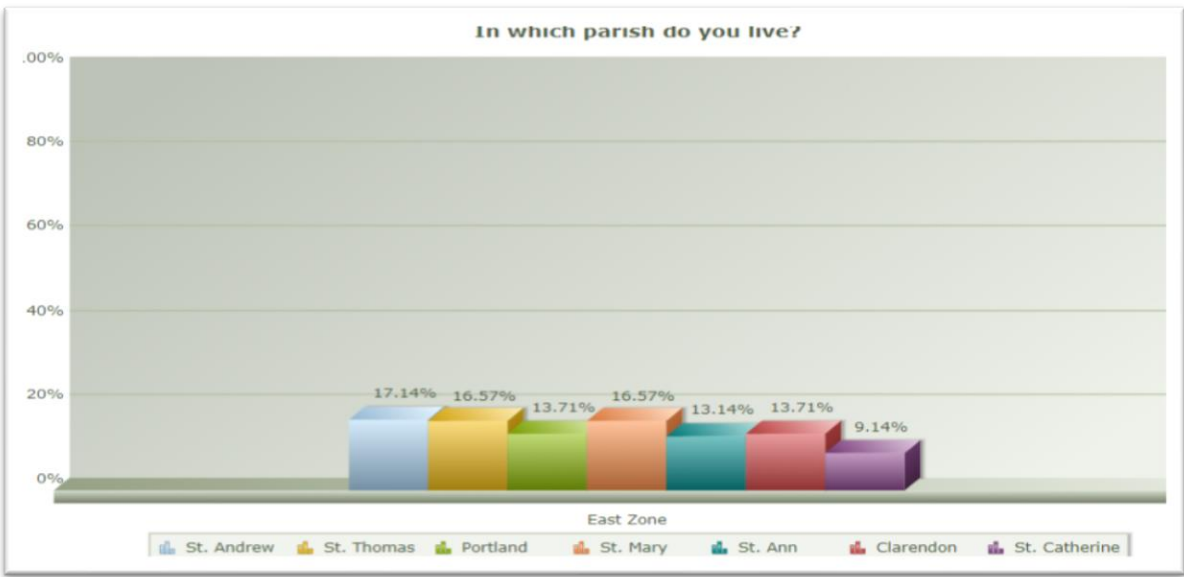
## 10 FINDINGS FOR THE DELIVERY OF AGRICULTURAL EXTENSION SERVICES - RADA

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The following reflects the data captured from customers of RADA. The section provides a profile of the RADA Customers based on the responses to the General Questions and then outlines their level of satisfaction with the organisation's services as categorised under the five service dimensions, indicating the importance they accord to the variables under each dimension.

# 10.1 RESPONSES TO GENERAL QUESTIONS

## 10.1.1 Geographic Location

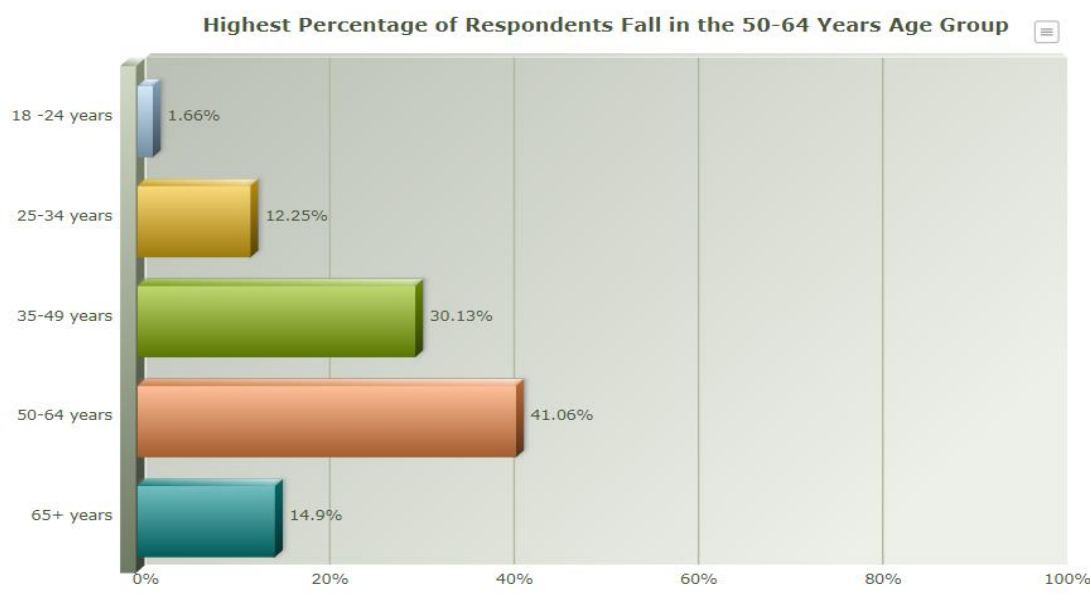


- 99.7% of respondents were Jamaicans and 0.3% American.
- There were twice as many male customers as female, as 74% of respondents were males and 26% females.
- Overall, St Elizabeth had the highest percentage of respondent, 11% while St Catherine the lowest with 0.5% respondents.
- The highest percentage of respondents within the West Zone was from the parish of St Elizabeth 25.19%, while the highest percentage of respondents from the East Zone was from St. Andrew. For each zone the smallest number of respondents were from Trelawny and Manchester in the West Zone with 12.25% each, while St Catherine in the East Zone had 9.14%.

- The East Zone accounted for most of the respondents in this assessment with a total of 57.2% of all respondents. West Zone accounted for 42.8% of respondents.
- St Andrew and St James had the second highest percentages in their zones, 17.14% and 19.08% respectively.

### 10.1.2 Age

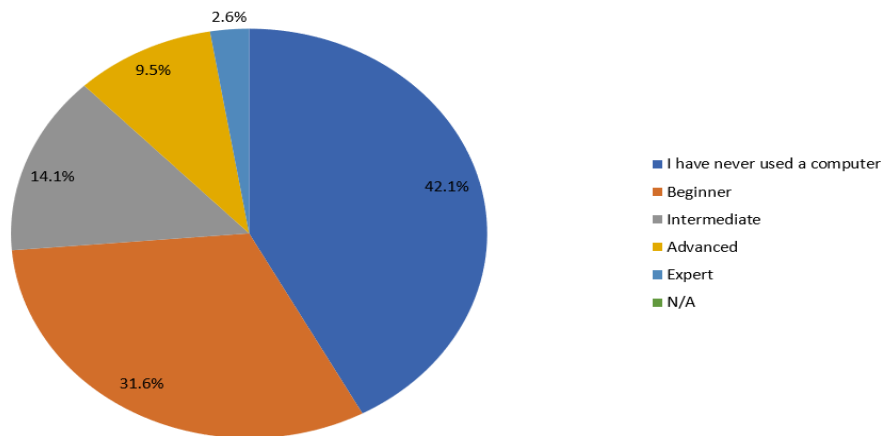
- The highest number of respondents fall within the 50-64 years age group (41.1%) and the lowest number were between the ages of 18-24 years (1.7%). This remained consistent throughout the zones.
- Of the 50-64 years age group, 43% were males and 34% females. 1.8% respondent of the 18-24 years age group were males and 1.3% females.



### 10.1.3 Computer Use

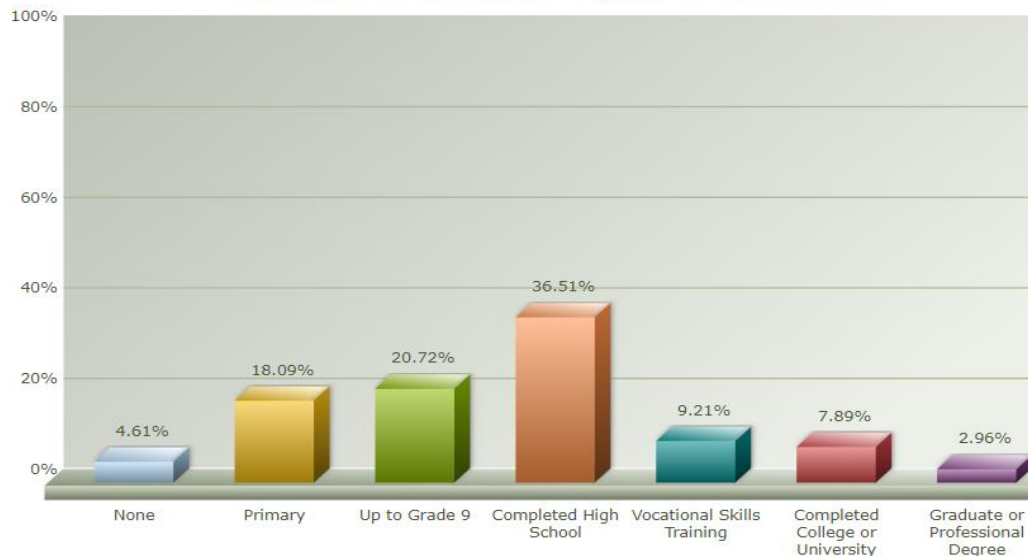
- A total of 42.1% respondents have never used a computer and the remaining 57.9% fall within the beginner (14.1%), intermediate (31.6%), advanced (9.5%) or expert (2.6%) categories.

RADA Customers' Computer Skills



- These computer users acknowledged that they mainly use their cell phones or personal computers (tablet, laptop or desktop) to access the internet. Cell phone users accounted for 95% of internet users, personal computer users 42%, computer at work 9%, internet café and school 4% each.

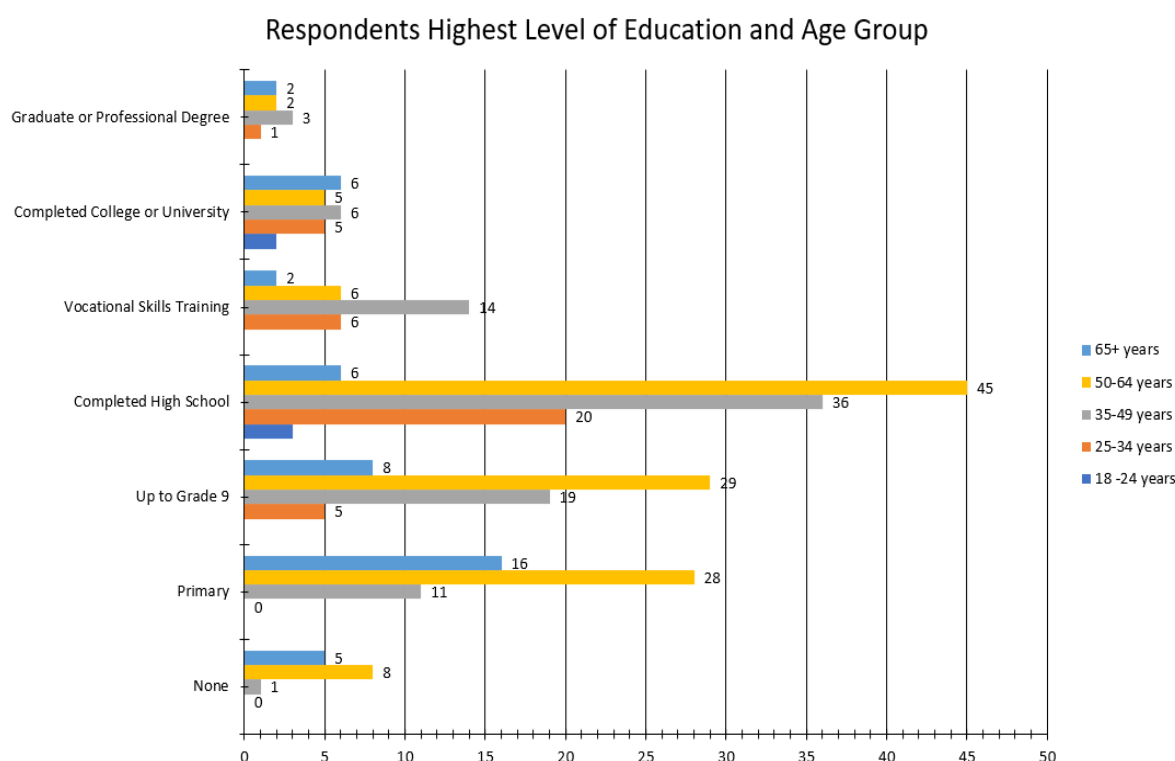
Most Respondents Completed High School Level Education



#### 10.1.4 Education Level

- The majority (57.2%) of customers have attained secondary level education with 36.5% having completed high school, and another 20.7% completing up to grade nine.
- 7.9% completed college or university with an additional 2.9% having a graduate or professional degree.
- 9.2% have obtained vocational skills training.
- 18.1% have only attained primary level education.
- 4.61% of respondents do not have any formal education.

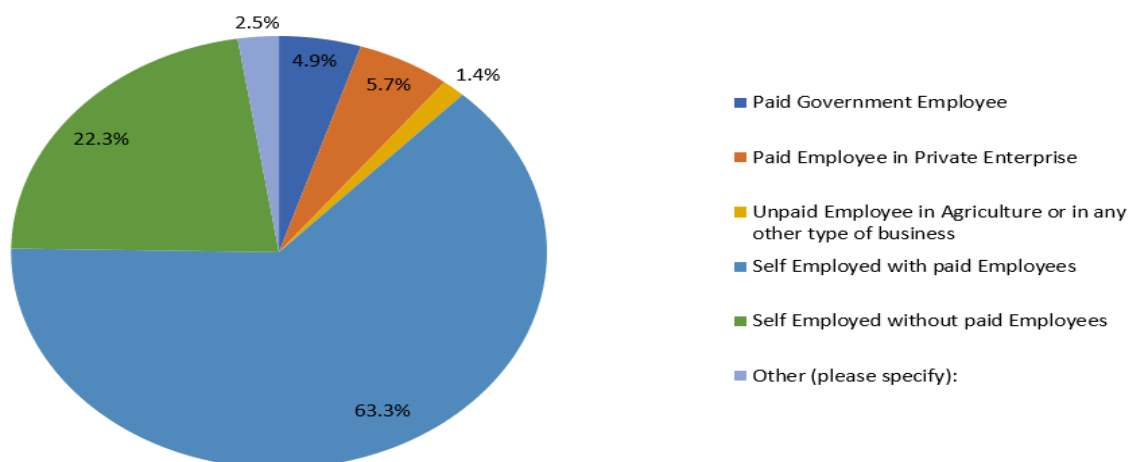
- 8.3% of respondents within the 18-24 years age group have completed college or university and 2.7% high school.
- Vocational Skill Training is the highest level of education attained by young adults and middle-aged persons.
- 21.4% of respondents within the 25-34 years age group and 50% within the 35-49-years age group have completed Vocational Skills Training.
- 50.9% of persons within the 50-64 years age group have only attained primary school education, 47.5% up to grade 9 and 40.9% completed high school.
- 35.7% of respondents within the 65 and over age group have not completed any formal education, 29.1% primary school, 13.1% up to grade 9, 5.5% high school, 7.1% vocational skills training and 25% completed college or university.



#### 10.1.5 Employment Status

- 84% of respondents had a full-time job. They identified themselves as farmers, teachers, principal and pastors.
- 9% of respondents work part-time
- 8% unemployed.
- 63.3% of respondents are self-employed with paid employees
- 22.3% are self-employed without paid employees,
- 4.9% are paid government employees
- 5.7% are paid employees in private enterprises.

## Customers' Employment Status



### 10.1.6 Disability

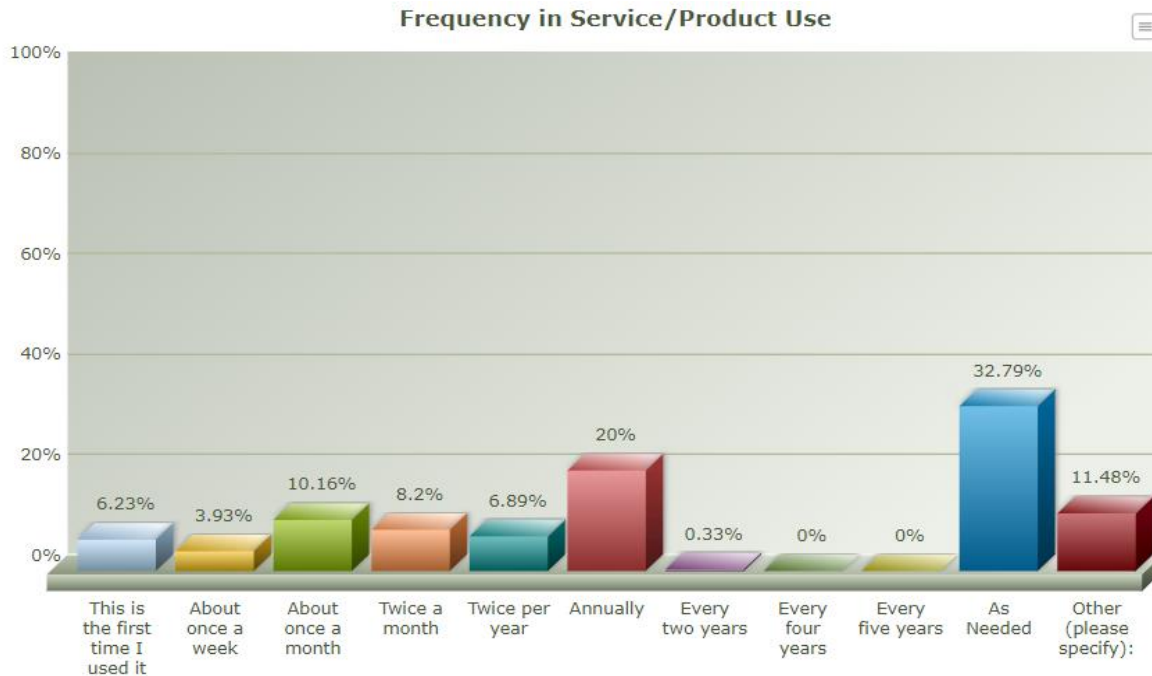
- A total of 3% of respondents indicated that they have a form of physical disability. These included, back injury, major stroke, colon cancer and loss of an eye.

## 10.2 SERVICE/PRODUCT DELIVERY

### 10.2.1 Frequency of Service Use

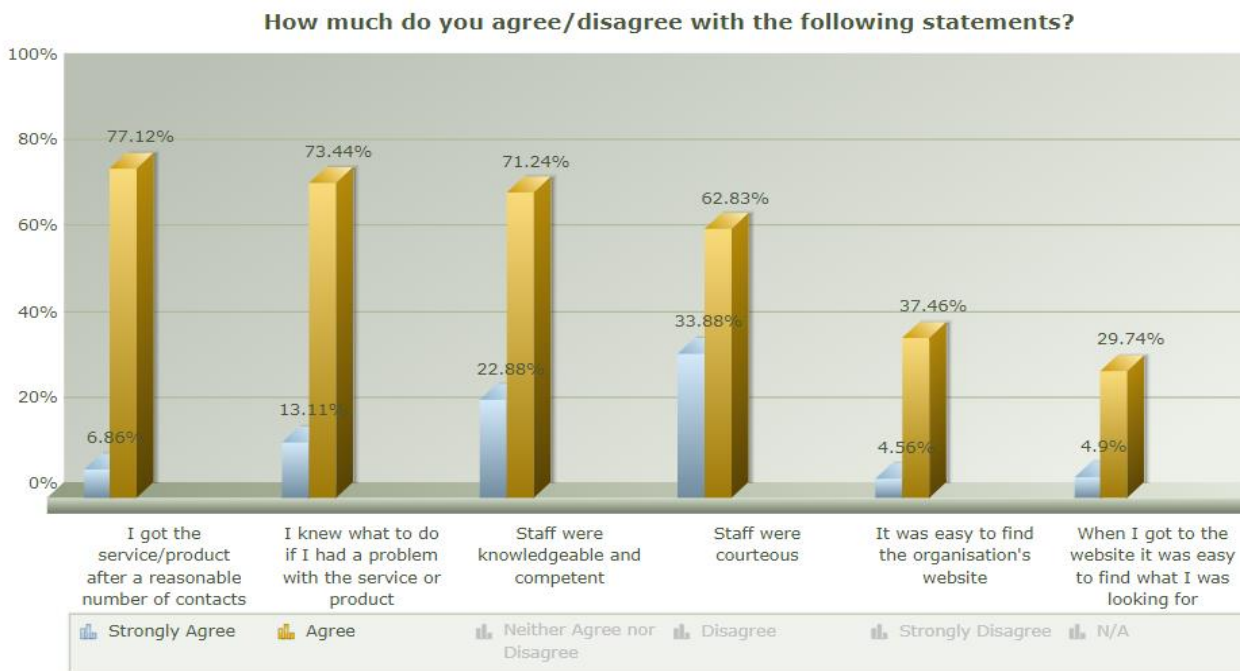
- 37.8% of respondents use the services/product on an 'as-needed' basis,
- 20% use the services annually, 10.2% once per month 8.2% twice per month, 6.9% twice per year, and 6.2% were using the services for the first time.
- It is notable that the 2015 Assessment indicated that 56% of farmers used the services/products annually. In this assessment, 13% of farmers within St Elizabeth, St Mary and Manchester used services/products annually which is a decrease of 43%.



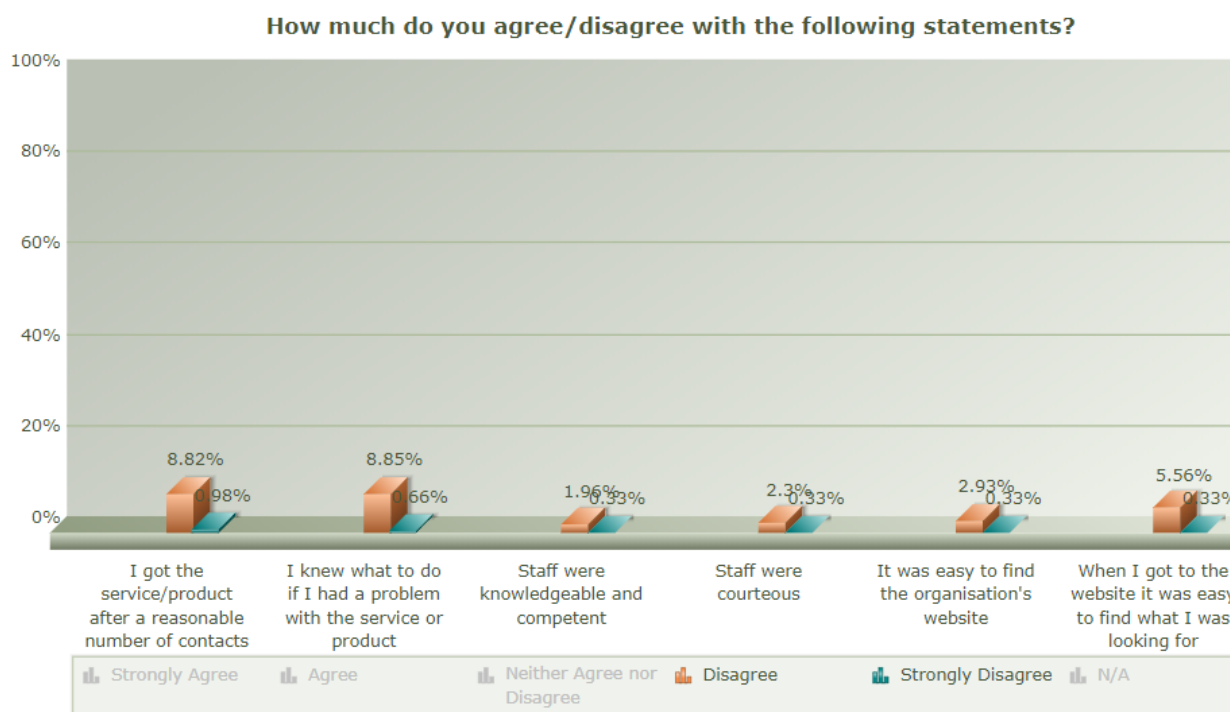


### 10.3 LEVEL OF SATISFACTION WITH SERVICE/PRODUCT

Respondents were asked to indicate their levels of satisfaction with the type of service and product received. This was assessed by asking their level of agreement with the following statements in the diagram below:



- 84% of respondents either agreed (77.1%) or strongly agreed (6.9%) that they received service after a reasonable number of contacts,
- 86.5% of respondents either agreed (73.4%) or strongly agreed (13.1%) that they knew who to contact for assistance,
- 94.1% of respondents agreed (71.2%) or strongly agreed (22.9%) that staff were knowledgeable and competent
- 96.6% of respondents agreed (62.8%) or strongly agreed (33.8%) that staff were courteous.
- Only 42% of respondents agreed (37.5%) or strongly agreed (4.5%) that RADA's website was easy to find and 34% agreed (29.7%) or strongly agreed (4.9%) that they were able to navigate the website.

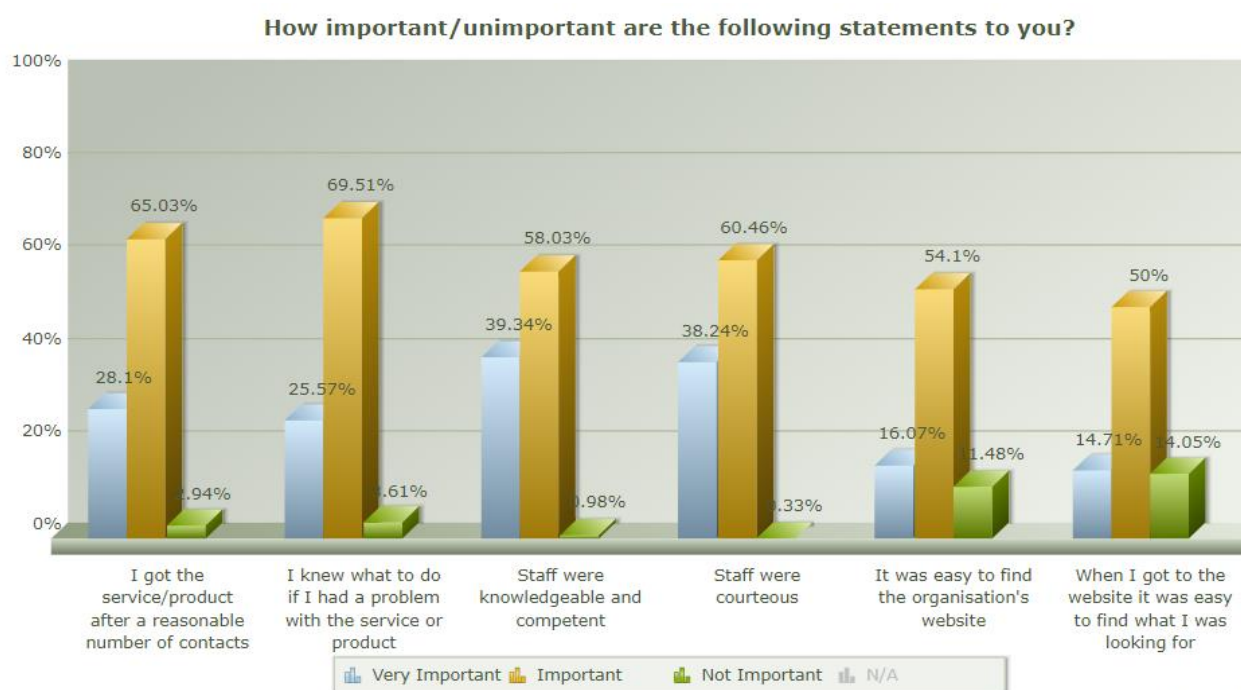


- The respondents who disagreed with the statements were all below 10% of the total participants.
- Less than 5% of the total respondents neither agree nor disagree with the service delivery statements. This is a clear indication that RADA has been doing an exceptional job and delivers a quality service/product.

#### 10.4 SERVICE DELIVERY LEVEL OF IMPORTANCE

- There is a high percentage of respondents who consider customer service delivery to be of high importance. Knowing what to do to resolve a problem and the number of contacts made prior to getting service/product had the highest percentages.
- 95.1% of respondents indicated that it was either important (69.5%) or very important (25.6%) to know what to do to resolve a problem.
- 93.1% of respondents indicated that it was important (69.51%) or very important (28.1%) to get services/products after a reasonable number of contacts.

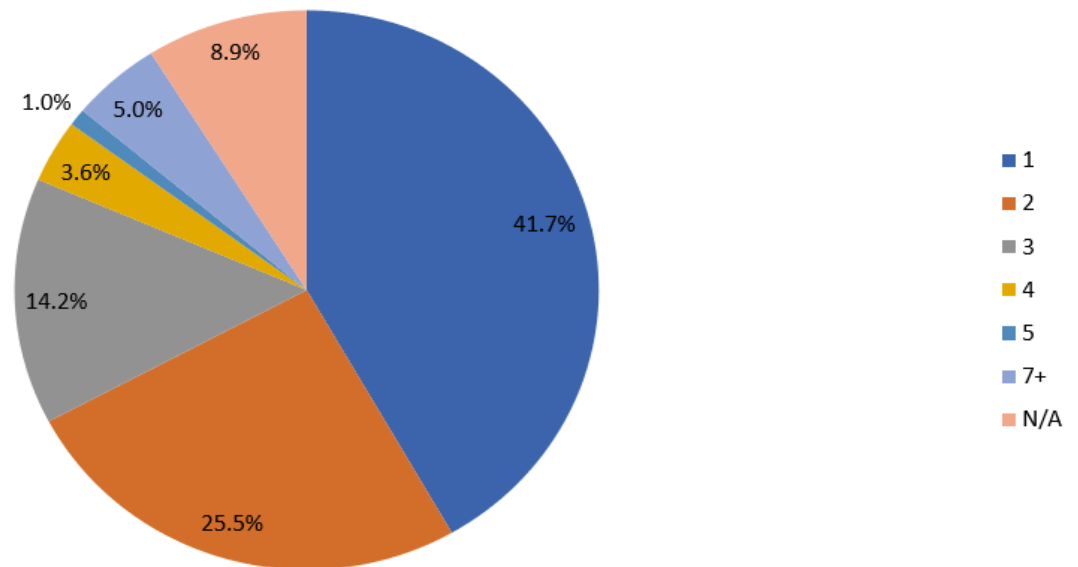
- The courtesy of staff was rated important (60.1%) or very important (38.2%) by 98.3% respondents.
- 97% of respondents rated Knowledge and competency of staff important (58%) or very important (39.3%)
- 70% of respondents indicated that finding the organization's website was important (54.1%) or very important (16.1%). Navigating it easily was rated important (50%) or very important (14.7%) by 64.7% of respondents.
- Less than 15% considered the statements unimportant.



## 10.5 SERVICE STANDARDS

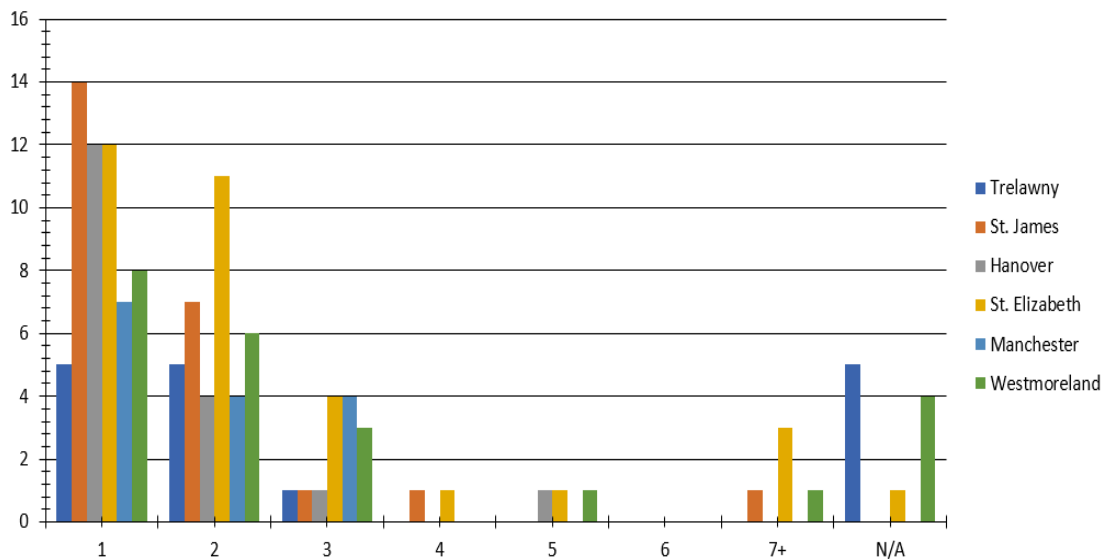
- Findings from this assessment show that 84.4% of respondents waited an average of one week before receiving service/product while 8.7% waited less than an hour and 6.8% waited between an hour to a day.
- This assessment shows 82% of respondents indicated that a day to a week is acceptable to received service/product, 9% would be prepared to wait between an hour and a day and another 9 % expected to within the range of minutes to less than an hour.

## Number of Contacts made for Service/Product



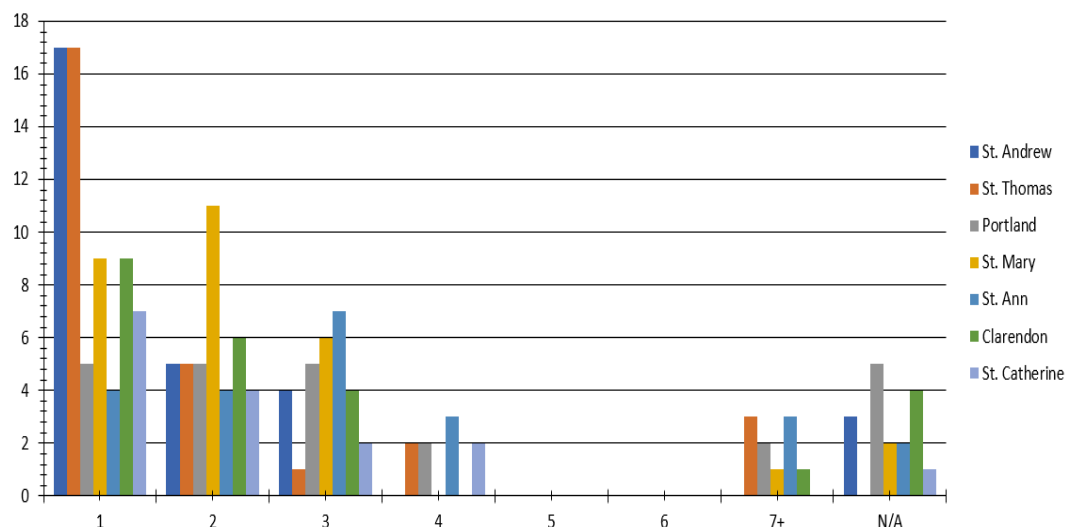
- 41.7% of respondents indicated that they received service/product after their first contact, 25.5% after their second contact, 14.2% after their third contact, 3.6% after their fourth contact, 1% after their fifth contact, 5% after their seventh contact and 8.9% indicated that the Extension Officers were the ones who contacted them.
- This shows that RADA remains consistent in 2018 as they were in 2015 with their high level of service delivery as most customers can access services/products with one (1) or two (2) contacts.

## Number of Contact made for Service/Product in West Zone



- Customers from the West Zone had diverse interface with their Extension Officers (see figure above). St James had the highest number of customers who received service/product after their first contact. St Elizabeth respondents reported the highest for second contact and St Elizabeth and Manchester had an equal percentage for third contact.
- In the East Zone, St Andrew and St Thomas had a similar percentage of respondents acknowledging that they made one contact to RADA before receiving service/product. Respondents from St Mary highlighted that they received services/products after their second contact with RADA and St Ann after three contacts (see figure below).

Number of Contact made for Service/Product in East Zone

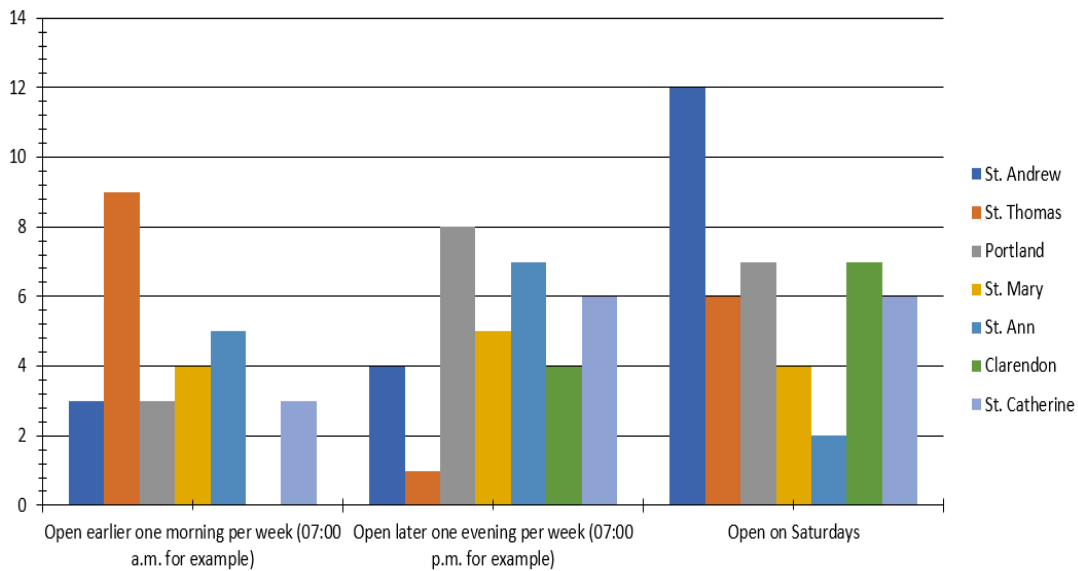


RADA's service delivery and quality will improve when more customers receive service/product after two (2) contacts. A total of 43.4% of RADA's customers noted that one contact is acceptable, 29.1% two contacts and 16.9% three contacts.

## 10.6 ACCESS AND FACILITIES

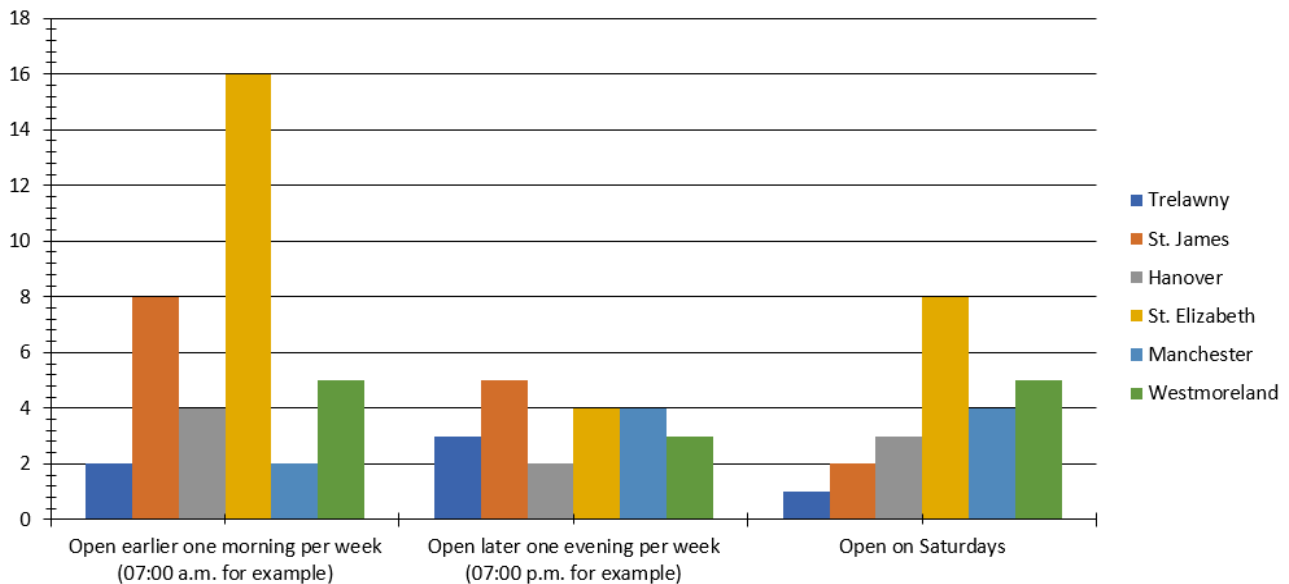
- This section requested that respondents outline whether the business hours of RADA are convenient and if there were to be changes, what would be their preference.
- A total of 97.3% of the respondents stated that RADA's business hours are convenient. However, if these hours were to be changed, early mornings for example 7:00 a.m. and Saturdays would be the preferred extended time accounting for 34% and 36% of respondents respectively.
- St Andrew had the largest group of respondents who prefer to access services on Saturdays should there be changes in the business hours. Respondents from Portland prefer a later opening hour and St Thomas customers prefer early opening hours.

Business Hours Preferences Per Parish in East Zone



- Within the West Zone, most respondents from St Elizabeth indicated that early mornings are preferable, late evenings was dominated by St James customers and Saturdays for St Elizabeth.

Business Hours Preferences Per Parish in West Zone



## 10.7 CUSTOMERS' LEVEL OF SATISFACTION BASED ON ACCESS TO SERVICE/PRODUCT AND FACILITY

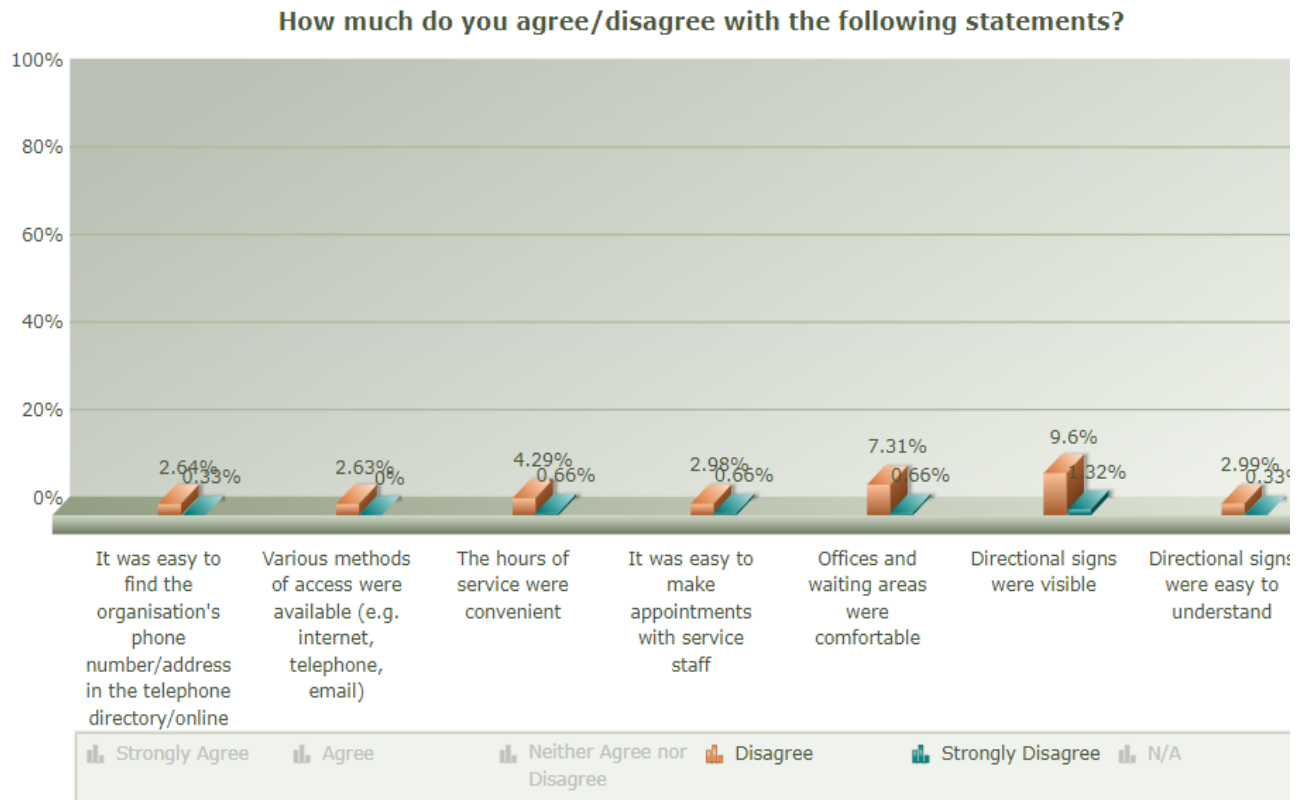
The 2015 assessment reports that 31% of customers were not satisfied while 40% were satisfied with the agency's performance based on access and facilities. The 2018 Assessment indicates that most of RADA's customers are pleased with their ability to access services or facility.

### How much do you agree/disagree with the following statements?



- RADA customers indicated their agreement to the statements regarding access to services/products and facilities.
- St Elizabeth had the largest number of respondents who indicated that access to services/products and facilities were satisfactory or very satisfactory. Within the Zones, St Andrew accounted for the largest group of customers that indicated their satisfaction in the East Zone and St Elizabeth in the West Zone.
- Respondents within the 35 to 49 and 50 to 64 years age groups accounted significantly for the highest percentage of persons who agreed or strongly agreed with most access and facilities statements.
- 71.6% of respondents noted that they agreed (62%) or strongly agreed (9.9%) that it was easy to find RADA's contact details online or in the directory.
- 86.8% of respondents indicated that they agreed (71.7%) or strongly agreed (15.1%) that various methods of access were available.
- 92.8% of respondents specified that they agreed (75.6%) or strongly agreed (17.2%) that the service hours were convenient.
- 81.7% of respondents indicated agreed (67.2%) or strongly agreed (24.5%) that it was easy to make an appointment.
- 84.1% of respondent stated that they agreed (68.8%) or strongly agreed (15.3%) that offices and waiting areas were comfortable.
- 76.6% of respondents indicated that they agreed (66.3%) or strongly agreed (10.3%) that directional signs were visible.

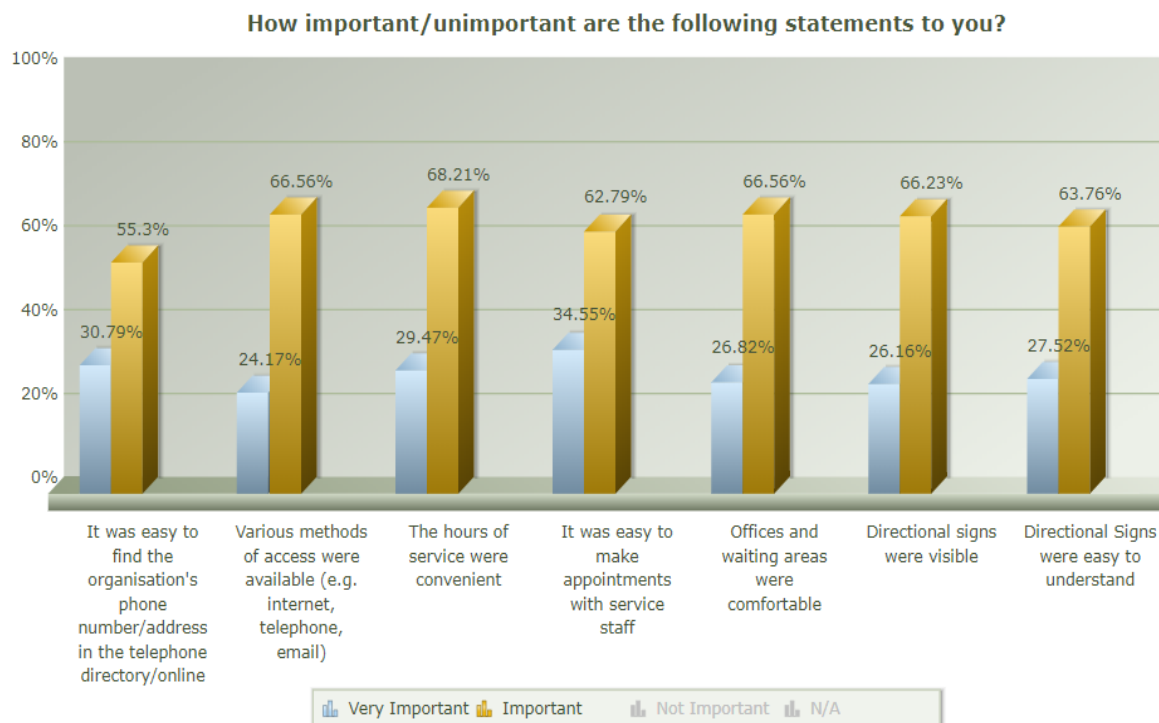
- 83.1% of respondents specified that they agreed (70.8%) or strongly agreed (12.3%) that directional signs were easy to understand.
- Less than 10% disagreed or strongly disagreed with these statements.



## 10.8 ACCESS TO SERVICE/PRODUCT AND FACILITIES LEVEL OF IMPORTANCE

Customers' ability to access services/product and facilities are paramount in delivering excellent customer service. It is important to know the needs or preferences of customers so that service/product delivery is of good quality and customers' demands are being supplied.



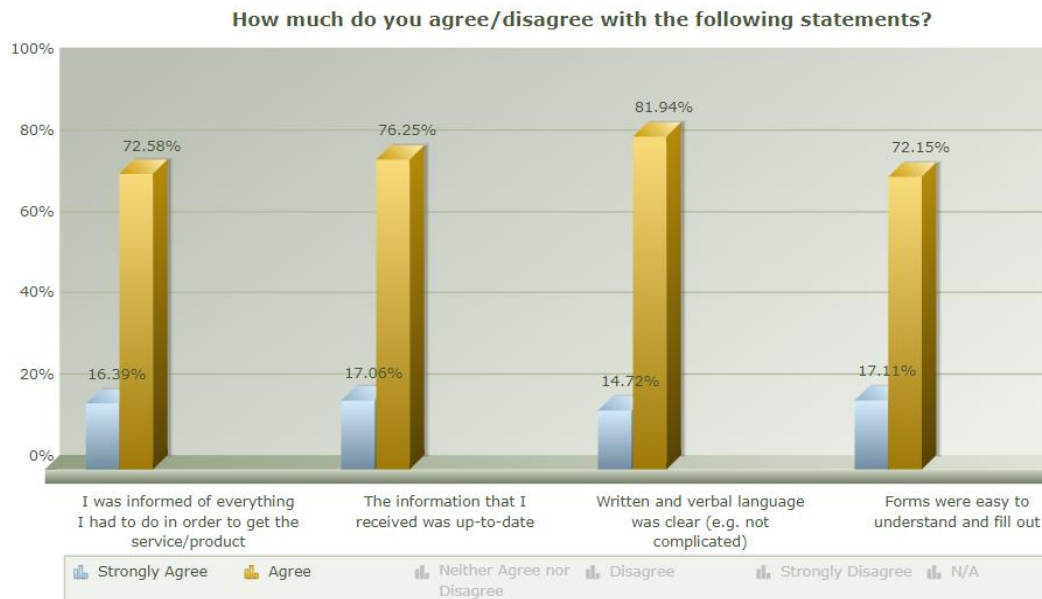


The convenience of the service hours is highlighted as the most important and finding the organisation's contact details online and in the directory the least important of all the statements concerning access to service/product and facilities. The percentages for all statements ranged from 55% to 68% important and 24% to 35% consider then to be very important.

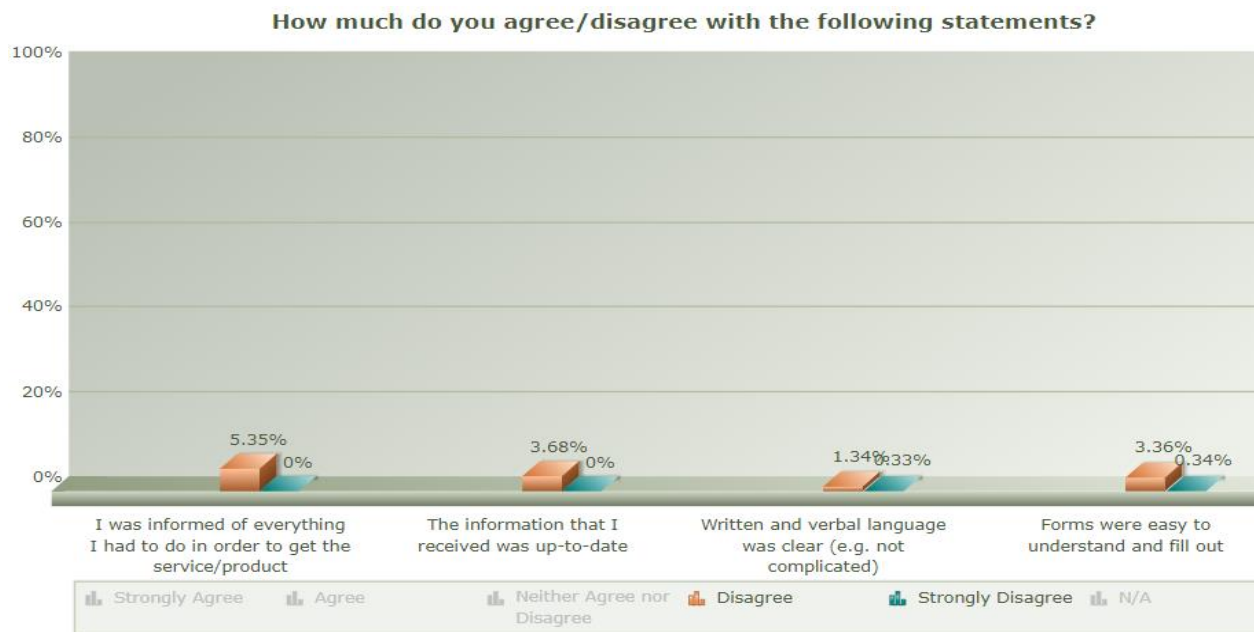
## 10.9 PROCEDURES AND COMMUNICATIONS

- The 2015 assessment report noted that 83.5% of Farmers who value clear documents and procedures were satisfied with the agency's performance. The 2018 Assessment indicates that 63% per cent of respondents consider media advertisement to be the best way for them to receive information about the service/product of RADA.
- The use of social media is preferred by 39% of respondents while traditional media such as booklets in mail, posters, website and email were preferred choices for approximately 65% of respondents.
- 27% of respondents prefer either a phone call, text message, farm visit or information relayed via Extension Officers.

## 10.10 CUSTOMERS' LEVEL OF SATISFACTION WITH PROCEDURES AND COMMUNICATIONS



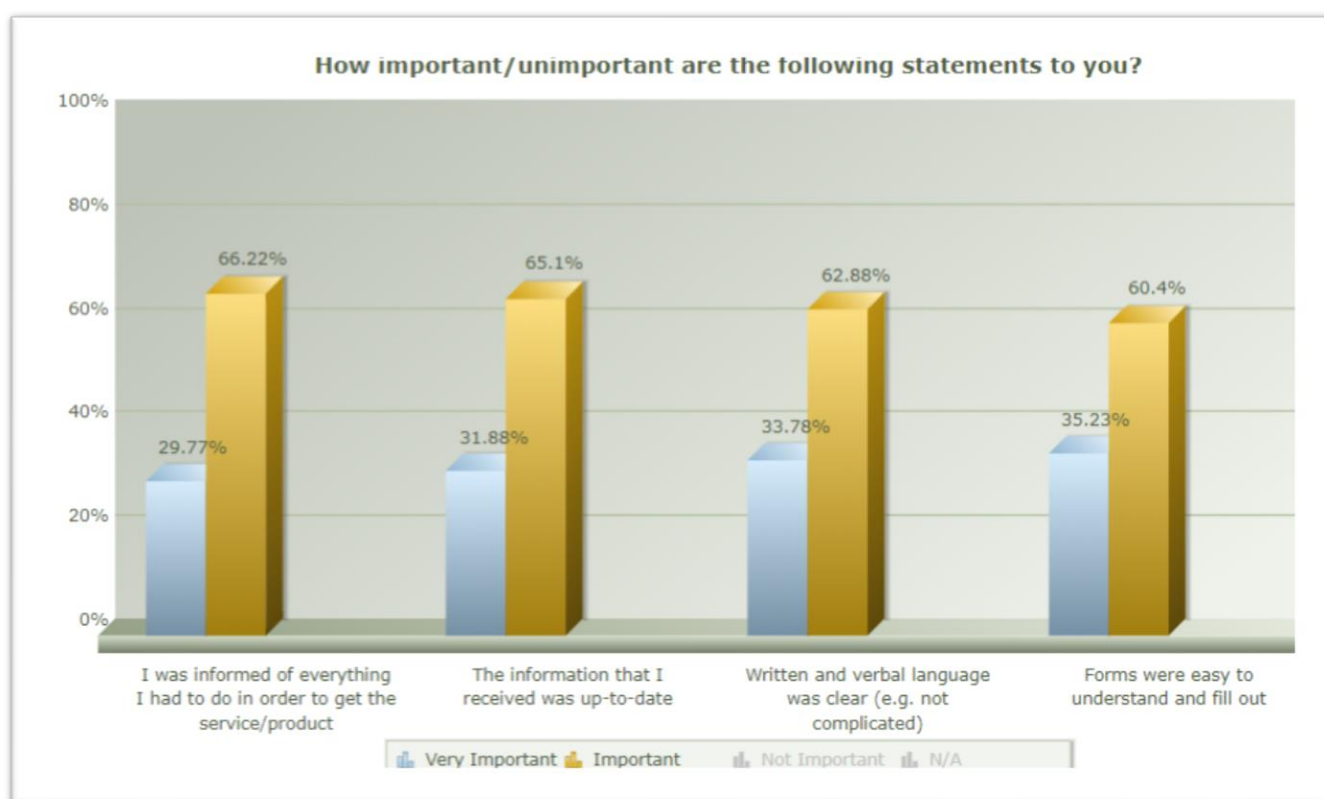
- 89% of respondents indicated that they agreed (72.6%) or strongly agreed (16.4%) with the statements "I was informed of everything I had to do in order to get the service/product"
- 93.4% of respondents agreed (76.3%) or strongly agreed (17.1%) that the information received was up-to-date
- 96.6% of respondents agreed (81.9%) or strongly agreed (14.7%) that written and verbal language was clear
- 89.2% of respondents agreed (72.1%) or strongly agreed (17.1%) that forms were easy to understand and fill out



- Between 0% and 5% of respondents either disagreed or strongly disagreed with the level of communication approach RADA uses.

### 10.11 PROCEDURES AND COMMUNICATIONS LEVEL OF IMPORTANCE

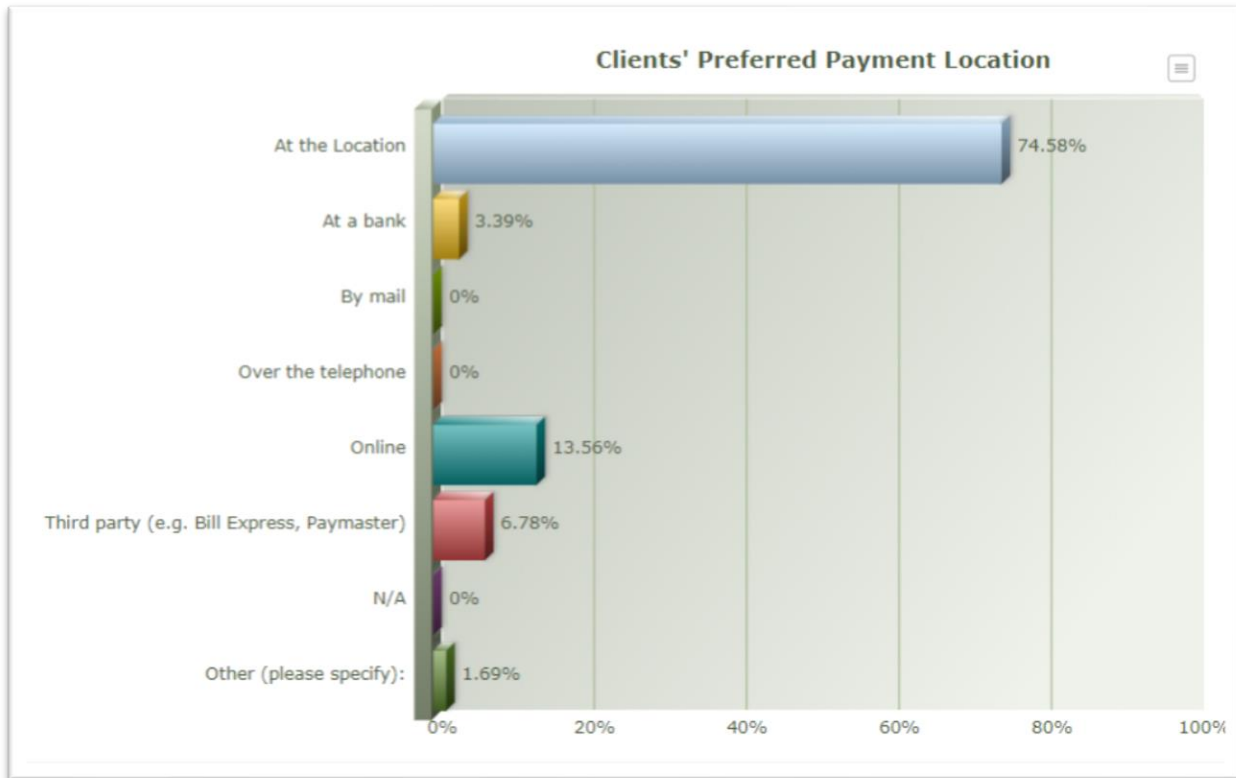
- 90% of respondents indicated that it was important (66.2%) or very important (29.8%) to be informed of everything I had to do in order to get the service/product”
- 97% of respondents indicated that it was important (65.1%) or very important (31.9%) to provide up-to-date information
- 95.7% of respondents stated that it was important (62.9%) or very important (32.8%) that written and verbal language were clear
- 95.7% of respondents specified that it was important (62.9%) or very important (32.8%) that forms were easy to understand and fill out



- Among the respondents, 2% of customers considered these statements unimportant

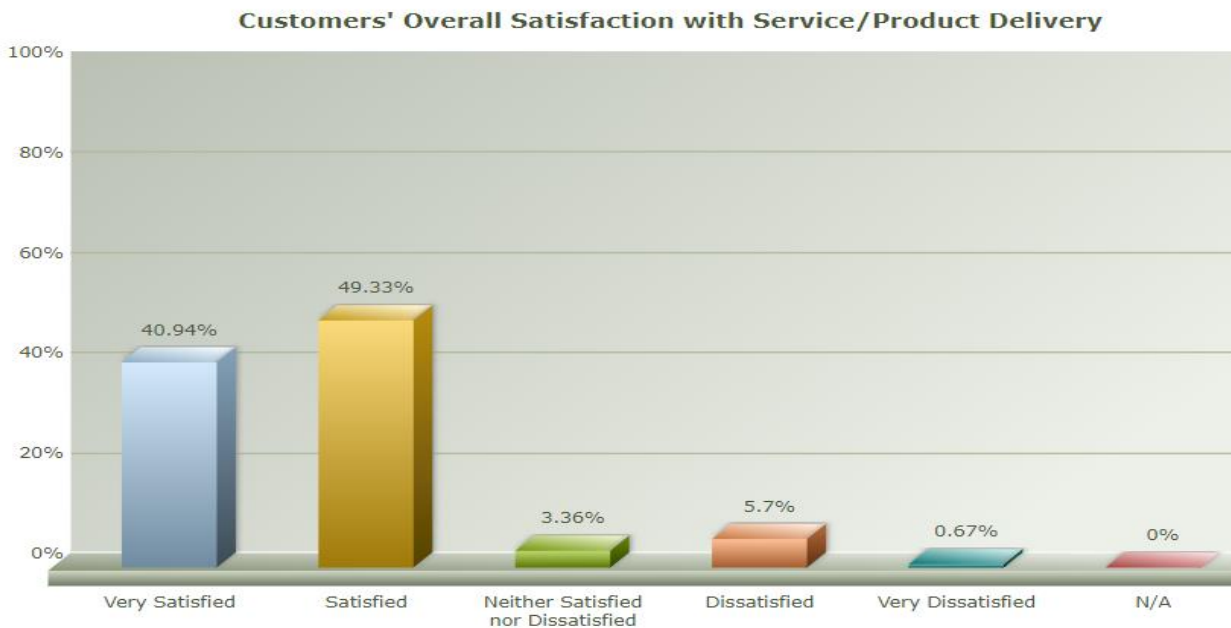
### 10.12 PAYMENT PROCESS

- During the 2015 Assessment, most respondents indicated that they did not conduct any transactional businesses with RADA. Those who conducted transactional businesses did so upon receiving their identification cards (IDs).
- Of those that had to pay for ID cards, a total of 75% of respondents prefer to make payments at the location, 14% online, 7% at third party entities (e.g. Bill Express), 3% at the bank and 2% via Extension Officers.



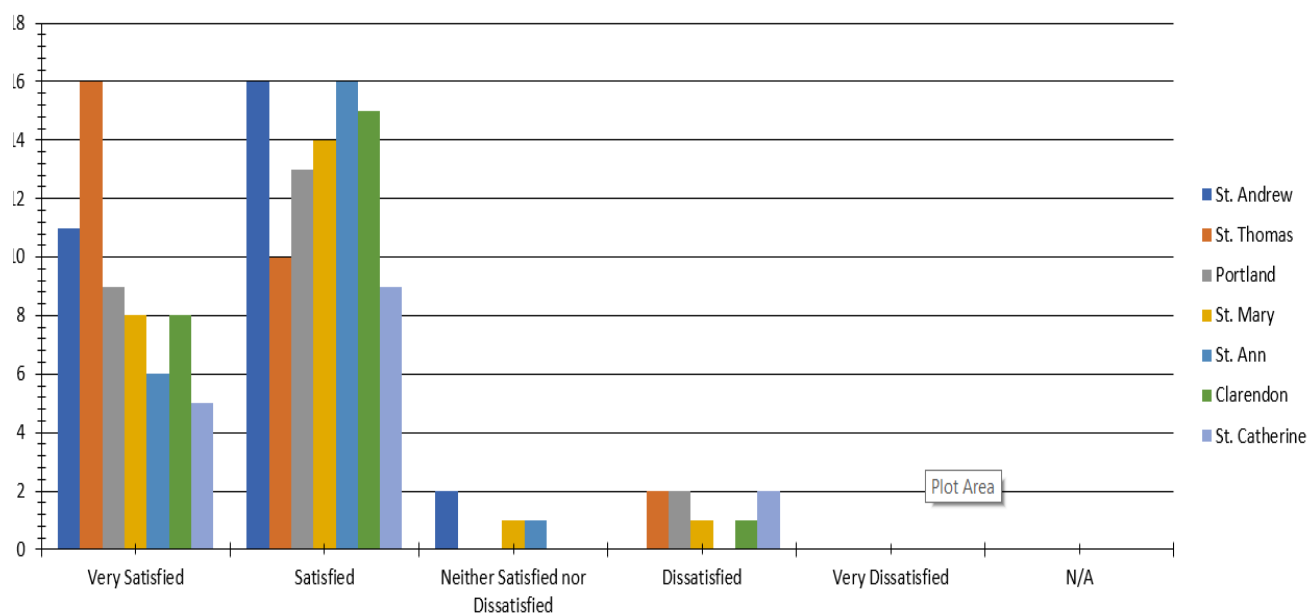
### 10.13 OVERALL EVALUATION

Overall, RADA has a total of 90.2% customer satisfaction level. This level of satisfaction exceeds the GoJ's target of 80% customer service satisfaction.



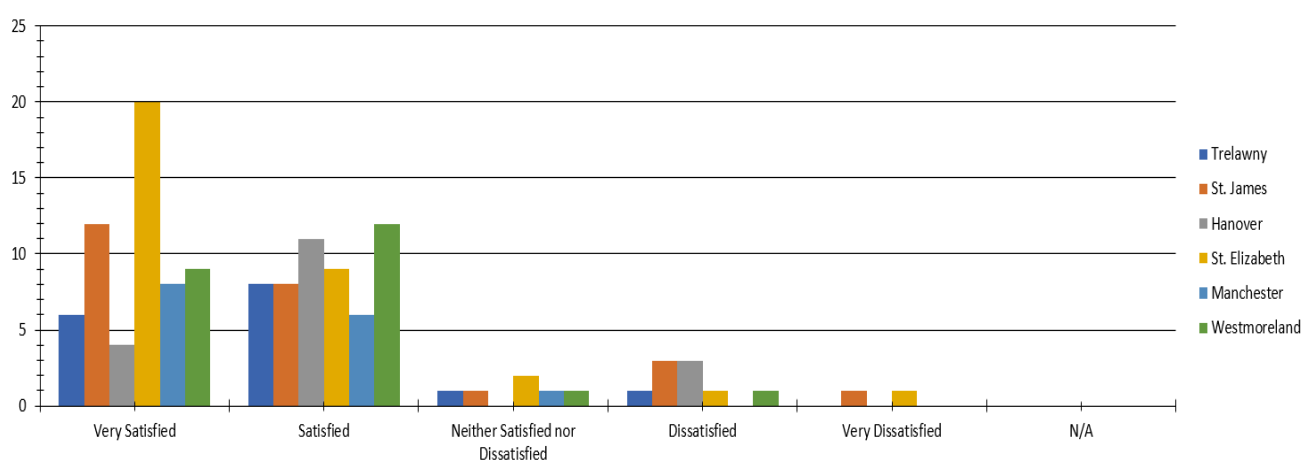
- Across the East Zone, the parishes of St Andrew, St Ann, St Thomas and Clarendon have the highest level of customer satisfaction.

Customers' Overall Satisfaction with Service/Product Delivery-East Zone

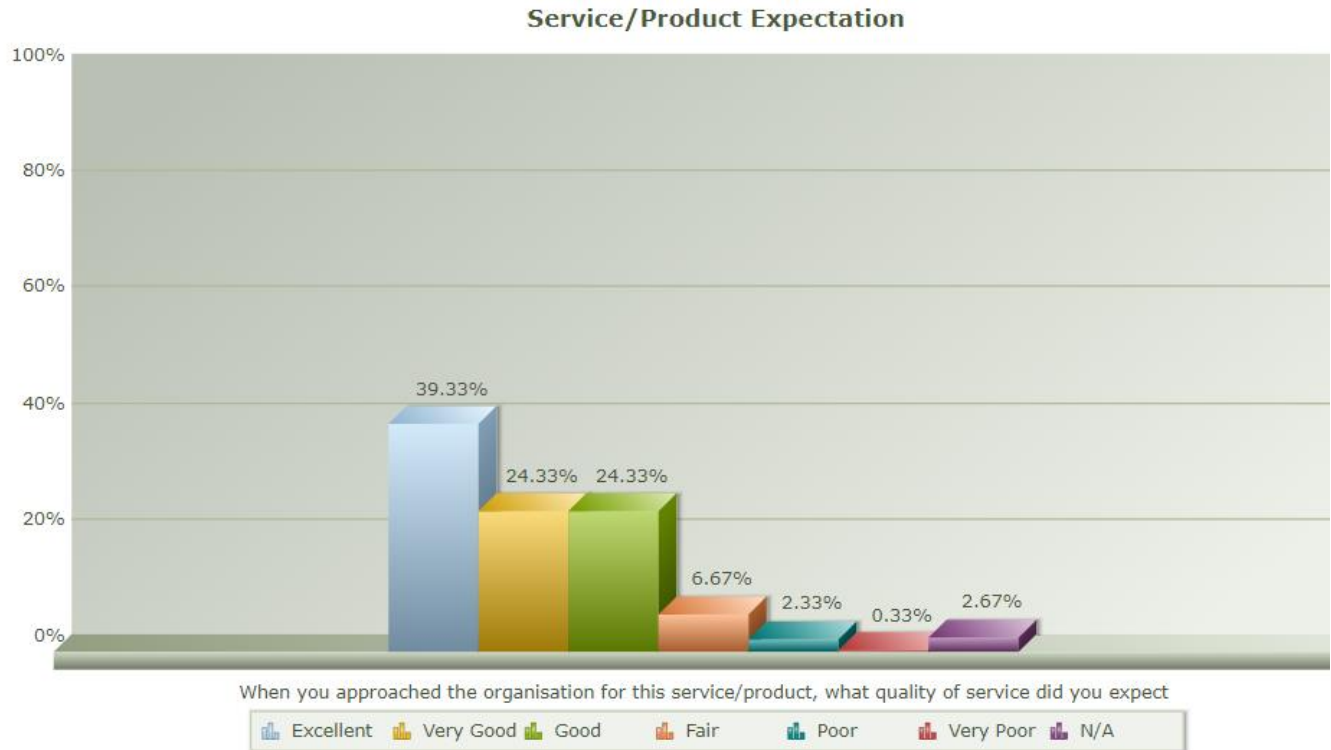


Within the West Zone, the parishes of St Elizabeth and Westmoreland expressed the highest level of customer satisfaction.

Customers' Overall Satisfaction with Service/Product Delivery-West Zone



- RADA customers had a high level of expectation prior to receiving the required services/products. A total of 87.9% of respondents expected either excellent, very good or good quality of service, 7% fair and 3% poor or very poor.



- After receiving the service/product, 86% of respondents indicated that the quality of service/product was either excellent, very good or good, 8% fair and 6% poor or very poor.



## 11 FINDINGS FROM ORGANISATIONAL CHECKLIST

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The Cabinet Office required each Extension Office to complete the Customer Service Organisational Readiness Checklist (See Appendix 4). The checklist sought to obtain feedback on yes/ no statements related to the service/product delivery, service standards, access and facilities as well as procedures and communications as administered at each location. The items addressed in the checklist accommodated comments from respondents which provide details of what is being provided at each parish Office. The findings from the Checklists are as follows:

- A computer is available to customer service representatives/receptionists at 69.2% of RADA Offices and 30.8% have none.
- RADA seeks to provide quality services to persons with disabilities/persons with special needs. As such, 92.3% of Offices indicated that service processes are expedited for customers with special needs while 7.7% stated that they do not provide such service.
- The availability of service standards documents for clients was queried and 7.7% of respondents stated that they document and publish service standards and 84.6% noted that they do not make them available to customers.
- Feedback from customers is essential to improving customer service satisfaction. However, only 23.1% of RADA Offices have installed suggestion boxes or provide forms for customers to make complaints or suggestions while 76.9% stated that neither of the two are available at their Offices.
- All RADA Offices have chairs available in waiting areas for customers' comfort and 61.5% of Offices specified that there is an air conditioning unit at the organisation and in the customers' waiting area, 30.8% indicated none is available while 7.7% did not respond.
- 100% of respondents indicated that their organisation provides clean bathroom facilities with adequate amenities for staff and customers with 61.5% indicating that these bathrooms are accessible to persons with special needs.
- 61.5% of respondents specified that ramps are provided for wheelchair access to the building, 30.8% do not have any ramps while 7.7% did not respond. Persons with special needs are allocated parking spots at 23.1% of RADA Offices while 76.9% do not make special parking spots available.
- The accessibility of emergency exits in public building infrastructures is critical to ensuring safety and security of all. All RADA Officers were asked to indicate the visibility and accessibility of emergency exits at their Offices by stating yes or no. 69.2% of respondents specified yes and 30.8% no.
- No security measures were present on the compound for 53.8% of RADA Offices while 46.2% employ security measures during the week, after work hours, on weekends and/or on public holidays.
- Baby changing stations are not available in any of the RADA Offices. Directional signs are installed to guide customers in accessing services at 23.1% of RADA offices and none at 76.9%.
- 53.8% of RADA Offices noted that there are up-to-date publications informing customers of the services offered in customer waiting areas while 46.2% indicated that they do not have these available.

- 76.9% of RADA Offices have email addresses for customers to make queries, 7.7% did not respond while 15.4% do not have email addresses available to customers.
- RADA has a website available to all customers island-wide. This website provides customers with information on services offered.

## 12 SUMMARY OF FINDINGS FROM RADA'S ASSESSMENT

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The result of the 2018 Assessment shows that Manchester has a satisfaction rate of 87.5% and St Elizabeth 87.8%. This indicates that there is a significant increase of 47.8% in the customer satisfaction level for St Elizabeth and a minimal decrease of 12.5% for Manchester.

Overall, 90.2% of RADA customers are very satisfied (40.9%) or satisfied (49.3%) with their quality of service/product delivery while 6.4% are either dissatisfied (5.7%) or very dissatisfied (0.7%) and 3.4 % are neither satisfied or dissatisfied (neutral).

A total of 87.9% of RADA customers highlighted that their expectations were high (excellent -39.3%), very good-24.3% or good-24.3%) prior to receiving the desired service/product from RADA. It is also noted that 6.7% of customers specify that their expectations of the service/product received was fair, 2.7% did not respond and 2.6% expected it to be poor (2.3%) or very poor (0.3%). Additionally, this assessment shows that, 86% of respondents indicated that the quality of service/product was either excellent, very good or good, 8% fair and 6% poor or very poor after receiving the service/product. This indicates that 1.9% of customers' expectations were not met.



# APPENDIX 1: ENTITIES INCLUDED IN THE 2018 PUBLIC SECTOR CUSTOMER SATISFACTION ASSESSMENT

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The following provides a list of all the entities included in the Sector Customer Satisfaction Assessment conducted in December 2018.

## Ministry of Health

### Hospitals

- |                          |                        |                       |
|--------------------------|------------------------|-----------------------|
| 1. Port Antonio          | 6. Princess Margaret   | 11. Falmouth          |
| 2. St Ann's Bay          | 7. May Pen             | 12. Savanna-La-Mar    |
| 3. Kingston Public       | 8. Black River         | 13. Noel Holmes       |
| 4. Spanish Town          | 9. Mandeville Regional | 14. Cornwall Regional |
| 5. Bustamante Children's | 10. Black River        |                       |

### Health Centres

- |                  |                |                    |
|------------------|----------------|--------------------|
| 1. Swift River   | 6. York Town   | 11. Dewars/Duncans |
| 2. Flint River   | 7. Porus       | 12. Darliston      |
| 3. Duhaney Park  | 8. Maryland    | 13. Bog Walk       |
| 4. Comprehensive | 9. New Market  | 14. Claremont      |
| 5. Isaac Barrant | 10. Green Pond |                    |

## MICAF

- All Rural Agricultural Development Authority (RADA) Extension Offices

East Zone		West Zone	
1	St. Mary	1	Trelawny
2	Portland,	2	St. James
3	St. Thomas	3	Hanover
4	St. Ann	4	Westmoreland
5	St. Andrew	5	Manchester
6	Clarendon	6	St. Elizabeth.
7	St. Catherine		

- Trade Board Limited, Harbour Street, Kingston
- Companies Offices of Jamaica, Grenada Way, New Kingston

## APPENDIX 2: PUBLIC SECTOR CUSTOMER SATISFACTION SURVEY INSTRUMENT

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This questionnaire is a part of a survey being conducted to collect customer service satisfaction and efficiency data about the entity in which you desire service/product. The questions are therefore designed to solicit your perceptions on the level and type of service being offered by this entity as well as accounts of your personal experiences. Your feedback will assist in improving the overall delivery in the Public Sector. The findings from this study will contribute to the publication of an assessment report which will be shared with key stakeholders. Your cooperation and participation in answering the questions below, as accurately as possible, will be most helpful.

Please indicate your response by placing a check mark inside the box corresponding with your answer.

Entity: \_\_\_\_\_

### General Questions about the Customer

1. What is your nationality?

☐ Jamaican (Move to Q.3)

☐ Other (please specify): \_\_\_\_\_

2. For other nationalities, do you live in Jamaica?

☐ Yes

☐ No (Visiting- Move to Q. 4)

☐ Other (please specify): \_\_\_\_\_  
\_\_\_\_\_

3. In which parish do you live?

\_\_\_\_\_

4. What is your sex?

☐ Male

☐ Female

5. In which age category do you fall?

☐ 18 -24 years

☐ 25-34 years

☐ 35-49 years

☐ 50-64 years

☐ 65+ years

6. What is your highest level of education completed?

☐ None

☐ Up to Grade 9

☐ Vocational Skills Training

☐ Graduate or Professional Degree

☐ Primary

☐ Completed High School

☐ Completed College or University

7. Do you have a job?

☐ Yes - Full-Time (40 or more hours per week)

☐ Yes - Part-Time (less than 40 hours per week)

☐ No- (Move to Q. 9)

Comments:

\_\_\_\_\_

**8. Which of the following categories best describes your employment?**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Paid Government Employee            | <input type="checkbox"/> Unpaid Employee in Agriculture or in any other type of business | <input type="checkbox"/> Other (please specify):<br><div></div> |
| <input type="checkbox"/> Paid Employee in Private Enterprise | <input type="checkbox"/> Self Employed with paid Employees                               |   |
| <input type="checkbox"/> Paid Employee in Private Home       | <input type="checkbox"/> Self Employed without paid Employees                            |   |

**9. Do you have a physical disability?**

- ☐ Yes ☐ No

If yes, please state

**General Questions about the Customer**

**10. Do you have access to the internet?**

- ☐ Yes ☐ No (Move to Q.12)

**11. If yes, how do you access the internet? (Check all that apply)**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Personal Computer (Desktop, Laptop, Tablet etc.) | <input type="checkbox"/> Computer at school | <input type="checkbox"/> Other (please specify):<br><div></div> |
| <input type="checkbox"/> Cell Phone                                       | <input type="checkbox"/> Library            |   |
| <input type="checkbox"/> Computer at work                                 | <input type="checkbox"/> Internet Cafe      |   |

**12. How would you describe your computer skills?**

- ☐ I have never used a computer ☐ Beginner ☐ Intermediate ☐ Advanced ☐ Expert

**Service/ Product Delivery**

This section of the survey seeks to find out how was the service/product delivery and your level of satisfaction.

**13. Which service/product(s) did you request from the organisation?**

**14. How often do you use this service/product?**

- |   |   |  |   |   |
|---|---|--|---|---|
| <input type="checkbox"/> This is the first time I used it | <input type="checkbox"/> About once a month | <input type="checkbox"/> Annually        | <input type="checkbox"/> Every four years | <input type="checkbox"/> Other (please specify):<br><div></div> |
| <input type="checkbox"/> About once a week                | <input type="checkbox"/> Twice a month      | <input type="checkbox"/> Every two years | <input type="checkbox"/> Every five years |   |
|   | <input type="checkbox"/> Twice per year     |  | <input type="checkbox"/> As Needed        |   |

**15. How much do you agree/disagree with the following statements?**

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
I got the service/product after a reasonable number of contacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I knew what to do if I had a problem with the service or product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff were knowledgeable and competent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff were courteous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It was easy to find the organisation's website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I got to the website it was easy to find what I was looking for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**16. How important/unimportant are the following statements to you?**

	Very Important	Important	Not Important	N/A
I got the service/product after a reasonable number of contacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I knew what to do if I had a problem with the service or product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff were knowledgeable and competent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff were courteous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It was easy to find the organisation's website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I got to the website it was easy to find what I was looking for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Service Standards**

17. How long did it take to get the service/product - from the time you first contacted the organisation that provided the service/product until you first received the service /products? A "contact" is each different phone call, office visit, internet session, postal letter, fax, etc.

Minutes (Less than 1 hr)	<input type="text"/>	Hours (Less than 1 day)	<input type="text"/>	Days (1 to 7 days, 1 week)	<input type="text"/>
--------------------------	----------------------	-------------------------	----------------------	----------------------------	----------------------

Comments:

**18. What do you believe is an acceptable amount of time to receive this service/product?**

Minutes (Less than 1 hr)	<input type="text"/>	Hours (Less than 1 day)	<input type="text"/>	Days (1 to 7 days, 1 week)	<input type="text"/>
--------------------------	----------------------	-------------------------	----------------------	----------------------------	----------------------

Comments:

19. How many contacts did it take for you to receive this service/product? A "contact" is each different phone call, office visit, internet session, postal letter, fax, etc.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7+	<input type="checkbox"/> N/A
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-----------------------------	------------------------------

Comments:

20. What is an acceptable number of contacts to make in order to get this service/product?

☐ 1    ☐ 2    ☐ 3    ☐ 4    ☐ 5    ☐ 6    ☐ 7+    ☐ N/A

Comments:

#### Access and Facilities

21. Can you conveniently access this service/product during regular business hours?

☐ Yes    ☐ No

Comments:

22. What would be most preferable to you in extending business hours?

☐ Open earlier one morning per week (07:00 a.m. for example)    ☐ Open later one evening per week (07:00 p.m. for example)    ☐ Open on Saturdays

Other Suggestions

23. How much do you agree/disagree with the following statements?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
It was easy to find the organisation's phone number/address in the telephone directory/online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Various methods of access were available (e.g. internet, telephone, email)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hours of service were convenient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It was easy to make appointments with service staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offices and waiting areas were comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Directional signs were visible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Directional signs were easy to understand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. How important/unimportant are the following statements to you?

	Very Important	Important	Not Important	N/A
It was easy to find the organisation's phone number/address in the telephone directory/online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Various methods of access were available (e.g. internet, telephone, email)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The hours of service were convenient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Important	Important	Not Important	N/A
It was easy to make appointments with service staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offices and waiting areas were comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Directional signs were visible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Directional Signs were easy to understand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**25. Do you have any comments about accessing the service/product?**

### Procedures and Communications

**26. What would be the best way(s) for you to receive information about the service/ product? (Check all that apply)**

<input type="checkbox"/> Media Advertisement (e.g. Newspaper, Radio, TV)	<input type="checkbox"/> Booklets in the mail	<input type="checkbox"/> Website	<input type="checkbox"/> Social Media
	<input type="checkbox"/> Poster	<input type="checkbox"/> Email	<input type="checkbox"/> Other (please specify):
			<input type="text"/>

**27. How much do you agree/disagree with the following statements?**

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
I was informed of everything I had to do in order to get the service/product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information that I received was up-to-date	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written and verbal language was clear (e.g. not complicated)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forms were easy to understand and fill out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**28. How important/unimportant are the following statements to you?**

	Very Important	Important	Not Important	N/A
I was informed of everything I had to do in order to get the service/product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information that I received was up-to-date	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written and verbal language was clear (e.g. not complicated)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forms were easy to understand and fill out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Payment Process

**29. Did you make a payment for the service/product you received?**

<input type="checkbox"/> Yes	<input type="checkbox"/> No (Move to Q. 32)
------------------------------	---

**30. How did you make the payment?**

<input type="checkbox"/> At the Location	<input type="checkbox"/> By mail	<input type="checkbox"/> Online	<input type="checkbox"/> N/A
<input type="checkbox"/> At a bank	<input type="checkbox"/> Over the telephone	<input type="checkbox"/> Third party (e.g. Bill Express, Paymaster)	<input type="checkbox"/> Other (please specify):
			<input type="text"/>

31. How would you prefer to make the payment?

<input type="checkbox"/> At the Location	<input type="checkbox"/> By mail	<input type="checkbox"/> Online	<input type="checkbox"/> N/A
<input type="checkbox"/> At a bank	<input type="checkbox"/> Over the telephone	<input type="checkbox"/> Third party (e.g. Bill Express, Paymaster)	<input type="checkbox"/> Other (please specify): <input type="text"/>

32. Do you have any other comments about the cost or billing of the product/service?

<input type="checkbox"/> Yes	<input type="checkbox"/> No (Move to Q.33)
------------------------------	--

Comments:

### Overall Evaluation

33. How satisfied were you with the overall quality of service/product delivery?

<input type="checkbox"/> Very Satisfied	<input type="checkbox"/> Neither Satisfied nor Dissatisfied	<input type="checkbox"/> Very Dissatisfied
<input type="checkbox"/> Satisfied	<input type="checkbox"/> Dissatisfied	<input type="checkbox"/> N/A

34. Service/Product Expectation

	Excellent	Very Good	Good	Fair	Poor	Very Poor	N/A
When you approached the organisation for this service/product, what quality of service did you expect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. Service/Product Expectation vs. Service Product Received

	Excellent	Very Good	Good	Fair	Poor	Very Poor	N/A
Looking back, how did the service that you received from the organisation compare to what you expected?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

## APPENDIX 3: ORGANISATIONAL READINESS CHECKLIST

OBSERVATION ITEMS		RESPONSES		COMMENTS
		YES	NO	
1.	There is a computer available to the officer that interacts with the public to allow for accessing of information in response to customer's queries.			
2.	Vulnerable customers or those with special needs (e.g. physical/ developmental challenges, senior citizens & expectant mothers) are provided with an expedited service.			
3.	Service standards are documented and published/made available to clients			
4.	Suggestion boxes are installed, and forms provided in the customer waiting areas			
5.	Chairs are provided in the waiting areas for customers' comfort.			
6.	Emergency exits are visible and easily accessible			
7.	There is a security presence on the compound			
8.	There is a functional air conditioning unit at the organization and in customer waiting areas.			
9.	The organization provides clean bathroom facilities with adequate amenities for staff.			
10.	The organization provides clean bathroom facilities with adequate amenities for customers			
11.	Bathrooms are accessible for the disabled and those with special needs			
12.	Baby changing stations are available for parents			
13.	There exists an email address for customers to make enquiries.			
14.	There is a ramp provided for wheel chair access to the building.			
15.	Parking spots are allocated for persons with special needs (the disabled, physically challenged, senior citizens, etc.).			
16.	Directional signs are installed to guide customers in accessing services			
17.	The organization has a website from which customers may access up to date information on services offered.			
18.	There are up-to-date publications informing customers of the services offered in customer waiting areas.			

Name of  
Entity: \_\_\_\_\_

Date Checklist  
Completed: \_\_\_\_\_

Parish: \_\_\_\_\_



## APPENDIX 4: SUMMARY OF FINDINGS FROM 2015 CUSTOMER SERVICE ASSESSMENT – INVESTMENT AND INDUSRTY SECTOR

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This section highlights relevant information from the quantitative Customer Surveys with matching information drawn from the qualitative interview conducted as part of the 2015 Public Sector Customer Service Assessment.

The following findings reflect the most poignant data analysis and observations drawn from data charts created and reviewed for the Agriculture Sector and presented under the five service dimensions assessed:

- 1 Service/Product Delivery
- 2 Service Standards
- 3 Access and Facilities
- 4 Communication and Procedures
- 5 Payment Processes.

### SUMMARY OF FINDINGS – INDUSTRY & INVESTMENT SECTOR

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Note: This section of the report highlights relevant information from the quantitative Customer Surveys and matching information drawn from the qualitative interview.

The following findings reflect the most poignant data analysis and observations drawn from data charts created and reviewed for the Industry and Investment Sector.

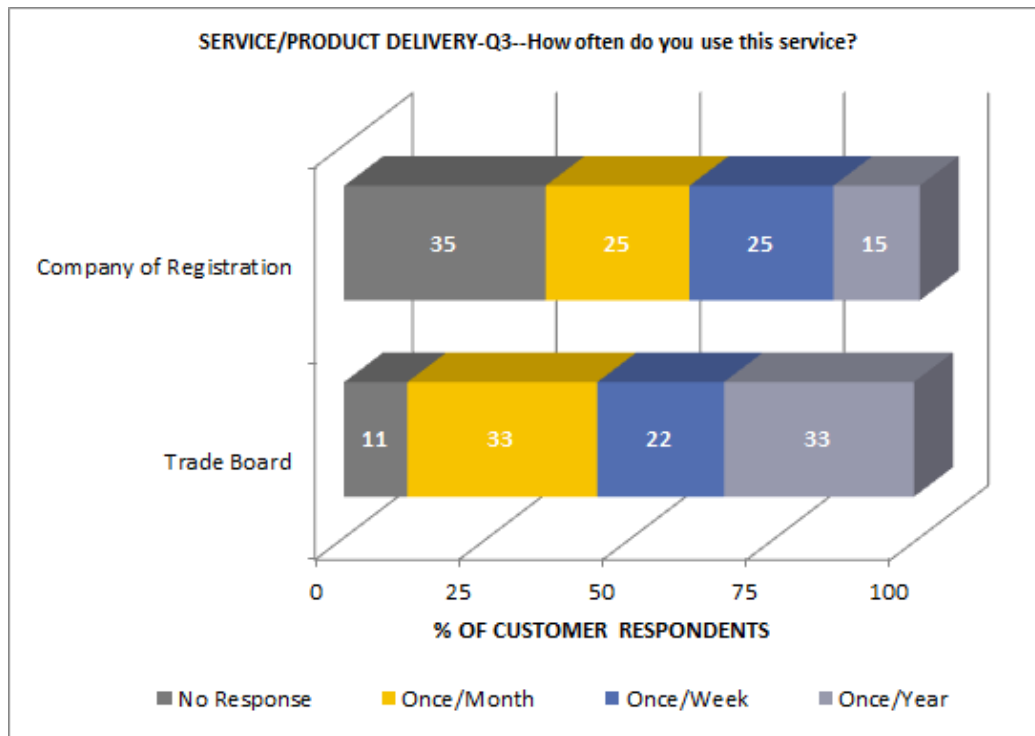
#### **a. SERVICE/PRODUCT DELIVERY**

- The perception of fairness is not good. The main reason for people coming with an inquiry is usually they have problems with their businesses.
- Monthly mandatory quality assurance and weekly spot.
- Bi weekly ops meeting to improve quality assurance based on results quality assurance audits.

#### **Related Data**

- Interviews highlighted that the perception of fairness is non-existent. The main reason for people coming with an inquiry, usually arose from business problems.
- Whether it's the Trade Board or the Registration of Companies, Customer have pretty heterogeneous habits to use the service

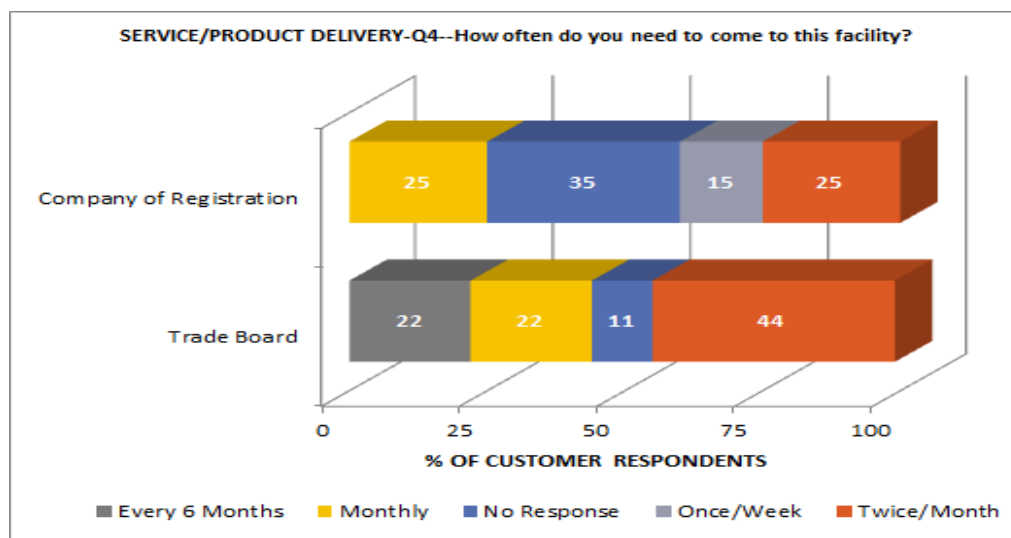
to



- ... as per their need come to the offices

- Trade board Customers are mostly coming based on their own choice (56%)

- Registration of Companies Customers are balanced between Government requirement (25%) and their own choice (35%)
- 46% of Customers for which being put through an agent without difficulty is of importance, were neutral to this statement.
- 82% of persons for which dealing with a reasonable number of persons is of importance, were in agreement with this statement.
- Trade Board mostly initiated the contact (56%), whereas Customers initiate the contact with Registration of Companies (65%)
- The younger generation (18-24) is more critical of service/product delivery especially in their fair treatment and responsiveness to their needs (>50% of satisfaction)
- 30% of Customers for which wait time is very important, were not satisfied
- 27% of Customers for which finding easily the website is very important, were not satisfied. A corollary can be made with other new technology service access questions
- Gender differences appear in this section
  - 40% of males estimate they couldn't speak to an agent if they had a problem, whereas females didn't
  - 25% of females estimate Staff was not courteous vs. 6% for men
- Inactive or active split of Customer has a limited impact on the topic.
  - Only 20% of Full time working Customers estimated they didn't deal with a reasonable number of persons. All others were either neutral or satisfied



## 12.1 SERVICE STANDARDS

- Have procedures for customer service and quality management system. Each department has relevant procedures.
- There is a customer perception survey conducted twice per year and a customer complaint procedure.
- Have stakeholder sessions and sensitization sessions when new standards are being introduced
- Business people go to customer service at the building and voice their complaints.
- Usually no NAFTA is used.

### Related Data

- The sector is actively monitoring its quality through monthly quality assurance review. Customers are also surveyed
- 56% of Trade Board Customers needed 61-120 minutes to obtain service...and 44% of them would prefer to obtain service in 31-60 minutes
- Registration of Companies have various experiences with the time needed to obtain the service, however 35% would be fine with 121-180 minutes
- 56% Trade Board Customers interfaced with 4 persons to obtain the service... Even if that number may seem high, customers would find it acceptable.
- Registration of Companies Customers have different experience. 35% met 3 persons, and 35% met 4 persons, and Customers would find that number acceptable.

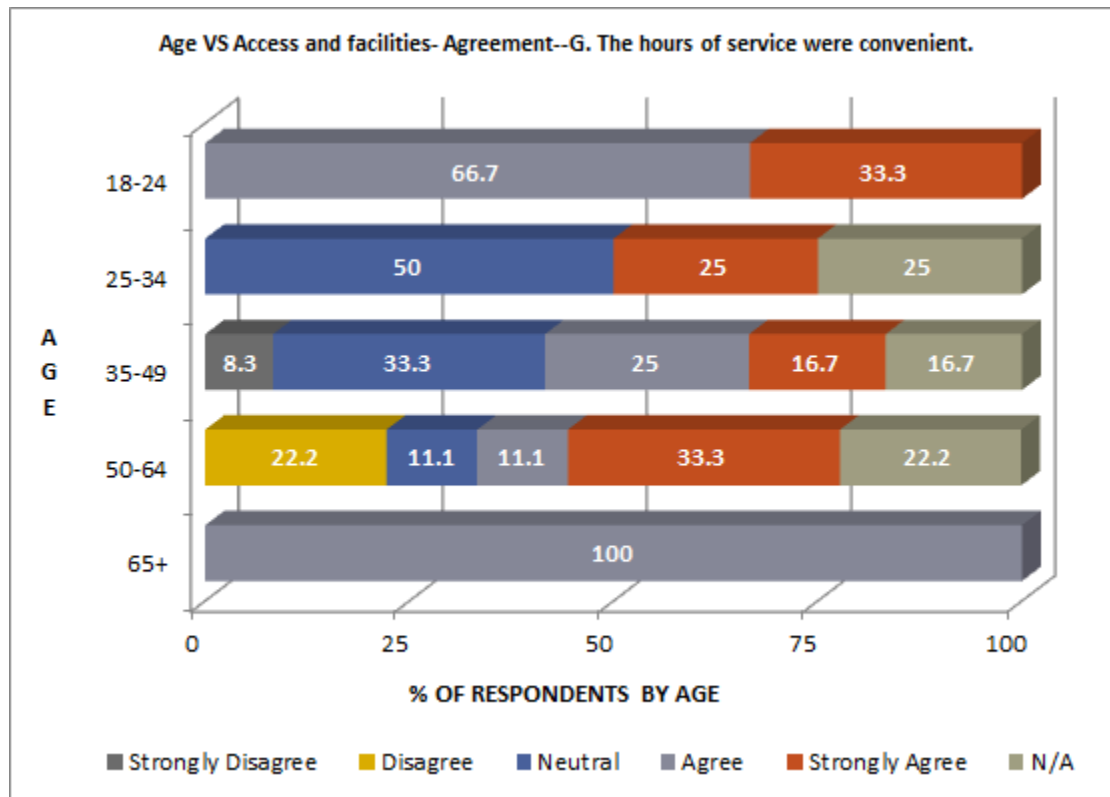
## 12.2 ACCESS AND FACILITIES

- Depending on which service they wish to access. For drivers license, if walking in go to window and greeted by clerk. More customer interface with driver's license rather than vehicle inspection test.
- Fees are paid at tax office.

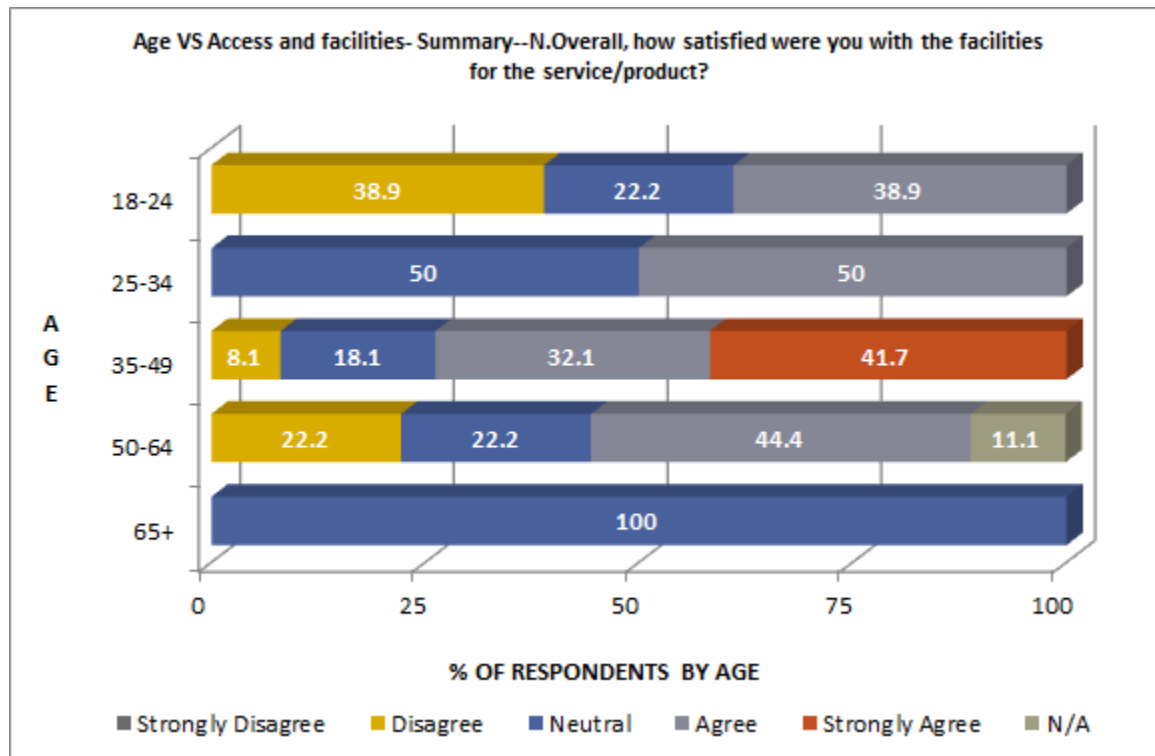
- If calling in by phone, nobody is dedicated to the call-in line. Only one line. May not get an instant reply as people in the office are administering tests or conducting a drivers license review. If they're busy, perhaps not that many lines may be answered. Generally get them after a few rings.

### Related Data

- 33% of 18-24 didn't find it easy to find the agency's phone number
- 33% of 18-24 didn't easily access the service by phone
- Service hours were not convenient for 22% of 50-64 whereas 18-24 and 65+ were 100% satisfied with service hours



- 25% of 25-64 didn't find parking adequate
- Overall, all Customers found the waiting areas to be comfortable
- Among phone users, satisfaction is high with regards to accessibility of the service by phone (100%)
- 30% of Customers for which having comfortable waiting areas is very important, were not satisfied vs. 40% satisfied.
- Signs were clear to understand for Customers who value this attribute much (81%)
- Overall, 55% of Customers from Registration of Companies are happy with the facilities
- 56% of Trade Board customers were satisfied too.
  - Phone access to the service can result in different situations since the sector has no call center and does not put staff dedicated to answering the phone
- Satisfaction varies across the facilities by age demographics. Most Customers were neutral (50% or plus) for the 35-49 and 65+



## 12.3 PROCEDURES AND COMMUNICATIONS

- Ability to inform and communicate is severely impacted by resources and even equipment to print material.
- Might put up a notice at the depots. All corporate services are at the ministry level. Communication through corporate services through ministry of Transport and housing.
- Would like technology to automate all the services.
- First come and first serve basis. Hand in paperwork and served in queue.
- Certificate of fitness is handwritten and could be automated. Everything is manual

### Related Data

- The sector gathers various industries targeting several segments of Customers: Transport Works and Housing customers are different from customers coming to register their company at Companies office of Jamaica.
- A majority of Customers for which procedures and communication issues are important, were satisfied (>50%). A Few examples :
  - 84% of Customers for which getting the information they need is very importance were satisfied.
  - 72% of Customers for which understanding easily the forms is an important statement were satisfied

- However, interviews revealed agencies are not happy with their communications due to lack of funding.
- Agents reported a lack of technology that would automate service and improve compliance

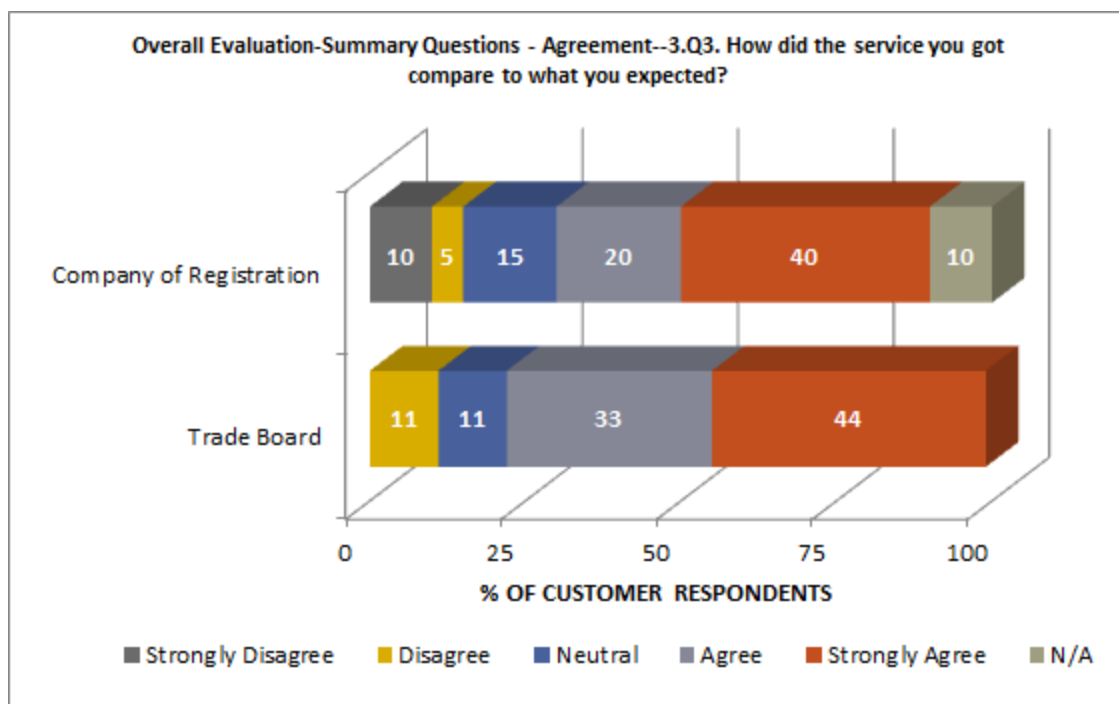
## 12.4 PAYMENT PROCESS

- Credit Card, Debit Card, direct deposit, walk into any branch and make a payment.
- For some only the tax office collects all the revenue.

### Related Data

- Even if Customers who value straight forward billing process are satisfied (100%), they estimate cost is reasonable for only 43% of the services

## 12.5 GENERAL QUESTIONS AND OVERALL EVALUATION



- Looking to expand a plan for public education and training. Looking to align with other agencies to work along with trade board.
- WTO certification. 'Single Window' certification – Single Trade Electronic Window – Upgrading trade-related agencies. Now linking all trade-related agencies with one entry point. Each agency can see all the updated information from one point. Everyone will input into one single point.

### Capabilities

- There is a corporate plan procedure which assesses all the strengths, weaknesses and demand.

- Actively pursue grants where possible. Typically, on a breakeven approach. Funding comes from the Standards Compliance fee.
- Operate the labs and generate revenue from the labs. Anyone can walk in and make a request to use the lab.

1.

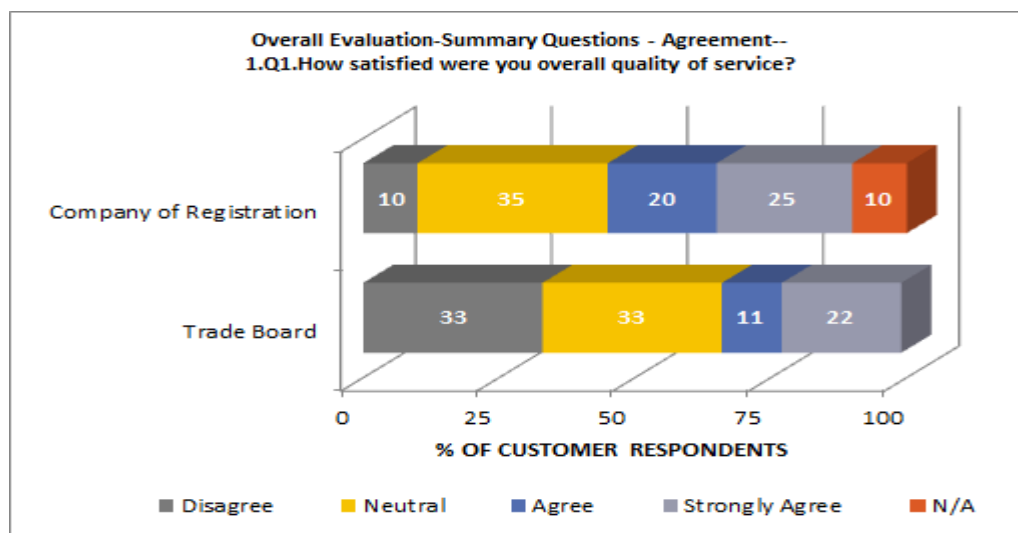
### Complaints

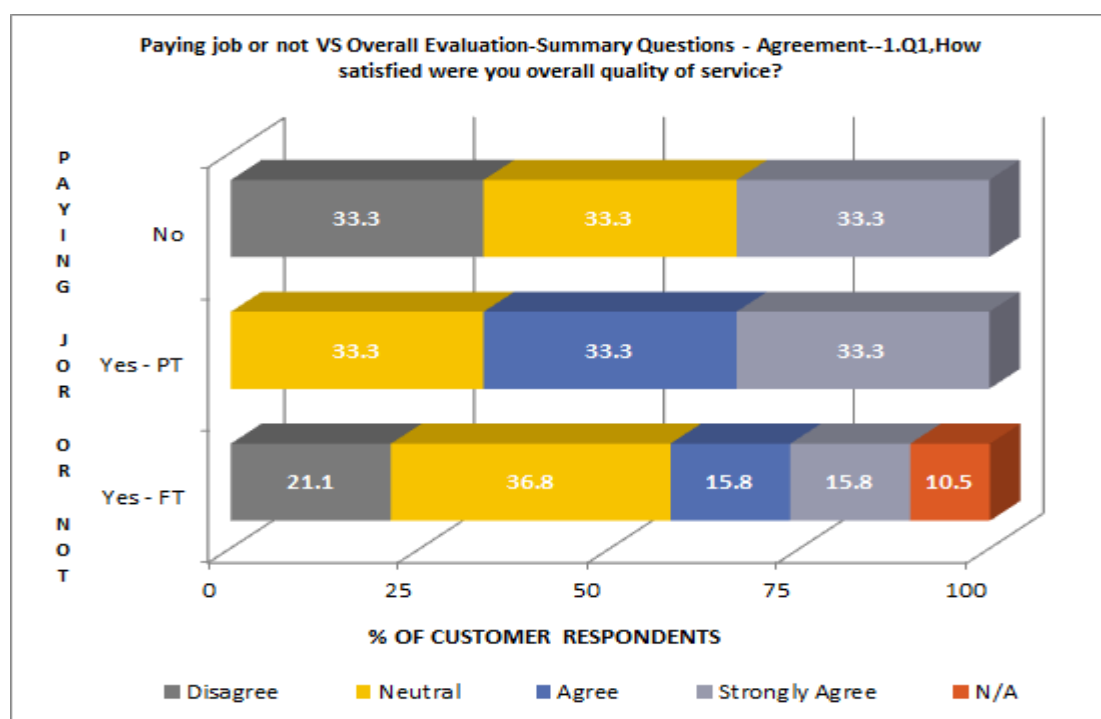
- Generally dealt with in a timely fashion. Customized responses.
- They have a suggestion box. It is opened once a month for report of quality assurance.

### Related Data

45% of Customer using the services of the Registration of Companies office are satisfied with the quality of service, whereas only 33% for the Trade board. Other Customers are either neutral or unhappy

- Interviews showed there is a plan for single touch point for all relative Trade Board activities. The agency expect from alignment a better Customer service and satisfaction.
- However when comparing to the expectations, Customer are mostly happy
  - 60% for Registration of Companies
  - 77% for Trade Board
    - These facts are also valid for technology users
- When approaching the agency to obtain the service agencies collect mostly high satisfaction (ca. 75%)
  - Despite those figures, interviews revealed a need for public education and training.
- 23.5% of male Customers were unhappy with the quality of service vs only 8.3% of females.
- The observation is inverted when we measure satisfaction when approaching the agency: 33.3% of women are unhappy whereas only 18% of men.
- 33% of the 50-64 Customers were not satisfied with the overall quality of service
- However, 18-49 were mostly happy with the service compared to what they expected (50%+ of satisfaction)
- Inactive persons seem to be balanced with regards to the overall quality of service
  - When comparing their satisfaction to their expectations the trend remains





## APPENDIX 5: SUMMARY OF FINDINGS FROM 2015 CUSTOMER SERVICE ASSESSMENT - AGRICULTURE SECTOR

This section highlights relevant information from the quantitative Customer Surveys with matching information drawn from the qualitative interview conducted as part of the 2015 Public Sector Customer Service Assessment.

The following findings reflect the most poignant data analysis and observations drawn from data charts created and reviewed for the Agriculture Sector and presented under the five service dimensions assessed:

- 6 Service/Product Delivery
- 7 Service Standards
- 8 Access and Facilities
- 9 Communication and Procedures
- 10 Payment Processes.

### 12.5.1 SERVICE/PRODUCT DELIVERY

- RADA provides more in the name of technical advice and new farming methods to increase crop yield and earnings.
- Farmers are complaining about the development funds and the fairness of distribution. There is the belief that RADA is selecting which farmers receive benefits, but RADA only distributes and is not the underlying decision maker.
- There is feedback from the farmers in the form of a control sheet the Extension Officer signs off on at the end of the month to the RADA office.



- During rainfall and severe drought, it's challenging for RADA due to limited resources. They invite people from the lending agencies to help manage bad situations.
- RADA – marketing department will help manage the crop and provide technical information and marketing linkages to grow one's crop to generate revenue.
- The Extension Officers are taking money from their own pocket to cover incidental costs to assist farmers. E.g. Mileage, mobile phone bills, vehicle repairs, etc.
- Extension Officers suggesting they use up their budget mid-way through a given month and are forced to become creative.
- When budget is limited, the farmers closest to a RADA Parish office receive the greatest amount of attention.
- Several women farmers interviewed suggested Extension officers favoured male farmers.

#### **Related Data**

- Office visits reduced due to few mobile staff (once a month and mostly once-twice a year)
- 56% of farmers are using the service on yearly basis
- Visiting farmers are mostly expecting a service to be serviced
  - Many in Saint Elizabeth did not receive exactly what they needed (60%)
- Farmers suggested limited agency proactivity (25% of contacts initiated by the agency in Manchester)
  - Some farmers feel it's difficult to reach the agency (Manchester – collection of unusual non respondents rate in the context of the scaled questions)
  - The Officers suggested its difficult meeting 100% of farmers due to limited mileage allowance as well as distance to reach all farmers within a specific seasonal period of time.
- Only few Customers were not satisfied with the client/agent interface (20% range)
- 35-49 Customers were the least happy of all age groups
- Results regarding service delivery vary between locations.
  - 61% of Customers were satisfied with the service delivery in Manchester whereas 80% of Customers preferred not to respond in Port Maria
- Customers generally obtained what they needed.
- Suggested visitation to the agency is equally mandated by the government (39%) or based on a personal choice (42%)
- As revealed by citizen interviews, customers were often misled by political promises of funds to assist with customer satisfaction improvements.

### **12.5.2 SERVICE STANDARDS**

- The culture of customer service is a government thrust.
- Have customer service charter. From time-to-time, have customer service training.
- Some have a staff manual that points to certain customer service expectations.
- Have an annual evaluation around customer service.

#### **Related Data**

- Length of service delivery to be reduced and topped at (1) 2 hours in Manchester (2) 1 hour for Port Maria and Saint Elizabeth
- 31-60 minutes of service delivery is a target
- Customers had to deal with 1-2 persons
- Customers were fairly happy of the number of interface with agents :20% only of Customers who value to obtain access to an agent without difficulty, were not satisfied
- Less than 5 minutes wait time is requested as an acceptable amount of time before first contact
  - 17% of Customers experienced no wait time
  - 14% experienced less than 5 minutes

- 45% of Customers for which reasonable wait time is very important were disappointed by the sector's performance.
- 25% of Customers who value web access services were disappointed by the agency's performance
- 74% of Customers for which it is very important to have a convenient access to service were satisfied
- Agency's management highlighted the limited resources to meet with the standard of delivery especially during specific weather conditions
- Customer' service is enforced by training and a charter, which explains good rating vs. other sectors.

### 12.5.3 ACCESS AND FACILITIES

- If farmers come to the office and complain, a secretary usually takes the complaints. She notifies the extension officer to talk to the farmer and the Officer will go out to visit the farmer. If a significant problem or if farmers are senior, will go out and visit the farmer.
- RADA can collect sample and send to government lab for review. If fertilizer problem, RADA will intervene.
- Promote National Insurance Scheme to help some farmers receive grants, especially for older farmers.
- At several locations the access can be challenging given the proximity of the RADA office to the farmers field.
- Errors to farmers' names on licences and/or permits can prove troublesome and difficult to correct in an expedite amount of time.

#### Related Data

- Opening hours and staff availability is a growing concern: Only 35% of farmers in Manchester suggested they were content with staff availability.
  - This is not the situation elsewhere, where farmers appeared happier
  - Suggest longer opening hours or funds to help with staff to meet farmers on their 'Turff'.
- Facilities are a matter of complaint: RADA Port Maria office has difficult access (stairs), steep road
- Farmers who value comfortable waiting areas are balanced (mixed response)
  - 31% are not satisfied while 40% are satisfied with the agency's performance
- Limited usage of **phone** and new technologies to access the services in the context of their visit on the day of the survey
  - Agencies highlighted farmers are using new technologies
  - Customers and farmers however, have expectations (e.g. next business day email reply)
- Note that interviews showed that Extension Officers are travelling to interface with Farmers, however those largest farmers, most **reputable** and closest to the Agents receive the greatest amount of attention, while others suffered especially if Extension Officers depleted their operating budget by mid-month.

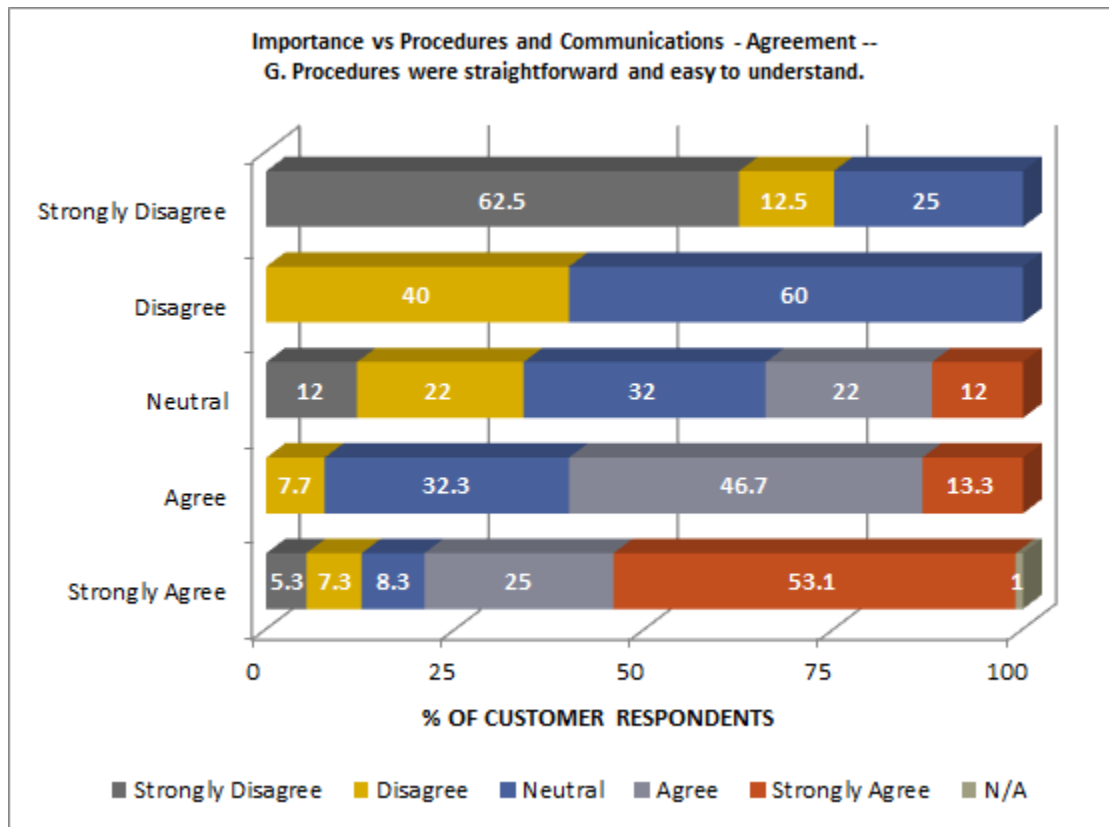
### 12.5.4 PROCEDURES AND COMMUNICATIONS

- Direct communication via phone and farmer meetings in each of the Parishes. Policies are **transmitted** down to the Parish regional managers. Managers then **communicate** to the farmers.
- Communicate through other agencies, Bureau of Standards, Scientific Research Council and other field operations.
- Over 80% of communication through the phone and text message.
- Still some challenge as many farmers don't have the capable technology to receive and transmit information.
- **There is not a standardized approach to reach all the farmers to communicate information at the same time.** Further work and training is required to standardize communication to many farmers at the same time with simple messages.

- Have well-trained officers in their core function. What they don't have is the financial resource to apply these practices in a systematic fashion. Currently, the procedures and communication to farmers is ad-hoc based on relationship, distance to farmers, size of farmers and one's ability (respective Extension Officers) to stretch a budget.

#### Related Data

- Booklets, in-mails, emails are preferred way to receive information
- As highlighted by the interviews, Customers are regularly in contact with an agent which is travelling and meeting proactively with customers. Many contacts/interface between agent are made through the phone and text messages
- To management and agents, technology enablement at farmers' premises can be challenging as it is not their area of focus
- Interviews revealed The Ministry of Agriculture and RADA need to be aligned as a transformational tool so information can be transferred to the farmers in a seamless fashion in a quick amount of time.
- There is not one standardized or uniform way of communicating with the farmers
- However, 83.5% of Farmers who value clear documents and procedures were satisfied with the agency's performance



#### 12.5.5 PAYMENT PROCESS

- All services are free except for a referral letter, Farmers ID and tractor service to till the land.
- The ID allows the farmer to move product.

### **Related Data**

- Payments are usually done personally, and farmers don't request any change
- No request of a fee based quick service
  - Limited price sensitivity of the farmers for a quick service
- This theme didn't bring much inspiration to farmers, since most of them were non-respondents.
- Interviews revealed most services are not billed save-and-except registration fees.

### **12.5.6 GENERAL QUESTIONS AND OVERALL EVALUATION**

- Home Economics Unit of RADA that interface with farmer's families has improved morale improved the farmers standard of living, reduced poverty and provided social security benefits.
- RADA is responsible for helping with certification of exports. Need for educating around export processes so food is rated and processed properly for export.
- Continue intensive training program to educate and evaluate the staff, extension and internal for better service delivery.
- Go the 'extra mile' on a limited budget to help the farmers.
- Knowledgeable people with sound experience in the field.

### ***Capabilities***

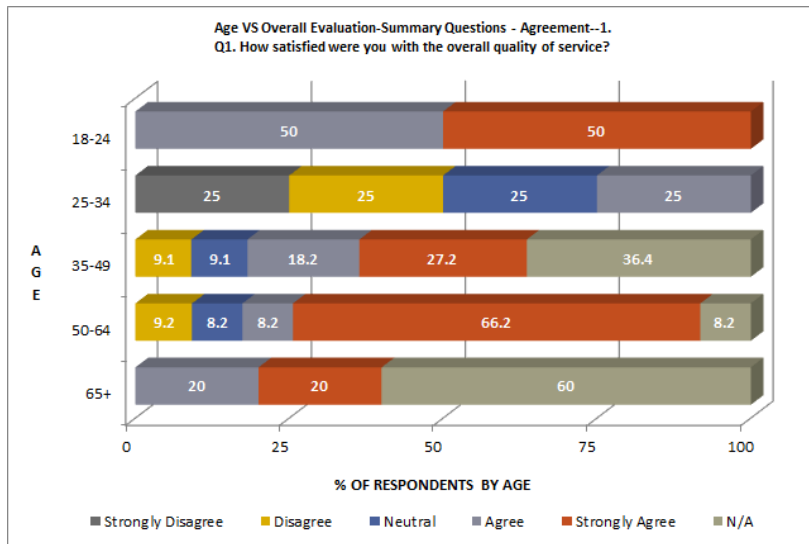
- Training is needed in the development and use of business plans and corporate plans.
- Have well-capable officers to respond. Gap in marketing intelligence to assist farmers in delivering their produce to market through dynamic pricing across the country.
- The Ministry and RADA need to be aligned with a transformational tool so information can be transferred to the farmers in a seamless fashion.

### ***Complaints***

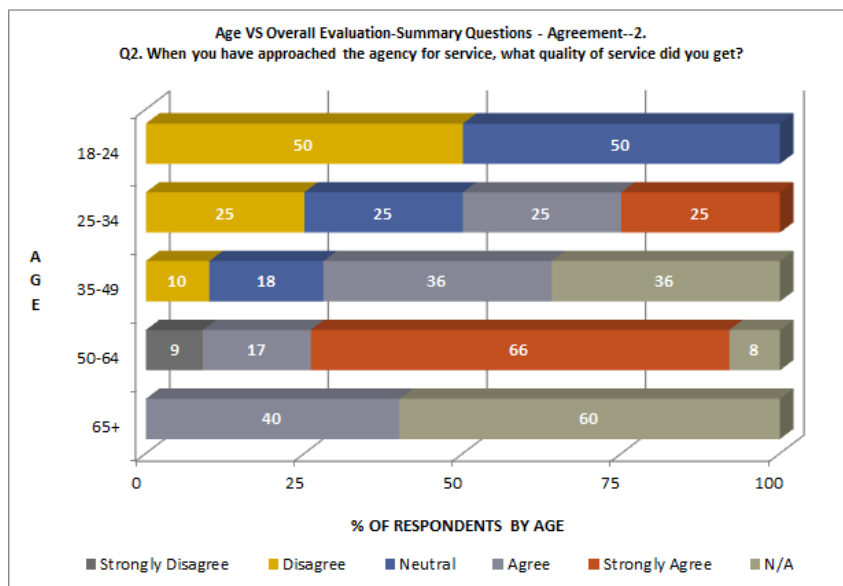
- Yes, response is usually within a week as research and investigation is often required.
- Correcting errors on renewal farming certificates (ID's) is onerous, complicated and highly inefficient.
- Should complement technical expertise with financing and marketing expertise to service their farming constituents.
- If animal health, plant health responds within a day. Assuming those who write a letter provide a telephone number.

### **Related Data**

- Customers suggesting limited/no improvements required
  - However, interviews showed the agency is constantly trying to improve through training programs for the farmers, improve their situation, which goes beyond pure Citizen service
- Overall satisfaction varied a lot between Manchester (100% range) and Saint Elizabeth (40%)
  - Farmers expectations are matching the experience surveyed through other themes
  - There are differences of satisfaction between groups : older Customer are more critical



- However, when looking at satisfaction vs. expectations of Customers, younger generations seem to expect more



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