Clients' Levels of Satisfaction with Public Service Provision in Jamaica

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Abstract

A survey of clients was conducted in ten randomly selected public organizations that were implementing the Citizen's Charter Program in Jamaica in 2009. The objective of the study was to assess the extent to which the introduction of the Program had improved the delivery of services to customers. Using data on levels of clients' satisfaction with services provided, a performance index of each organization was calculated. These indices were subsequently utilized to rank-order studied organizations on their individual performance. Results ranged from the highest satisfaction index score of 89% by the Ministry of Labor to the lowest score of 25% by Registrar General's Department. Overall, seven of the ten organizations studied had a satisfaction index score of more than 50%.

Key words: citizen's charter program, public organizations, service delivery, clients' satisfaction, survey

1. Introduction

Since the 1980s, the public sector world-wide has witnessed rapid changes, especially in styles of management. The traditional model of administration, characterized by rigid, hierarchical and bureaucratic form of public administration is gradually being replaced by a flexible and market-based form of public management (Hughes, 1998: 1). This New Public Management (NPM) model, as it has been called (Hood, 1991), has developed in response to the failures of traditional public administration to deliver public services in an efficient and customer friendly manner (McGuire, 2001; Hughes, 2003).

The New Public Management model is based on the argument that in order to combat the inefficiencies of the Government, the private sector styles of management should be used in the provision of public services (Thynne, 2003). This argument is itself based on the assumptions that large state bureaucracies are inherently defective and wasteful, and the market is better equipped than the state to provide most goods and services (Minogue, 2000; 0sbourne and Gaebler, 1992).

The NPM model is generally characterized by the following criteria (Minogue, 2001:21):

- a shift from bureaucratic administration to a private sector style of management;
- an emphasis on customer service;
- reliance on user voice as a source of feedback;
- privatization and contracting out of service;
- promoting competition among service providers; and
- converting some civil service departments into free-standing agencies.

Two perspectives have developed on the suitability of the NPM model to developing countries. On the one hand, some scholars have argued that the NPM model does not suit developing countries for a variety of reasons, including: (i) their lack of the resources and managerial capacity to adopt the sophisticated reforms suggested by the NPM model (Polidano, 2001; Caiden and Sundaram, 2004); (ii) lacking experience to support the market-oriented type of NPM reforms (Sarker, 2006; Haque, 2005); and (iii) the prevalence of corruption and nepotism in most developing countries, which may hinder the implementation of NPM reforms (Polidano and Hulme, 2001). On the other hand, some other scholars have argued that rather than providing a single option, the NPM model provides a menu of choices from which developing countries can choose those items that are most appropriate for their purposes (Manning, 2001; Turner, 2002; Andrews, 2003; Batley and Larbi, 2004).

The emphasis on effective provision of services to customers has been one of the choices on the NPM menu. Jamaica has chosen to implement this item from the NPM Menu, and the primary concern of this study is to examine levels of success in that implementation.

2. *Objectives of the study*

The general objective of this study was to assess the extent to which the introduction of the Citizen's Charter program has improved the delivery of services to customers in Jamaica.

The specific objectives of the study are mainly two-fold: (i) to gather data on levels of users' satisfaction with services provided by a sample of Jamaican public organizations which were implementing the Citizen's Charter program at the time of the study in 2009; and (ii) to utilize those data to compare the organizations studied on their levels of performance in the provision of service to customers.

Before embarking on these objectives, however, it appears appropriate to provide an overview of the citizen's charter concept.

3. *An overview of the citizen's charter concept*

The Citizen's Charter Program was initiated in the UK in 1991 by then Prime Minister John Major, who felt that citizens are entitled to high quality services from government. The original version of the UK Citizen's Charter was launched as a white paper by the UK Cabinet Office in July 1991. It was based on seven inter-related themes (UK Cabinet Office, 1991; Baker and Dudarick, 1998; Sadler, 1999):

1. **Higher standard:** Services standards should be published in clear language, to be understood by all customers, and should be monitored by independent inspectorates that should utilize a "Charter Mark" scheme to commend organizations that abide by the terms of the Charter.
2. **Openness:** Both organizational arrangements and costs of service should be made open to customers, and organizational staff should wear name badges on the basis of which they can be easily identified by customers.
3. **Information:** There should be regular publication of performance targets and levels of achievement of those targets.
4. **Choice:** Wherever practicable, organizations should provide alternative choice(s) of services to customers.
5. **Non-Discrimination:** Services should be made available to every customer regardless of their sex or race and, where necessary, leaflets about services should be printed in both English and minority languages.
6. **Accessibility:** Services should be provided to meet the convenience of customers and not the staff of the providing organization.
7. **Proper redress when things go wrong:** There should be a system for the redress of grievances and adequate remedies, including compensation where appropriate.

The above themes of the UK Citizen's Charter constituted the cornerstone of the Jamaica Citizen's Charter program that was announced by the then Prime Minister P. J. Patterson to the House of Representatives in December 1994; emphasizing the obligation of public entities to improve the quality of service which they provide to members of the public, their customers.

The Jamaican Citizen's Charter sets performance targets to include the following (Government of Jamaica, 1995: 1-10):

1. **Service standards:** Organizations implementing the Citizen's Charter Program should set and display standards for key areas of performance in a form which customers understand, publish information regularly on performance against those standards, and show how they are meeting those standards. In addition, standards should be genuine, demanding but realistic, reflecting the priorities of customer, be set in consultation with customers, be tested through customer surveys, and agencies providing public services should continually look to improve their existing standards.

2. **Provision of information**: Organizations participating in the Charter Program should provide users with all information they need, to enable them to utilize the services available. The information should be simple and clear, cover issues most important to customers and should incorporate feed-backs from customers.

3. **Courtesy and helpfulness**: Staff members of organizations implementing the Charter Program should be courteous and polite when providing services to users, and for any adverse performance, customers should be provided with an explanation and details of any corrective action taken.

4. **Convenience:** Organizations implementing the Citizen's Charter Program should consult users about the services being offered, and revise services to ensure that they are run at the convenience of customers. Moreover, officers should be customer friendly and customer satisfaction should be measured in order to demonstrate the effect of service improvements to the customer.

5. **Responsiveness to complaints:** Organizations implementing the Charter Program should have easy to use and effective complaints procedure that is standardized. In addition, response to customers' complaints should be swift and effective, including the provision of appropriate redress, where possible.

6. **Choice:** Organizations implementing the Citizen's Charter Program should make efforts to give customers choice about services they receive and the ways those services are provided.

7. **Performance improvements:** Organizations implementing the Charter Program should set targets and then improve performance against those targets. Performance improvements should be facilitated by the following: efficient operational procedures, enabling physical environment where services are provided, and high levels of accountability and transparency.

The main tenets of the Citizen's Charters in both UK and Jamaica, as reflected in the themes discussed above, are four-fold: (i) empowerment of citizens by both informing them of their rights and providing them with avenues for redress when things go wrong; (ii) imposition of discipline on service providers by making them responsive to customers' demands; (iii) increasing levels of accountability and transparence among service providers; and (iv) reducing delays in service provision to customers.

However, the Citizen's Charter has been criticized on the following grounds. The first main criticism is based on the argument that charters lack constitutional and/or legislative rights for the enforcement of what they preach (Pollitt, 1994: 13). The second criticism is based on the argument that charters tend to raise unreasonable expectations among clients, with consequent frustrations and possible violent attacks on service providers when the raised expectations are not met (Gavin Drewry, 2005).

4. *Methodology*

Out of the 40 organizations that were implementing the Citizen's Charter program in Jamaica at the time of the study, ten were randomly selected to be surveyed. The survey targeted people who utilized services provided by the ten selected organizations, in order to assess the extent to which the introduction of the program had affected the delivery of service to clients.

With the permission of the organization's management, trained interviewers were placed in the lobbies of each selected organization with questionnaire forms, and were instructed to interview every third person that had finished conducting business in the organization. This was done for a week in each studied organization during the months of February and March 2009. Where the organization had many branches, effort were made to ensure that each part of the organization was covered. The total number of clients interviewed in this survey was 499.

5. *Clients' Levels of Satisfaction with Services*

Respondents were given a list of services expected to be provided by their respective agencies, based on the main targets of the Citizen's Charter Program in Jamaica discussed above, and were requested to indicate their levels of satisfaction with each of them. Items on the list provided to respondents were divided into two categories: those relating to customers directly, as indicated in Table 1 and those relating to organizational efficiency in the provision of services, as indicated in Table 2.

For ease of analysis, the values of the categories "very dissatisfied" and "dissatisfied", as appeared in the survey instrument, have been combined to constitute the category **"generally dissatisfied"** (abbreviated as **G.D.** in the tables below). Similarly, the values of the categories "very satisfied" and "satisfied" have been combined to constitute the category **"generally satisfied"** (abbreviated as **G.S.** in the tables below).

Table 1: Items Measuring Levels of Satisfaction with Customer Services

Item	N	G.S.	G.D.
Provision of information about services available to customers	499	**70%**	30%
Regularity of organizations' consultations with service users	346	**53%**	47%
Staff's courtesy and politeness towards customers	480	**78%**	22%
Redress to customers when service standards were not met	321	48%	**52%**
Timely response to customers' complaints	408	**54%**	47%
Provision of services at the convenience of customers	398	**63%**	37%
Giving customers choice about services they receive	343	**57%**	43%
Improved Access to services for customers	462	**65**	35
Organizations' overall customer services	426	**62%**	38%

As indicated in Table 1, clients surveyed were generally satisfied with eight of the nine items (or 89%) on which they were requested to provide their individual ratings. The only item with which a slight majority of respondents (52%, n= 321) were generally dissatisfied was "redress to customers when service standards were not met". On the other hand, "staff's courtesy and politeness towards customers" was the item with which most respondents (78%, n=480) were generally satisfied.

Table 2: Items Measuring Organizational Efficiency in Provision of Services

Item	N	G. S.	G. D.
Standardized procedures for handling complaints	419	**63%**	37%
Organizations' timeliness in the provision of services	472	48%	**52%**
Organizations' operational procedures	441	**75%**	25%
Physical environment where services were being provided	467	**87%**	13%
Speed in processing documents	432	**56%**	44%
Organizations' level of accountability	323	**61%**	39%
Transparency within organizations	312	**67%**	33%
Regularity of the organizations' customer service surveys	247	40%	**60%**
Efficient delivery of services	322	**62%**	38%

Of the nine items rated in Table 2, clients surveyed were generally satisfied with seven (or 78%). Clients were neither satisfied with timeliness in the organizations' provision of services nor with the regularity of the organizations' customer service surveys. The single item with which clients were most satisfied was physical environment where services were being provided (87%, n=467).

After the overall analysis of client survey data for all ten organizations studied, it was decided to disaggregate those data on organizational basis in order to establish the performance of each organization on the eighteen items indicated in Tables 1 and 2 above. The derived information was then used to rank-order the studied organizations using a satisfaction index, as demonstrated below.

The method for calculating the satisfaction index involved two stages: (i) positive scores (**"generally satisfied"**) on eighteen items were added together; and (ii) the total scores were then divided by eighteen to get an average score, or a satisfaction index presented in percentages, as indicated in Table 3 for the Ministry of Labor, which was the organization with the highest satisfaction index.

**Table 3: An Index of Clients' Satisfaction with Customer Services at the
Ministry of Labor (ranked 1 out of 10 organizations studied)**

Satisfaction indicator	Score
Provision of information about services available to customers	96% (n=26)
Regularity of organizations' consultations with service users	91% (n=26)
Staff's courtesy and politeness towards customers	92% (n=26)
Redress to customers when service standards were not met	88% (n=26)
Timely response to customers' complaints	84% (n=26)
Provision of services at the convenience of customers	91% (n=26)
Giving customers choice about services they receive	89% (n=26)
Improved access to services for customers	95% (n=26)
Satisfaction with organizations' overall customer services	87% (n=26)
Standardized procedures for handling complaints	83% (n=26)
Organizations' timeliness in the provision of services	92% (n=26)
Organizations' operational procedures	83% (n=26)
Physical environment where services were being provided	100% (n=26)
Speed in processing documents	87% (n=26)
Organizations' level of accountability	87% (n=24)
Transparency within organizations	95% (n=25)
Regularity of the organizations' customer service surveys	87% (n=26)
Organizations' overall provision of quality services	84% (n=26)
Total (18) items	1611
Satisfaction Index (Average score)	**89.5%**

Clients' main complaints on services provided by the Ministry of Labor

Rank	Complaint in the descending order of importance
1	Pension is too small, especially given the ever increasing levels of inflation
2	Long waiting time at NIS office
3	Customers should be made aware of various services and how to access them.

Similar calculations were conducted for the rest of the other organization studied, as indicated below.

**Table 4: An Index of Clients' Satisfaction with Customer Services at the
National Land Agency (ranked 2 out of 10 organizations studied)**

Satisfaction indicator	Scores
Provision of information about services available to customers	87% (n=70)
Regularity of organizations' consultations with service users	68% (n=68)
Staff's courtesy and politeness towards customers	93% (n=70)
Staff's redress to customers when service standards were not met	60% (n=70)
Timely response to customers' complaints	66% (n=70)
Provision of services at the convenience of customers	67% (n=70)
Giving customers choice about services they receive	62% (n=64)
Improved access to services for customers	67% (n=70)
Satisfaction with organizations' overall customer services	71% (n=70)
Standardized procedures for handling complaints	74% (n=70)
Organizations' timeliness in the provision of services	60% (n=70)
Organizations' operational procedures	73% (n=70)
Physical environment where services were being provided	94% (n=70)
Speed in processing documents	61% (n=70)
Organizations' level of accountability	60% (n=59)
Transparency within organizations	73% (n=58)
Regularity of the organizations' customer service surveys	63% (n=70)
Organizations' overall provision of quality services	72% (n=70)
Total (18) items	1271
Index (Average score)	**70.6%**

Clients' main complaints on services provided by the NLA

Rank	Complaint in the descending order of importance
1	Long processing time, speed of service needs improvement
2	Response to letters should be quicker than has been the case
3	Documents should be thoroughly checked before they are handed over to the customer
4	Payment for eland subscription should be applied to user account automatically when paid at cashier

**Table 5: An Index of Clients' Satisfaction with Customer Services at the
Post Office (ranked 3 out of 10 organizations studied)**

Satisfaction indicator	scores
Provision of information about services available to customers	62% (n=115)
Regularity of organizations' consultations with service users	44% (n=115)
Staff's courtesy and politeness towards customers	85% (n=115)
Staff's redress to customers when service standards were not met	62% (n=112)
Timely response to customers' complaints	72% (n=115)
Provision of services at the convenience of customers	86% (n=111)
Giving customers choice about services they receive	50% (n=115)
Improved access to services for customers	86% (n=115)
Satisfaction with organizations' overall customer services	78% (n=110)
Standardized procedures for handling complaints	77% (n=115)
Organizations' timeliness in the provision of services	65% (n=115)
Organizations' operational procedures	72% (n=115)
Physical environment where services were being provided	82% (n=115)
Speed in processing documents	75% (n=115)
Organizations' level of accountability	56% (n=100)
Transparency within organizations	52% (n=105)
Regularity of the organizations' customer service surveys	23% (n=115)
Organizations' overall provision of quality services	72% (n=115)
Total (18) items	1199
Index (Average score)	**66.6%**

Clients' main complaints on services provided by the Post Office

Rank	Complaint in the descending order of importance
1	The service was poor because most workers were on cellular phones
2	most workers go for lunch at the same time
3	Some workers, were very rude to customers and are often fighting among themselves in front of customers.

**Table 6: An Index of Clients' Satisfaction with Customer Services at the
Registrar of Companies (ranked 4 out of 10 organizations studied)**

Satisfaction indicator	scores
Provision of information about services available to customers	63% (n=30)
Regularity of organizations' consultations with service users	57% (n=28)
Staff's courtesy and politeness towards customers	86% (n=29)
Staff's redress to customers when service standards were not met	59% (n=30)
Timely response to customers' complaints	57% (n=30)
Provision of services at the convenience of customers	53% (n=30)
Giving customers choice about services they receive	70% (n=30)
Improved access to services for customers	50% (n=30)
Satisfaction with organizations' overall customer services	57% (n=30)
Standardized procedures for handling complaints	58% (n=30)
Organizations' timeliness in the provision of services	40% (n=30)
Organizations' operational procedures	70% (n=30)
Physical environment where services were being provided	87% (n=30)
Speed in processing documents	46% (n=30)
Organizations' level of accountability	64% (n=28)
Transparency within organizations	68% (n=26)
Regularity of the organizations' customer service surveys	56% (n=30)
Organizations' overall provision of quality services	72% (n=30)
Total (18) items	1113
Index (Average score)	**61.8%**

Clients' main complaints on services provided by the Registrar of Companies

Rank	Complaint in the descending order of importance
1	Telephone time is always too long between operator and checking officer
2	Photocopying of documents is too expensive
3	The presentation of a TRN or a certified copy is not necessary for bearers or paralegals

**Table 7: An Index of Clients' Satisfaction with Customer Services at the
National Housing Trust (ranked 5 out of 10 organizations studied)**

Satisfaction indicator	scores
Provision of information about services available to customers	51% (n=55)
Regularity of organizations' consultations with service users	56% (n=55)
Staff's courtesy and politeness towards customers	78% (n=55)
Staff's redress to customers when service standards were not met	62% (n=55)
Timely response to customers' complaints	71% (n=55)
Provision of services at the convenience of customers	65% (n=55)
Giving customers choice about services they receive	58% (n=55)
Improved access to services for customers	73% (n=55)
Satisfaction with organizations' overall customer services	69% (n=55)
Standardized procedures for handling complaints	71% (n=55)
Organizations' timeliness in the provision of services	59% (n=55)
Organizations' operational procedures	38% (n=55)
Physical environment where services were being provided	73% (n=55)
Speed in processing documents	62% (n=55)
Organizations' level of accountability	55% (n=54)
Transparency within organizations	49% (n=54)
Regularity of the organizations' customer service surveys	41% (n=55)
Organizations' overall provision of quality services	80% (n=55)
Total (18) items	1111
Index (Average score)	**61.7%**

Clients' main complaints on services provided by NHT

Rank	Complaint in the descending order of importance
1	NHT needs to put a system in place to inform customers when and where they need information in order to save time
2	Members of staff need to be better trained in customer service
3	Most staff members do not know the services that they provide to customers

Table 8: An Index of Clients' Satisfaction with Services at the Jamaica Constabulary Force (ranked 6 out of 10 organizations studied)

Satisfaction indicator	scores
Provision of information about services available to customers	63% (n=112)
Regularity of organizations' consultations with service users	32% (n=110)
Staff's courtesy and politeness towards customers	83% (n=102)
Staff's redress to customers when service standards were not met	50% (n=112)
Timely response to customers' complaints	56% (n=112)
Provision of services at the convenience of customers	68% (n=102)
Giving customers choice about services they receive	40% (n=100)
Improved access to services for customers	56% (n=102)
Satisfaction with organizations' overall customer services	64% (n=112)
Standardized procedures for handling complaints	76% (n=112)
Organizations' timeliness in the provision of services	58% (n=112)
Organizations' operational procedures	84% (n=112)
Physical environment where services were being provided	94% (n=112)
Speed in processing documents	49% (n=112)
Organizations' level of accountability	69% (n=102)
Transparency within organizations	73% (n=100)
Regularity of the organizations' customer service surveys	33% (n=112)
Organizations' overall provision of quality services	62 (n=112)
Total (18) items	1109
Index (Average score)	**61.6**

Clients' main complaints on services provided by JCF

Rank	Complaint in the descending order of importance
1	Slow delivery of services, especially processing of documents
2	Some officers are impolite to clients
3	Often, clients are sent from station to station even for simple services
4	Slow response to emergency calls due to lack of transportation
5	Very slow in writing customer complaints/reports/recommendations
6	Little attention is given to customers
7	Prolonged waiting is never explained

**Table 9: An Index of Clients' Satisfaction with Customer Services at the
Ministry of Health (ranked 7 out of 10 organizations studied)**

Satisfaction indicator	Scores
Provision of information about services available to customers	35% (n=102)
Regularity of organizations' consultations with service users	46% (n=101)
Staff's courtesy and politeness towards customers	61% (n=102)
Staff's redress to customers when service standards were not met	49% (n=100)
Timely response to customers' complaints	49% (n=102)
Provision of services at the convenience of customers	50% (n=102)
Giving customers choice about services they receive	37% (n=102)
Improved access to services for customers	64% (n=102)
Satisfaction with organizations' overall customer services	50% (n=102)
Standardized procedures for handling complaints	61% (n=102)
Organizations' timeliness in the provision of services	53% (n=102)
Organizations' operational procedures	48% (n=101)
Physical environment where services were being provided	71% (n=102)
Speed in processing documents	53% (n=102)
Organizations' level of accountability	50% (n=100)
Transparency within organizations	46% (n=101)
Regularity of the organizations' customer service surveys	31% (n=101)
Organizations' overall provision of quality services	67% (n=102)
Total (18) items	921
Index (Average score)	**51.2%**

Clients' main complaints on services provided by MOH

Rank	Complaint in the descending order of importance
1	Slow services, creating long waits at hospitals
2	Poor service, for example showing up for physiotherapy sessions at the hospital only to be told that the physiotherapist was absent that day
3	The inability of administrative staff to find patients' dockets
4	Costs of services have increased and are too expensive for the poor.

**Table 10: Satisfaction level with Customer Services at the National Water Commission (NWC) (ranked 8
out of 10 organizations studied)**

Satisfaction indicator	Scores
Provision of information about services available to customers	35% (n=386)
Regularity of organizations' consultations with service users	28% (n=384)
Staff's courtesy and politeness towards customers	65% (n=386)
Staff's redress to customers when service standards were not met	45% (n=376)
Timely response to customers' complaints	55% (n=384)
Provision of services at the convenience of customers	59% (n=386)
Giving customers choice about services they receive	37% (n=381)
Improve access to services for customers	60% (n=372)
Satisfaction with organizations' overall customer services	51% (n=385)
Standardized procedures for handling complaints	57% (n=386)
Organizations' timeliness in the provision of services	53% (n=385)
Organizations' operational procedures	39% (n=386)
Physical environment where services were being provided	75% (n=386)
Speed in processing documents	64% (n=386)
Organizations' level of accountability	36% (n=386)
Transparency within organizations	34% (n=376)
Regularity of the organizations' customer service surveys	27% (n=376)
Organizations' overall provision of quality services	57% (n=382)
Total (18) items	877
Index (Average score)	**48.7%**

Clients' main complaints on services provided by NWC

Rank	Complaint in the descending order of importance
1	Low water pressure most of the time
2	High bills, especially sewage charges
3	Estimated bills most of the time, since meters are hardly ever read
4	Bills sent regardless of whether the meter is not working, disconnected or uninstalled
5	Faulty meters, which are hardly ever repaired
6	Cut off water without sending bill
7	Staff needs better customer service

Table 11: Satisfaction level with Customer Services at the Inland Revenue Department (ranked 9 out of 10 organizations studied)

Satisfaction indicator	scores
Provision of information about services available to customers	33% (n=112)
Regularity of organizations' consultations with service users	20% (n=112)
Staff's courtesy and politeness towards customers	59% (n=112)
Staff's redress to customers when service standards were not met	41% (n=111)
Timely response to customers' complaints	41% (n=111)
Provision of services at the convenience of customers	39% (n=111)
Giving customers choice about services they receive	27% (n=104)
Improve access to services for customers	58% (n=112)
Satisfaction with organizations' overall customer services	38% (n=110)
Standardized procedures for handling complaints	59% (n=111)
Organizations' timeliness in the provision of services	37% (n=112)
Organizations' operational procedures	27% (n=112)
Physical environment where services were being provided	71% (n=112)
Speed in processing documents	36% (n=112)
Organizations' level of accountability	34% (n=111)
Transparency within organizations	26% (n=105)
Regularity of the organizations' customer service surveys	11% (n=109)
Organizations' overall provision of quality services	43% (n=112)
Total (18) items	700
Index (Average score)	**38.8%**

Clients' main complaints on services provided by the Inland Revenue

Rank	Complaint in the descending order of importance
1	Service are too slow and/or inefficient, creating long waiting periods
2	Staff members were more often on their cellular phones than attending to customers
3	Some staff members were outright rude to customers
4	Greater emphasis needs to be placed on customer service

Table 12: Satisfaction level with Customer Services at the Registered General Department (ranked 10 out of 10 organizations studied)

Satisfaction indicator	scores
Provision of information about services available to customers	38% (n=45)
Regularity of organizations' consultations with service users	25% (n=40)
Staff's courtesy and politeness towards customers	44% (n=43)
Staff's redress to customers when service standards were not met	15% (n=45)
Timely response to customers' complaints	16% (n=45)
Provision of services at the convenience of customers	33% (n=45)
Giving customers choice about services they receive	21% (n=45)
Improved access to services for customers	24% (n=38)
Satisfaction with organizations' overall customer services	14% (n=40)
Standardized procedures for handling complaints	19% (n=42)
Organizations' timeliness in the provision of services	26% (n=45)
Organizations' operational procedures	41% (n=45)
Physical environment where services were being provided	47% (n=38)
Speed in processing documents	08% (n=45)
Organizations' level of accountability	16% (n=36)
Transparency within organizations	17% (n=36)
Regularity of the organizations' customer service surveys	13% (n=37)
Organizations' overall provision of quality services	24% (n=45)
Total (18) items	441
Index (Average score)	**24.5%**

Clients' main complaints on services provided by the RGD

Rank	Complaint in the descending order of importance
1	There is a great need for more customer service representatives
2	Certain forms, such as the death certificate, need to be redesigned
3	No redress to customers when services are not met by deadline
4	There is a great need for more RGD outlets
5	Customer service persons do not care about people's feelings
6	It takes too long to get some documents, for example, the delivery of birth papers takes triple the time
7	There is a need for better organization at the point of contact with front desk workers; there is poor administration at the moment
8	Only the poor are accommodated under the tents, you never find people of higher class accommodated under the tents
9	The organization needs more workers

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Table 13: Summary of Rank-order of Clients' Satisfaction indices among all Ten Public Organizations Studied

Name of organization	Satisfaction index
Ministry of Labor	89.5%
National Land Agency	70.6%
Post Office	66.6%
Registrar of Companies	61.8%
National Housing Trust	61.7%
Jamaica Constabulary Force	61.6%
Ministry of Health	51.2%
National Water Commission	48.7%
Inland Revenue Department	38.8%
Register General's Department	24.5%

Recommendations

First, organizations implementing the Citizen's Charter Program in Jamaica should ensure that their respective customers are informed about the available services, how to obtain those services, how to make complaints and how to obtain redress. Both the media and posters in the lobbies of implementing organizations can be utilized for publicity.

Second, among the nine items measuring levels of satisfaction relating to customers directly, respondents were most dissatisfied with staff's redress to customers when service standards were not met. The recommendation here is that all organizations implementing the Citizen's Charter Program should develop effective redress systems and should train specific personnel to manage them.

Third, the single item measuring organizational efficiency with which respondents were most dissatisfied was the regularity of organizations' customer service surveys. The recommendation here is that all organizations implementing the Citizen's Charter Program should develop easy to understand customer service survey instruments for collecting feedback, on a regular basis, from customers about services being provided. Customer service surveys are primary tools in giving members of the public both a voice and a realization that their opinions are vital in decision making relating to services provided by public organizations. Failure to consult with customers on a regular basis may have disastrous consequences, including an apathetic public that often leads to complacency on the part of public organizations.

Fourth, given the overall success of the Citizen's Charter Program in Jamaica thus far, the Program should be extended to all public sector organizations in the country, especially those which provide services to members of the general public.

Finally, the evaluation of the Citizen's Charter Program on service delivery to members of the public should be conducted by an independent consultant, at least every five years, as a means of monitoring the progress of the Program. Following each evaluation, organizations which fail to attain a satisfaction index of at least 50% should be reprimanded in order to instill a sense of urgency for performance improvements in future.

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