

SERVICE STANDARDS MANUAL

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ABSTRACT: *As for the continued and rapid increasing of Dubai as one of the world most targeted areas for businesses and investments, transportation has become one of the main challenges that face decision makers in Dubai. RTA thus was established to unify responsibilities previously spread between several governmental departments (Dubai Municipality and Police Department). Moreover, RTA adopted decentralization by establishing 8 separate agencies and sectors in order to achieve highest levels of flexibility. The “RTA Service Standards Manual” governs the entire portfolio of existing and news services offered by RTA. The Manual is considered imperative to unify and standardize the varied approaches that are taken today in service development and monitoring.*

KEYWORDS: Service, Manual, Process, Phase, Template, Quality, Approach, Standard, Initiative, Improvement, Customer, Guidelines, Dubai, SSM, Manager, Owner, Decision, Pilot.

INTRODUCTION

Roads and Transport Authority –RTA – was established in 2005 as the main governmental body in Dubai, UAE, that is responsible for establishing, maintaining and renovating transportation infrastructure and systems, where “develop integrated and sustainable transportation systems” is a part of their mission.

RTA developed the Manual to meet the following objectives:

■ Create a comprehensive approach to manage service portfolio

Discrete steps will be followed to modify a service across all channels which would include the following elements:

- **Process:** Sequence of each step to be followed
- **Standards:** Detailed guidelines to follow in each step (e.g. Templates)
- **Criteria:** Decision guidelines to move from one step to the next (Checklists)

■ Put in place a system for continuous improvement

The Continuous Improvement process will:

- **Monitor performance** of services
- Track and **self-sustain continuous improvement** of services taking different sources of feedback

- **Establish a governance mechanism for implementation of standards**

The Service Standard Manual governance would include the following activities:

- **Training:** Train employees on standards
- **Dissemination:** Create awareness about the standards
- **Compliance:** Ensure adherence to standards
- **Continuous improvement:** Take ownership and improve standards periodically

Note: The Dubai Model for Governmental Services standards and processes are embedded in the RTA SSM.

Scope of the Service Standards Manual

The scope of the Service Standard Manual is the customer facing services. Those specific services constitute the IDOS. Only these services are the ones requiring the use of the SSM forms and templates when a modification should occur to them.

Definition of Service and associated aspects

Service: A set of tasks, activities or operations provided by RTA to its customers in accordance with characteristics and specifications ensuring the quality of service. As indicated in the “Service Definition: Terminology & Characterization”, services are characterized as either informational, interactive or transactional in terms of their nature. For more information on service naming and description guidelines, please refer to “Service Naming & Description Guidelines, Guidelines for the G%SS2 Dubai Government Services, Repository System, SG_QTY_SNDG001, 1.2”

Quality of Service: Meeting the needs and expectations of customers at the best possible efficiency.

Characteristics of Service: The features of service that affect customers' assessment of their experience with RTA such as the accessibility, service provision speed, reliability of service, ease of service procedures, service information quality and the extent of bearing the price of service, etc.

Specifications of Service: A set of performance indicators (standards and targets) which reflect the level at which RTA undertakes to comply with before customers of its main services. Those specifications include the indicators of service provision and the indicators of dealing with service- related complaints.

Service Information Quality: The extent of information accuracy and clarity, the degree of its conclusiveness and the extent of benefit gained therefrom.

Service Provision Channels: The means through which customers are addressed to provide services such as the telephone, text messages, e-mail, and website or service centres affiliated to RTA or service providers.

Customers: Whoever communicates or deals with RTA either directly or indirectly for receiving a service.

1- Approach to creating Service standard Manual

The Dubai Model for Governmental Services (DMGS) “is a strategic initiative with the aim of focusing the efforts of different government entities to create the necessary positive change in their services, and to add new and unprecedented dimensions of excellence to government services delivery contributing by that to the achievement of the Service Improvement aim in the Dubai Strategic Plan 2015.” (Dubai Model for Governmental Services, The Main Document, 2011, p. 22).

Building on this initiative, the Service Standard Manual explores in details different steps of the DMGS and proposes a comprehensive methodology to modify RTA’s service portfolio in a consistent way.

The SSM’s framework consists of 7 interrelated steps that will link the modification/ creation/ termination of new/ existing services and channels to their continuous improvement. Similarly to the DMGS, the methodology adopted in the SSM is based on the best practice for continuous improvement (Plan - Do - Check - Act). The framework includes:

- i. Step 1: Define objective(s) of modifying service portfolio
- ii. Step 2: Complete assessment
- ii. Step 3: Define governance of the project
- iii. Step 4: Prepare Blueprint
- iv. Step 5: Conduct Pilot
- v. Step 6: Launch and monitor
- vi. Step 7: Focus on continuous improvement

Relationship between Dubai Model for Governmental Services and the Service Standard Manual

The Service Standard Manual (SSM) is built to fit the Framework for Integrated Customer Insights (FICI) within the Customer Service department of RTA and the Dubai Model for Governmental Services (DMGS). The three documents are interlinked through a process of portfolio management, which came as a result of thorough research of best practices used by RTA's top worldwide peers and mature industries such as Financial Services, Consumer Product Goods and the Automotive that have successful track record in product/ service development.

The process of portfolio management is structured around **four part**



Origination:

- Ideas/ initiatives to start new services and modify existing services generated by looking at multiple sources and tools (e.g., customer insights, peer comparisons, internally driven ideas)
- Multiple sources of customer insights looked at to get a holistic picture of customer needs (e.g., interviews, focus groups, ethnography, complaints and suggestions)

1- Initiative Prioritization: Idea prioritization is done on the basis of strategic criterion:

- Financial impact
- Net social benefit
- Strategic priority

Differentiated project implementation plan and governance based on dimensions such as scale and complexity (e.g., construction of a new metro line handled at very different level as compared to an initiative to reduce documentation needs to get a driver's license)

Key indicators for initiatives identified and determined before they go through to the initiative prioritization phase (e.g., risk assessment, implementation ease, strategic fit, NPV)

2- Implementation and Continuous Improvement:

-A stage gate process used by implementation teams with scheduled check-ins with the governing body management committee

-KPIs to monitor and track initiatives in the implementation and launch phases

-Initiatives that are most aligned with the organizational strategy are given resource and implementation priority

-Ensuring channel consistency in terms of visual language, navigational ease and CRM goes a long way in ensuring a consistent and standard customer experience

3- Organization and Governance:

-Organizations tend to have one governing body that oversees prioritization and implementation of initiatives

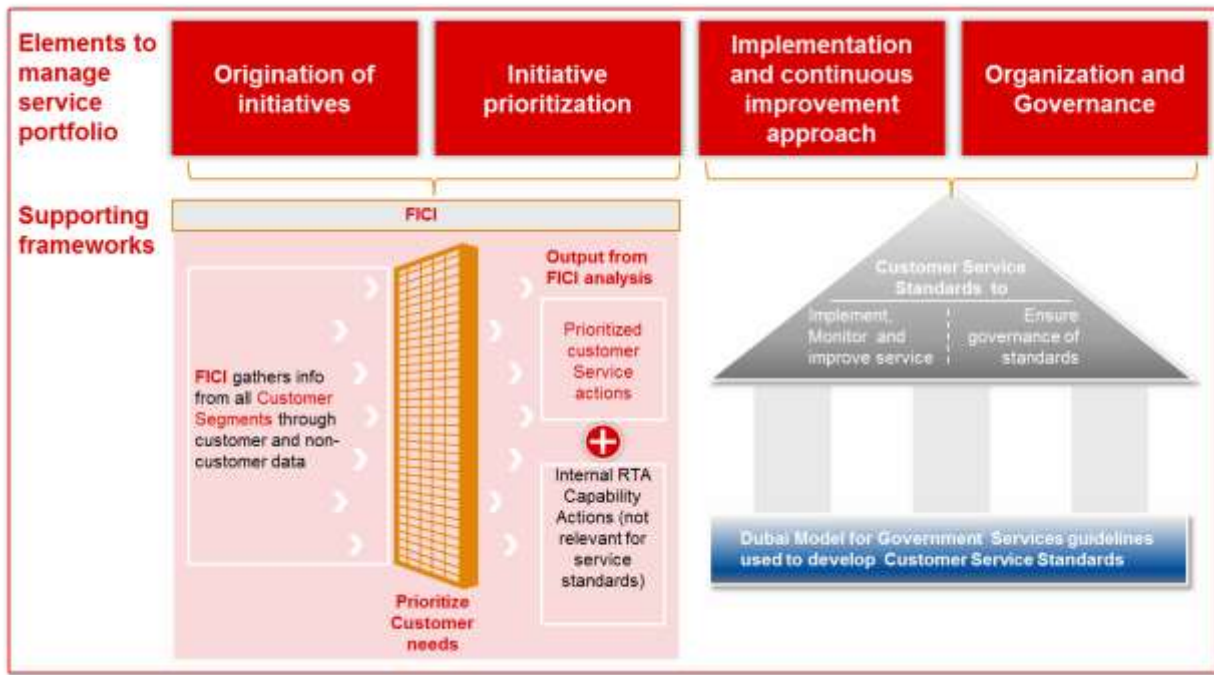
-A strong governance process with a well-defined meeting cadence is imperative for the success of the product development process

-Leaders help resolve road blocks through a well-defined escalation matrix

-A culture of continuous improvement must be instilled and supported by the right processes and tools that ensures the organization keeps bettering itself

The FICI is responsible of the first two parts: Origination of initiatives and Initiatives prioritization. The output of the FICI analysis is the input of the SSM, which covers the second two parts: Implementation and continuous improvement approach and Organization and Governance.

How does it link to FICI, Dubai Model?



4- Process flow of the Service Standard Manual

a- Process flow of service creation and modification

The process flow of service creation and modification consists of phases that includes the seven steps

The four phases are:

- i. Phase 1: Objective definition and Assessment (including Step 1 and 2 of the SSM framework)
- ii. Phase 2: Initiative Planning and Pilot(including Step 3, 4 and 5 of the SSM framework)
- iii. Phase 3: Initiative Approval (Step 6 of the SSM framework)

Description of the process flow:

- Step 1: The initiative manager should complete “Initiative Objective and Assessment”. After completing it, the Service Owner and the Director of Department should review the accuracy of the information and approve it.
- Step 2: The initiative manager should complete the following sections in “Initiative Planning and Design”:
 - Initiative team charter (planning phase)
 - Initiative planning
 - Service operations
- Step 3: The initiative owner should decide whether or not a pilot is needed using “Pilot Decision Criteria template”. The Director of Department should approve the decision made by the initiative owner.

No pilot required: If the initiative doesn't require a pilot, the initiative manager should go to Step 6.

Pilot required: If the initiative requires a pilot, the initiative manager should go to Step 4.

- Step 4: The initiative manager should plan the pilot using "Pilot plan and result template" in the Pilot section in "Initiative Planning and Design".
- Step 5: The initiative manager should conduct the pilot and populate the results in "Pilot plan and result template" in the Pilot section in "Initiative Planning and Design".
- Step 6: The initiative manager should use "Initiative Approvals" to get approvals from the Service Owner, Director of Department, agency/sector's QHSE unit and the agency/sector's CEO. The initiative manager should submit simultaneously along with the completed templates for approvals.

Upon approval, the CEO should make the decision whether or not the initiative requires the Change Council's approval. The decision should be based on the CEO's judgment and experience.

If the initiative does require the Change Council's approval, the initiative manager should present the initiative to the Change Council to get its approval. Upon approval, the initiative manager should submit all the documents to the Quality Assurance and Development Section for quality control approval. Upon approval, the initiative manager should move to Step 7.

If it doesn't, the initiative manager should submit all the documents to the Quality Assurance and Development Section for quality control approval. Upon approval, the initiative manager should move to Step 7.

- Step 7: The initiative manager and the service owner should start developing/implementing the initiative. Before informing the customers about the initiative, the initiative owner should request from the Quality Assurance and Development Section to manage the service launch through IDOS.

b- Process flow of service/channel termination

The process flow of service/channel termination consists of two phases:

- iv. Phase 1: Case for termination
- v. Phase 2: Termination Approval

Description of the process flow:

- Step 1: The initiative manager should complete "Case for termination".
- Step 2: The initiative manager should use "Termination Approval" to get approvals from the Service Owner, Director of Department, agency/sector's QHSE unit and the agency/sector's CEO. The initiative manager should submit simultaneously Form 4 along with the completed templates for approvals.

Upon approval, the CEO should make the decision whether or not the initiative requires the Change Council's approval. The decision should be based on the CEO's judgment and experience.

If the initiative does require the Change Council's approval, the initiative manager should present the initiative to the Change Council to get its approval. Upon approval, the initiative manager should submit all the documents to the Quality Assurance and

Development Section for quality control approval. Upon approval, the initiative manager should move to Step 3.

If it doesn't, the initiative manager should submit all the documents to the Quality Assurance and Development Section for quality control approval. Upon approval, the initiative manager should move to Step 3.

- Step 3: The initiative manager and the service owner should start terminating the service/channel. Before informing the customers about the termination, the initiative owner should request from the Quality Assurance and Development Section to manage the service launch through IDOS.

5- Process steps for using the RTA Service Standards Manual

General guidelines on the use of the SSM

The process of creating or modifying a service using the SSM requires 4 forms to be completed. The forms are the following: Initiative Objective and Assessment, Initiative Planning and Design and Initiative Approvals.

The above mentioned forms should be completed for all service creation/modification initiatives.

Templates are used in order to make sure that the initiative is well assessed, planned, tested and launched. The templates, relative to each of the above stated forms, are:

- **Initiative Objective and Assessment:** Including: Impacted Services, Involved Stakeholders, Financial Impact, Initiative Planning and Design, Service Charter, Operational Performance Management, Human Resources, SLA/OLA template, Channel Standards, Marketing Plan, External and Internal Stakeholder and Governance, Pilot decision Criteria, Pilot Plan.

- **Initiative Approvals**

The process of terminating a service/channel using the SSM requires 2 forms to be completed. The forms are the following: Case for termination and Executing termination.

The above mentioned forms should be completed for all service/channel termination. Templates are used in order to make sure that the initiative is well assessed and executed. The templates, relative to each of the above stated forms, are:

- **Case for termination:** including Impacted Services, Involved Stakeholders template and Marketing Plan template.

- **Termination Approval**

- Exception of to use the forms:

- There is no exception to use the forms. Every initiative requires the forms to be filled.

- Exception of to use the templates:

- If the template is not needed/ applicable, the initiative manager should write "No" in the "Completed" column of the template in question. The initiative manager should also provide a reason for not using the template.
- If the requested data is already studied in a different document, the initiative manager should write "No" in the "Completed" column of the template in question. The initiative manager should attach the document in question to the Form.

- The SSM does not differentiate between minor and major initiatives. The complexity of an initiative will be translated in the number of templates used. However, the number of forms will remain the same.
- The initiative manager will interact with different involved stakeholders via templates. Marketing and Customer service are two essential stakeholders. The response timeline for any request is three days. If the department in question doesn't answer to the initiative manager within three days, the initiative manager should ask the Quality Assurance and Development Section to take required action to make sure the request is completed. In the case where the Customer Service Department doesn't reply in three day, the initiative manager should ask the Development and Corporate Performance department to take required action to make sure the request is completed.

Continuous Improvement of initiatives/existing services

The continuous improvement (CI) process for new initiatives and existing services is initiated by reassessing the current state from different angles such as:

- 1) Operations (Key Performance Indicators)
- 2) Employees (Internal focus group)
- 3) Customers (Customer insight report)

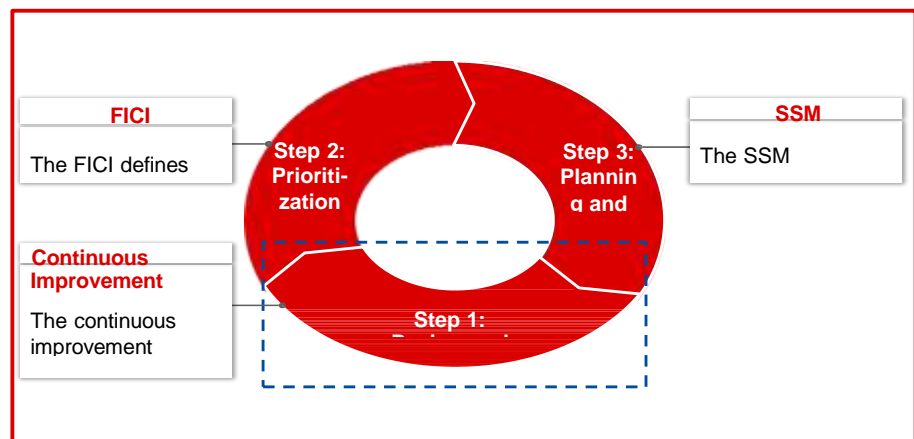
and developing improvement ideas for each. The CI consists of a 3-steps-process:

Step 1: Review and assessment – Every service owner should put in place a review and assessment mechanism with the assistance of the Director of Department. The mechanism objective is to generate and gather ideas to improve the current state of a service. The mechanism consists of a cadence of meetings to review and assess all data coming from within and outside RTA. The output of such meetings should be the input for a prioritization process. Figure 12 outlines the meetings, source of input, cadence, participant including the responsible of preparing/leading the meeting, typical activities within the meeting and its output. The service owner should set the cadence of the meetings and inform the Customer Service Department's project manager in question.

Step 2: Prioritization and process monitoring – All the generated initiatives will be presented to the Customer Service Department where the project managers will prioritize all initiatives with the support of the service owners. The project managers should understand thoroughly the initiatives in order to help

the service owners secure budget for their correspondent initiatives

Step 3: Planning and implementation - The service owner should implement the continuous



improvement initiatives according to the 7 steps framework of the SSM

Continuous improvement process

Channel Standards

The Channel Standards are guidelines used when creating or modifying a service across the existing channels in RTA. The objective of the guidelines is to ensure that initiatives are consistently designed and thought of across channels.

The Channel Standards are divided into 3 groups of channels:

- 1) Smart Service Channel Standards, including Web, Mobile Website, Mobile Native Application and Mobile SMS service
- 2) Customer Service Centre Standards, including Service Centre, Kiosk and Partners
- 3) Contact Centre Standards, including Call, Email, Fax, Live Chat and Face-to-face

The guidelines for each group of channels are structured around four customer-centric dimensions, governing the customer experience. The four dimensions are:

- 1) Accessibility, defining the ease and convenience to reach the required service
- 2) Usability and Design, defining the ease of use and consistency in branding
- 3) Content, defining the consistency in the content delivered to the customers
- 4) Functionality, defining the consistency in service delivery procedure

Ideally, the initiative should comply with all the guidelines stated in the Standards for the channel at stake. The initiative manager should check that the initiative complies completely with the guidelines. In the case where the initiative contradicts with a guideline in the Standard, the initiative manager should get the approval of the Channel manager.

The Smart Service Channel Standards are used to consistently create or modify a service on the Web, Mobile website, Mobile native application and mobile SMS service channels. It is referenced from the “Smart Services Delivery Model – Quality Guidelin

