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Service excellence — Principles and model for public service organizations

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 312, *Excellence in service.*

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

The purpose of public service organizations is to fulfil essential societal needs and provide services that contribute to the well-being, development, and progress of communities, and customers and citizens. These organizations are typically government/public services or semi-government entities established usually by statute to serve the public interest and promote the common good.

Public service organizations are responsible for delivering a wide range of essential services to citizens, such as healthcare, education, transportation, public safety, social welfare and environmental protection. They play a crucial role in a functioning society, ensuring that the needs of citizens are met, resources are efficiently managed and communities progress in a safe and supportive environment.

At the same time citizens and the society at large, expect public service organizations to be committed to the idea of consistently providing high quality services all the time, not only meeting but exceeding these expectations. More importantly citizens expect public services to provide protection as well as improvement of the way of life and at the same time addressing a multitude of challenges such as demographic shifts, shifts of economic power, accelerating urbanization, the climate crisis/resource scarcity and technological breakthroughs but also crisis due to geopolitical changes that have a more immediate impact.

It is no longer enough for public service organizations to deliver the basic services expected by customers/citizens resulting in customer/citizen satisfaction at its most. Public service excellence describes an approach that enables the creation of outstanding customer/citizen experiences by public service according to citizen/societal needs and surprising service provision, resulting in the creation of trust so that societal challenges are addressed through innovation. Consequently, public service excellence leads to addressing future societal challenges.

This document describes the principles, elements and sub-elements for creating outstanding customer/citizen experiences. The basic foundations of implementing service excellence are the two lower levels of the public service excellence pyramid (see Figure 1). These are described in standards such as ISO 9001:2015, ISO 10002:2018, ISO/IEC 20000-1:2018 and ISO 18091:2019. This document deals with the upper levels which are:

— public service according to citizen/societal needs (Level 3);

— surprising public service provision (Level 4).

Public service according to citizen/societal needs (Level 3) results in service that is perceived by customers/citizens as warm, genuine and value-creating. The customer/citizen experiences an emotional reaction by feeling valued as his/her needs are being addressed.

Surprising public service provision (Level 4) results in service that is tailor-made and leads to emotions of surprise and joy. It is delivered by exceeding customer/citizens expectations. This can be achieved by delivering unexpected outstanding customer/citizen experiences.

The public service excellence pyramid should be used to explain to managers and employees why a public service organization must focus on both: fulfilling the promises (Levels 1 and 2) and exceeding customer/citizen expectations by delivering excellent services (Levels 3 and 4).

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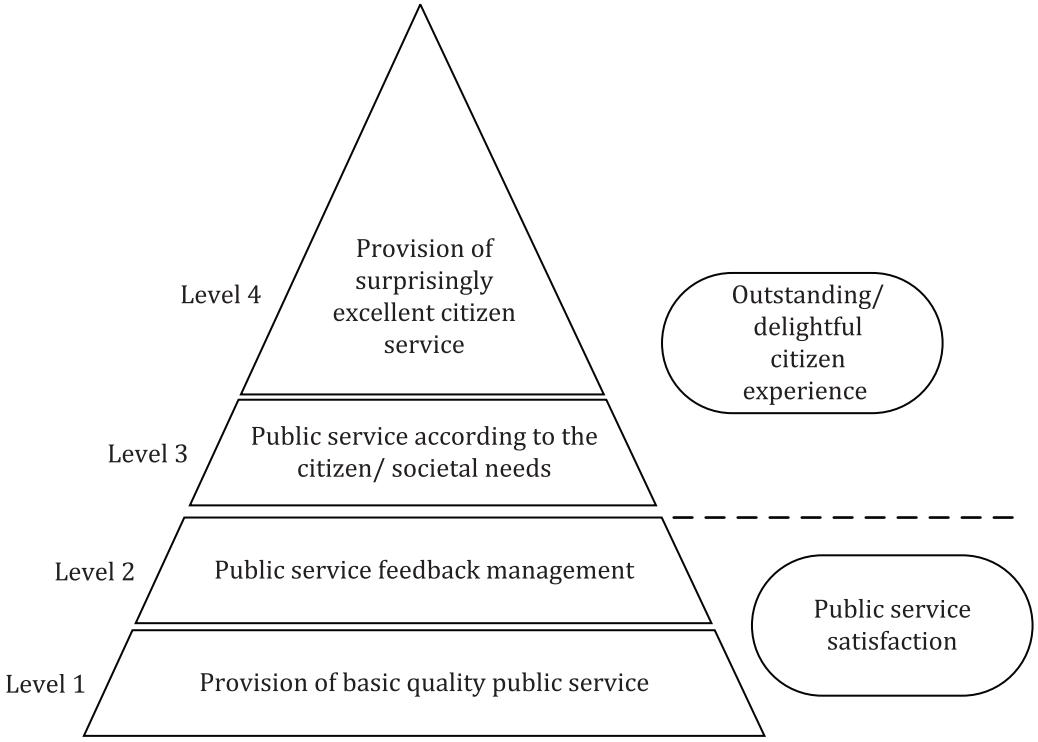


Figure 1 — Public service excellence pyramid

This document defines the essential terms, describes relevant principles and establishes a model on public service excellence. It provides guidance for use by public service organizations wishing to achieve public service excellence.

The recipients of services from a public service organization are typically the members of the public or the community that the organization serves. These individuals or groups benefit from the services provided by the organization, which can cover a wide range of offerings depending on the specific mission and scope of the organization.

This means that in different circumstances the recipients of the public service can be the citizen, a customer or the consumer. For this reason, for the purposes of this document, the term “citizen/customer” refers to the recipient of the public service organization output unless otherwise specified.

The term “public service excellence” in the context of this document can take a number of different attributes such as outstanding public service, exceptional public service or high-quality public service.

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Service excellence — Principles and model for public service organizations

1 Scope

This document establishes the principles of public service excellence and gives guidance on a public service excellence model.

This document is applicable to public service organizations that deliver services and aim to provide an outstanding experience to their key stakeholders, such as the society (the citizens) they serve, and other partner organizations for the purpose of delivering excellent service.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

3.1
co-creation
active involvement of stakeholders in service design, delivery and innovation

[SOURCE: ISO 23592:2021, 3.3]

3.2
customer/citizen
person or organization that can or does receive a product or a service intended for or required by them

Note 1 to entry: A citizen is a person having a naturally or legally conferred status to belong to a nation with basic or fundamental rights and duties as defined in the national constitution or other decree by law. Citizen rights can include justice, equality, freedom of expression, freedom of association, protection and security, ownership of property and franchise. Citizen duties can include allegiance, and protecting the sovereignty and integrity of the nation.

Note 2 to entry: In the context of this document, a citizen is a natural customer of services provided by the state.

Note 3 to entry: "Product or service" relates to the output of the public service processes and can be in many different forms. The types of products and services are outlined in 3.9.

Note 4 to entry: In the context of this document, a customer of a *public service* (3.9) can be a citizen, a non-citizen, such as visitor from another nation, an organization and a society representing a collective of citizens.

Note 5 to entry: The term "customer" can sometimes cause controversy in public administration and even in public international law. However, due to its wide adoption and usefulness in the standardization of service excellence, the use of the term "customer" has been adopted in this document, and is used in combination with "citizen".

[SOURCE: ISO 18091:2019, 3.2, modified — Notes 1 to 4 to entry replaced Notes 1 to 2 to entry. Note 5 to entry (previously Note 3 to entry) revised in the context of service excellence.]

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