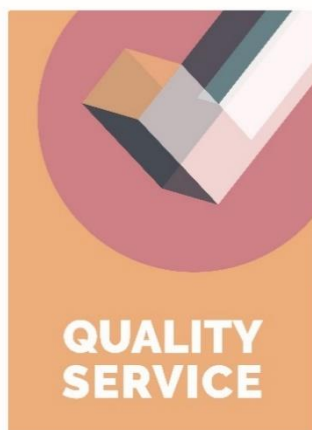


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# Quality Label



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## 1. EXECUTIVE SUMMARY

We are committed that the quality in the Public Service reaches the highest levels of excellence. Quality is a continuous process and is therefore essential for every department and entity.

Departments and entities who invest in quality are recognised through the Quality Label. This label should represent the ambition and target of every department and entity.

Quality of Service Directorate (QSD) within P&SD is entrusted with the Quality Label process. The Quality Label is the end result of a process of improvement in quality, but is also poses a challenge once achieved, as needs to be maintained through QSD and self-monitoring.

The Quality Label is an agreement of a high level of service towards the customers. Hence, the Quality Label together with the Quality Service Charter need to be shown in places accessible to clients.

Quality Label holders are eligible to achieve the Quality Award, recognising the department or entity which has already achieved the Quality Label, but stands out as the most committed to consistent quality service.

## 2. QUALITY IN THE PUBLIC SERVICE

Quality in the Public Service is not a subjective term anymore, open to different interpretations. This is because in recent years, the Public Service has defined what is meant by quality; Quality which is based on the Four Pillars on which the Public Service is founded.

- |                 |   |
|-----------------|---|
| Voice:          | We listen to the customer's voice and are open to their criticism regarding the service we offer and to their ideas as to how we can improve our service for them. We consider the ideas received from our customers and strengthen the scheme of ideas forwarded by our employees. |
| Design:         | We develop policies and processes which reach the levels expected by our customers.   |
| Delivery:       | We deliver a service which is timely, of a high standard, easily accessible and which can reach the customer with ease.   |
| Accountability: | This is intrinsic to a service which guarantees honesty towards the customer. Accountability also means loyalty towards the customer making use of our services, which translates into and is manifested in these same basic principles we want to uphold.                          |

### 3. THE PROCESS

A department or entity can apply for the Quality Label by sending an email to [qualityofservice-opm@gov.mt](mailto:qualityofservice-opm@gov.mt) and declaring the interest to achieve the Label.

Once the application is evaluated, the process towards achieving the Quality Label is kickstarted by the Quality of Service Directorate within the People & Standards Division. The process includes the following:

- The department or entity which is candidate for the Quality Label will meet the QSD to discuss the process required to achieve the Label.
- A Letter of Intent, drawn up by the Quality of Service Department, is signed by the applicant (Head of Department or entity) and the Director Quality of Service Department.
- The process for a Business Process Review (BPR) is kickstarted, on those services for which the department or entity is responsible. This is done to ensure adherence to the highest standards which define a service of excellence.
- An attitude survey is conducted with the candidate department or entity's employees to match the skills of the employees, necessary training, and any other recommendation on how the employees feel at their place of work.
- The candidate department or entity shall be committed to provide training in customer care for a service of excellence to its employees.
- The candidate department needs to adhere to minimum corporate branding standards for offices and on-line content (refer to Annex 1)
- The Quality Service Charter (QSC) is established, giving visibility to the department or entity's customers about the expected level of service. The QSC is drawn up on existing templates in both English and Maltese, and is exhibited in the reception area for the customers' visibility. An electronic version is uploaded on the department or entity's website, if the department or entity achieves the Quality Award.
- At the evaluation stage, the Quality of Service Department shall adopt various monitoring tools for the assessment of the quality of service, including Mystery Shopping, Customer Survey and on-site Quality Assessment, amongst other tools

Where applicable, any expenses related to the BPRs, Attitude Surveys, Customer Surveys, and training, must be borne by the candidate and/or awardee.

The candidate department or entity shall ensure that the recommendations presented through the above-mentioned processes are implemented. The implementation of the recommendations is followed by the Quality of Service Directorate. For this reason, an action plan is established and agreed by both parties to facilitate monitoring of implementation.

Once the agreed recommendations are implemented, the Quality of Service Directorate kickstarts the evaluation to ensure consistent high quality standards. The evaluation is conducted on the basis of the following five criteria together with other exercises such as the mystery shopper.

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**Reliability:** We are committed to ensure that the services we provide are in line to what is promised. We will provide accurate information which the customer may request to be in writing. Our services are consistent and committed to the customers' needs.

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**Empathy:** We are committed to provide services which are tailored to our customers' needs and offered with care and individualised attention. We will strive to communicate in a language which is free from technical jargon, and will ensure that our services are accessible to everyone.

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**Assurance:** Our staff is knowledgeable and courteous. We are committed to provide a professional service which the customers can trust.

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**Responsiveness:** We provide our services in a timely manner and without any unnecessary delays. We are committed to respond to customers' requests, problems, or complaints.

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**Tangibles:** Our offices offer a clean and safe environment where our services can be sought conveniently and safely.

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The department or entity that achieves a mark of 80% or more in this evaluation stage, is referred to the Office of the Principal Permanent Secretary for their approval.

Once the Quality Label is presented, this needs to be affixed on the façade of the department or entity, near the official name, as well as exhibited on all means of communication used, including the government website of the department or entity, and social media, amongst other.

Once the Quality Label is awarded, the department or entity shall:

- Invest in an internal mechanism which assures adequate monitoring or the standards established in the Quality Service Charter;
- Preserve the corporate branding where necessary;
- Maintain contact with the Quality of Service Directorate regarding updating of processes, especially with any changes regards to the Quality Service Charter;

The Quality Label is retained through the mechanism established in the Policy for the Suspension of the Quality Label<sup>1</sup>. If the department or entity does not honour the established terms the Quality Label is suspended.

Quality Label holders who successfully retain the Label and demonstrate a proven record of commitment to a service of excellence over consecutive years are eligible to achieve the Quality Award, which is awarded by the Office of the Principal Permanent Secretary. The Quality Award recognises the department or entity which consistently reaches high levels of quality demonstrated in results from mystery shopper, customer survey, or other applicable evaluation methods.

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<sup>1</sup> Refer to Annex 2 for the Policy for the Suspension of the Quality Label.

## 4. CONTACT

For more information on the above-mentioned process, one may make contact with the Quality of Service Directorate by sending an email on [qualityofservice-opm@gov.mt](mailto:qualityofservice-opm@gov.mt) or call on 2200 1833.



# ANNEX

## ANNEX 1: MINIMUM BRANDING STANDARDS

### PHYSICAL (office site)

- Opening hours clearly visible at the entrance of the department
- Official name of department clearly visible at the entrance
- Reception desk
- Welcoming and clean environment in the waiting area and where service is provided
- Accessible premises
- Adequate Seating
- Security Guard (where applicable)
- Ticketing System for queues (where applicable)
- WIFI Connection
- Adequate desk area for customer interaction
- Signage, directions, and other printed and visual material in Maltese and English language

### VIRTUAL (online)

- Website in Maltese and English language
- Logo of department in website
- Mobile responsive website
- Visible Opening Hours in the website
- Location of department (GPS tracked)
- Content of website regularly updated
- Applications are to be available in electronic format in both Maltese and English language
- Inclusion of RTPS (Rate the Public Service) on the web-page
- Social media content in Maltese and English Language



## ANNEX 2: POLICY FOR THE SUSPENSION OF THE QUALITY LABEL

The Quality Label is awarded to those departments or entities which have reached excellent quality standards in the provision of service deliver, following a process of reviews and assessments as outlined by the Quality Label Manual. One of the key attributes which makes the candidate eligible for the achievement of the Label is to achieve a mark of 80% or over in the Mystery Shopper exercises and/or other quality assessment tools.

After being awarded the Quality Label, the awardee needs to commit to maintaining such excellent quality standards through an effective internal monitoring mechanism. On the same basis, the Quality of Service Department engages in ongoing monitoring and assessments using various quality assessment tools.

Should the awarded department/entity, ease its commitment and/or offers sub-standard service other than that expected by Quality Label awardees, a mechanism for the suspension of the Quality Label is triggered as per below;

- (i) If the Quality Label awardee obtains a mark below 75% in two consecutive mystery shopping exercise, customer survey or any other quality assessments, as adaptable to the nature of service being assessed, the Quality Label will be suspended.

*OR*

- (ii) If the Quality Label awardee obtains a mark below 78% in three consecutive the mystery shopping, customer survey or any other quality assessments, adaptable to the nature of service being assessed, the Quality Label will be suspended.

Upon the attainment of these results, the Quality of Service Department will inform the entity/department through a letter that the Label has been suspended and that the Quality Label plaque is to be removed from the premises. The Wall Charter is to remain affixed on the wall and the on-line Quality Service Charter is to remain on the website.

Within six months, the entity/department will need to inform the Quality of Service Department any actions which have been taken to address the identified weaknesses in the quality of service. Following this, the entity/department may re-apply for the Quality Label by expressing the interest through an email sent to [qualityofservice-opm@gov.mt](mailto:qualityofservice-opm@gov.mt). If the department/entity shows interest in re-achieving the Quality Label, the suspension of the Label will be lifted if the department/entity achieves a mark of 80% in the mystery shopping, customer survey or any other quality assessments, adaptable to the nature of service being assessed. The Quality Label plaque can be re-affixed on the premises.

