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# MYSTERY SHOPPING MANUAL FOR PUBLIC SERVICE UNITS

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# MYSTERY SHOPPING MANUAL FOR PUBLIC SERVICE UNITS



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## **DISCLAIMER**

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## Foreword

### **Bandung Institute of Governance Studies**

Since 1999, the Bandung Institute of Governance Studies (BIGS) has been conducting research and advocacy with the aim of encouraging improvements in public services. To achieve this objective, a variety of research methodology has been developed, one of which is the "Mystery Shopping" method for public service. Through this method, the researcher does not just observe the services provided by the government service unit in question, as is often the case in such studies, but also actively takes part in accessing the relevant services as a user.

Of the various research methodologies that have been developed by BIGS, including such tools as general budget analyses, gender responsive budgeting (GRB), public expenditure tracking surveys (PETS), citizen report cards (CRC), social audits, the global integrity index, and the ECOSOC (Economic, Social, and Cultural) rights index, the Mystery Shopping is possibly the most innovative. Using this method, the surveyor becomes a "shopper" and plays the role of service user – his or her identity must not be known to the service provider. The shopper then reports on what he or she has experienced and fills out the questionnaire that has been provided. The shopper's report is then used to analyze the quality of the public services being surveyed.

The publication of this manual is intended to provide those interested Mystery Shopping method with all the information they need. In addition, we hope that an increasing number of government agencies will adopt this method, including vertical agencies, local government agencies, agencies responsible for monitoring and evaluation, and agencies responsible for public service delivery. If more agencies were to adopt this methodology, we believe that it would lead to a very significant improvement in public services so that the public would receive the sort of services that they currently only dream of.

We would like to express our appreciation to all those who helped in the development of the Mystery Shopping methodology and the publication of this manual. In particular, we would like to thank the Ministry of Administrative and Bureaucratic Reform (Kemenpan-RB) and the Republic of Indonesia Ombudsman Commission, both of which

were our partners in this program, and Management Systems International (MSI) and the U.S. Agency for International Development (USAID) for providing funding support for this program.

Bandung, February 2014

Siti Fatimah

Director of BIGS

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## Chapter 1

### Introduction

#### ***1.1. Background***

Just imagine, you are entering the office of a public service unit in your city. Arriving at the entrance, you are greeted warmly by the security guard on duty, who wishes you a very good morning while offering assistance. After you tell him you need, the security guard invites you to take a number for the customer service queue. As you wait your turn, you watch the news on TV while relaxing in the cool, air-conditioned waiting room. In a short time, your number appears on the overhead screen. You head to the customer service desk where the customer service official (CSO) gives you a friendly welcome, invites you sit down and politely asks how he can be of assistance. When you inform him that you need to apply for a particular license, the CSO helpfully explains the application procedures – what documents need to be furnished, the forms that have to be filled in, the processes that have to be gone through, the fee, and the time required for issuance. As you leave the office, you say to yourself, "Wow, the service in that office is extraordinary."

All of us would like to receive that level of service when we visit a government office. Unfortunately, what we actually get is far removed from our expectations. Instead of receiving friendly service, it is often the case that the entire experience can be far from pleasant.

Law No. 25 of 2009 (on Public Service) expressly recognizes that public services nowadays are not in accordance with the needs of the public and the changes that have take place in various aspects of society and national and state life. Consequently, since the enactment of this legislation, various efforts to improve the quality of public services have been made so as to ensure the availability of public services that accord with the needs and aspirations of the community. One of the efforts that is currently underway and which is being continuously intensified is the development methodology that is specially designed to evaluate the quality of public services.

This manual represents a manifestation of the unceasing commitment of the Ministry of Administrative and Bureaucratic Reform to the acceleration of bureaucratic reform in public service units in Indonesia. With the support of the United States Agency for International Development (USAID) and Management Systems International (MSI), the Ministry of Administrative and Bureaucratic Reform, in collaboration with the Republic of Indonesia Ombudsman Commission and the Bandung Institute of Governance Studies (BIGS), has tested one such methodology that has long been used by the private sector to improve service performance, namely, the mystery shopping methodology.

During the period from May 2013 to February 2014, the Mystery Shopping methodology was tested as part of an assessment of public service quality in the immigration, land administration, district, sub-district and integrated licensing offices in Jakarta, Surabaya, Banjarmasin and Kupang. It is this process and the results of the tests that have been used to develop this manual as a guide for the application of mystery shopping in public service units.

## ***1.2 What is Mystery Shopping?***

**Mystery Shopping** is a method of assessing the quality of public services public by sending someone who has been trained in the evaluation of services to a public service unit as a service user so as to go through the various stages involved and conduct observations and an evaluation.

Mystery shopping is aimed at obtaining a true picture of the services provided based on the direct experience of a service user.

- This method is effective for assessing the extent to which service standards are being applied by the public service unit in question.
- The trained service user (mystery shopper) visits the public service office to access services during office hours based on the pre-arranged scenario and stages without informing the public service unit in advance.
- The mystery shopper should not be known to those working in the public service unit.

- After completing the visit, the mystery shopper prepares a report, usually by completing a questionnaire, based on the results of his or her observations and experiences during the visit.
- The things that are assessed include service solutions, integrity of the officials, demeanor of the officials, appearance of the officials, information media used, queuing system, special services for vulnerable groups, and the interior and exterior appearance of the public service unit.
- Mystery shopping is sometimes also referred to as "mystery audit", "secret shopping" or "mystery guest".

### ***1.3 Benefits of Mystery Shopping for Public Services Units***

Mystery shopping also benefits public service units in the following ways.

- Helps the public service unit comply with its service pledge by ensuring that the things that are promised to the public (service standards) are fulfilled by the public service unit.
- Helps improve the quality of public services.
- If mystery shopping is carried out regularly, it will help improve the integrity of officials, heighten the awareness of officials about the things that are important in providing services and help inculcate better practices and habits among officials.

#### ***TEXT BOX***

*Mystery shopping can be used to rate the quality of:*

- *direct face-to- face services provided by the public service unit*
- *call-center services*
- *Online services*

### ***1.4 Public service units that need mystery shopping***

All public service units, whether they provide administrative services, public goods or public services, need to conduct mystery shopping so as to assess the implementation of the prescribed service standards. Public service units that provide face to face services



which are often accessed by the public or public service units where quality standards are the subject of significant public attention and complaints need to urgently adopt the mystery shopping approach.

## Chapter II

### Mystery Shopping Methodology

#### ***2.1 Public Service Standards as Basis for Mystery Shopping Assessment***

Mystery shopping is conducted to assess the extent to which the actual service levels experienced by service users comply with the prescribed public service standards in a particular public service unit. Public service standards are used as the basis for the mystery shopping assessment. Because of this, a public service unit that plans to apply the mystery shopping approach must first have public service standards in place. These should include information on service products, requirements, procedures, timeframe for completion / turnaround time and fees / costs.

#### ***2.2 Mystery Shopping as Observational Research***

In the mystery shopping approach, data collection is conducted through observation. Because of this, mystery shopping is normally identified as an observational research methodology. An important aspect of observational research is that the data source (respondent) is not aware that he or she is involved in the research. The public service officials who are assessed through mystery shopping are not informed or aware that they are involved in the evaluation process aimed at improving the quality of public services. This is the key advantage of the mystery shopping approach, namely, its capacity to capture the reality of day-to-day behavior and practices in public service delivery.

The categorization of mystery shopping as an observational research methodology has two implications, namely:

First, the findings of mystery shopping are only valid for the service unit observed. Mystery shopping findings cannot be used to portray other public service units, even if they provide the same kinds of services using the same standards.

Second, each public service unit in which mystery shopping is applied must at a minimum be visited by two mystery shoppers. This is important so as to reduce the risk of bias.

### 2.3 Three Components of Mystery Shopping Assessment

Overall, a mystery shopping assessment involves three components: human resources, service processes / procedures, and public service unit infrastructure. The party conducting a mystery shopping evaluation can choose whether to assess all aspects or just one or a number of aspects. This will of course depend on the ultimate goal of the exercise.

How effective is the public service unit in complying with public service standards?		
Human resources	Service	Infrastructure
✓ Integrity of officials	procedures/processes	✓ Information media
✓ Demeanor of officials	✓ Service solutions	✓ Queuing system
✓ Appearance of officials	✓ Special services for vulnerable groups	✓ Office interior
		✓ Office exterior

## 2.4 Stages in Mystery Shopping Exercise

Translation of Picture
Design & Development
Program Design & Questionnaire
Formation of Mystery Shopping Team
Determining characteristics of shopper
Kunjungan, Pengecekan Kualitas, Analisa dan Laporan = Visit, Checking Quality, Analysis, and Reporting
Selection, training and assignment of shopper
Visit
Checking Shopper's Report on Quality
Data Analysis
Report Summary
Discussing findings with public service unit
Mulai = Start
Diskusi & Workshop – Discussion & Workshop
Selesai = Conclusion

### Design & Development

**Formation of mystery shopping team.** The party conducting the mystery shopping exercise can set up the mystery shopping team itself or designate a third party, such as a university or research institute, to do so. The team will usually consist of a manager, supervisor, and shopper, and finance / administration support personnel.

**Setting anticipated goals or outcomes of the mystery shopping exercise.** As a first step, the party conducting the mystery shopping exercise must set its anticipated goals or outcomes. These will determine the aspects that will be evaluated.

**Identifying the types of service that will be the subject of the mystery shopping exercise.** Two criteria may be used in this respect: first, the level or frequency of complaints from service users about particular types of service; and second, the level of complexity of the mystery shopping scenario that will applied. The party conducting the mystery shopping exercise may draw up a scale of service

priorities based on a combination of the most frequent complaints about service and a simple mystery shopping scenario.

**Collating service standards for each type of service that will be the subject of the mystery shopping exercise.** To be able to conduct a mystery shopping exercise, the unit in question must have adopted a set of public service standards, which includes, at a minimum, information about requirements, cost, time and service processes / stages. Such service standards should be available in the public service unit in question in the form of, for example, a brochure, or be publicly displayed on a sign or poster. Alternatively, they should be available upon request from the information / public relations unit. Information on service standards should also be accessible online at the service unit's website.

**Scenario Design.** The scenario describes the situation that will be applied and the things that should be done by the shopper when carry out his or her duties. In designing a scenario, consideration should be given to the things that people normally do when accessing the relevant services.

**Questionnaire design.** The questionnaire covers the things that must be observed by the shopper during the visit. After completing the visit, the mystery shopper should fill out the questionnaire, which will then serve as the report on the visit.

**Determining shopper characteristics.** The characteristics of the shopper will depend on the agreed scenario. Shopper characteristics include such things as age, sex, work experience, education level, and special needs (pregnant women, persons with disabilities, etc).

### **Visit, Checking Quality, Analysis and Reporting**

The preparations for a mystery shopping visit take at least 3 months: 1 month for the design, and 2 months for the visit, quality control, analysis and reporting.
--

### **Selection, training and assignment of shopper**

The shopper is recruited having regard to the characteristics of the shopper that have been determined for each type of service that will be assessed. Only those shoppers who pass the tests during training are permitted to mystery shopping visits.

### **Mystery shopping visit**

The shopper is assigned to perform the visit in accordance with the pre-arranged schedule. The supervisor must monitor and ensure that the shopper conducts the visit in accordance with the schedule.

### **Checking the quality of shopper's report**

After the shopper has conducted his or her visit, the report must be collected within a period of 48 hours. The shopper's report should be checked for accuracy, documentary completeness, evidence of the visit, consistency and to ensure that it has been fully completed.

### **Data Analysis**

After the shopper completes the report, the data is tabulated so as to produce a mystery shopping index (MS index) and a summary of the findings.

### **Report Summary**

After tabulation and analysis of the data is complete, all the information is written down in the form of a narrative report and summarized for presentation during discussions with the public service unit.

### **Discussion of findings with the public service units**

During this meeting, the mystery shopping team presents the shopper's findings.

## Chapter III

### Implementation of Mystery Shopping: From Design to Final Discussion

#### **3.1. Establishment of mystery shopping team**

The mystery shopping is set up during the initial stage of the mystery shopping exercise. In general, the team is responsible for the entire implementation of the mystery shopping exercise. It will ultimately consist of a manager, supervisor, field coordinator, and administrative and finance staff, as well as the shopper. However, at the initial stage, the team will only consist of a manager, supervisor, field coordinator, and administrative and finance staff. The shopper will only be recruited after the planning of the scenario and questionnaire has been completed.

The size of the team will depend on the number of visits and the area to be covered. The Field Coordinator will normally be appointed on a city / province basis. This is so as to facilitate the monitoring and coordination of the shopper team in the relevant area. Ideally, one field coordinator should be in charge of a team of between 10 and 20 shoppers, with the number of visits conducted being between 40 and 60.

The following diagram shows the structure of a mystery shopping team:

Translation: Koordinator lapangan = field coordinator

#### **Allocation of duties and authority in mystery shopping team**

##### **Duties and Authority of Project Manager**

- a) Designing mystery shopping program and scenarios
- b) Designing mystery shopping weighting and assessment system
- c) Collating and filing updated public service unit SOPs
- d) Preparing report format
- e) Conducting initial observations in public service units
- f) Testing the validity of the questionnaire and scenarios prior to their use by the shoppers
- g) Revising the questionnaires and scenarios based on test results

##### **Duties and Authority of Supervisor / Assistant Project Manager**

- a) Developing training module for shoppers

- b) Determining shopper qualifications based on the questionnaires and scenarios that have been designed
- c) Recruiting members of field coordinator team
- d) Monitoring the work of the field coordinator team
- e) Helping to collate and record updated public service unit SOPs
- f) Conduct initial observations in the public service units
- g) Testing the validity of the questionnaires and scenarios before their use by the shoppers.

#### **Duties and Authority of Field Coordinator**

- a) Consolidating implementation of mystery shopping exercise in the field
- b) Conducting preliminary observations on the state of public services
- c) Recruiting shoppers in each area
- d) Selecting shoppers
- e) Training Shoppers
- f) Accompanying shoppers during visits, if necessary
- g) Monitoring shoppers so that visits are conducted on schedule
- h) Monitoring the work of Shoppers
- i) Reviewing the reports provided by Shoppers and checking documentary completeness
- j) Seeking replacement shoppers (should a shopper resign or turns out to be unsuitable)
- k) Summarizing the research reports of the shoppers for whom he or she is responsible
- l) Calculating the fee payable to each shopper based on the reports that have been completed
- m) Submitting requests for payment of shopper fees to the Finance Department based on the set compensation standards

#### **Duties and Authority of Administrative Support**

- a) Collecting and preparing the necessary tools / requisites for the conducting of the mystery shopping exercise, such as as Spy Cameras, Voice Recorders, LCD Projectors, Laptops, and so forth.



- b) Assisting the Project Manager determine the location of Shopper training having regard to the available budget, and taking care of administration matters.
- c) Helping verify the details of shoppers' fees as submitted by each field coordinator.
- d) Assisting the Project Manager and the team with administrative matters
- e) Assisting with the monitoring of the project in accordance with the agreed terms of reference.

### **3.2 *Determining the objectives of mystery shopping exercise***

Determining objectives is a preliminary step in the planning of a mystery shopping exercise. The objectives must be determined to ensure that the mystery shopping exercise will have the desired impact in the form of improvements in the quality of public services. The setting of objectives is carried out before deciding the aspects that will be assessed by the exercise. Thus, the objectives are the foundation that will determine the shape of the entire mystery shopping design.

The following are some examples of the possible objectives of a mystery shopping exercise:

- Improving service solutions
- Improving the integrity of service providers
- Encouraging the provision of user- friendly services
- Provision of relevant information to service users
- Reduction in the length / number of queues
- Ensuring access to services for vulnerable groups and those with special needs

### **3.3 *Designing a mystery shopping scenario***

The chosen scenario serves as to assist in the achievement of the desired objectives, and is one of the most important elements in a mystery shopping exercise. The scenario that is selected will determine the validity of the entire process. The scenario describes the situation that will be gone through and the things that should be done by a shopper when carrying out his or her duties.

Ideally, the scenario should be designed jointly by the mystery shopping team and the head of the public service unit, or at least be agreed to by the public service unit head.

This is so as to ensure that the scenario is appropriate to the real situation that prevails in the public service unit.

In general, the preparation of the scenario may be described as a process of exploring various possibilities that may occur when we ask "what if?"

Mystery Shopping report can be used as initial input by the public service unit in improving the quality of its services. Such improvement is made by addressing the weaknesses identified by the mystery shopping exercise.

There is no standard formula for the preparation of a scenario. However, there are a number of aspects to consider in preparing and adopting the scenario, including the following:

**Appropriateness**

- Does the chosen scenario refer to the relevant public service standards?

**Convincing**

- Is the scenario plausible, convincing, not excessive, and does not require a lot of training for the shopper?
- Is it sufficiently easy to get enough shoppers who satisfy the needs of the scenario?

**Practical**

- Is prepared scenario straightforward and easy to implement?
- Does the scenario allow the shopper to accurately record what he or she sees?

**Safe**

- Is the scenario safe for the shopper?

**Objectives**

- Does the scenario permit the gathering of information in various situations so as to minimize the subjectivity of the shopper?

After reading the scenario that has been prepared, the shoppers must be able to visualize the environment that they will enter and know exactly what is expected of them. Therefore, the scenario must contain such things as:

- Scenario objectives
- The services to be accessed

- Mandatory aspects
- Anticipated results
- Equipment/ tools that are needed

Not infrequently a mystery shopping exercise may be designed using more than 1 scenario. The use of diverse scenarios also requires the recruitment of a diverse team of shoppers with a variety of different characteristics. In the context of public services – in line with the many complaints about public service quality – there are at least two scenarios that could be applied, namely:

**1) Shopper shows up with complete documentation and fulfills all the requirements**

This scenario is aimed at finding out:

- Whether a service user with complete documentation will be provided with the desired services in accordance with the service standards adopted by the public service unit in question?
- Whether any additional charges will be applied beyond the official fee?

**2) Shopper whose documentation is incomplete, fails to satisfy the requirements**

This scenario is aimed at finding out:

- Whether the official will advise the service user to complete the requirements?
- Whether the official will offer additional, unofficial services in return for payment?
- Whether the official will advise the service user to use the services of a third party / middleman or will offer additional services in contravention of the procedures / standards?
- Whether middlemen operate in the public service unit and what their modus operandi are?
- Whether there any additional costs beyond the official costs?
- Whether the shopper can still get what he or she is looking for even though the documents are not complete?

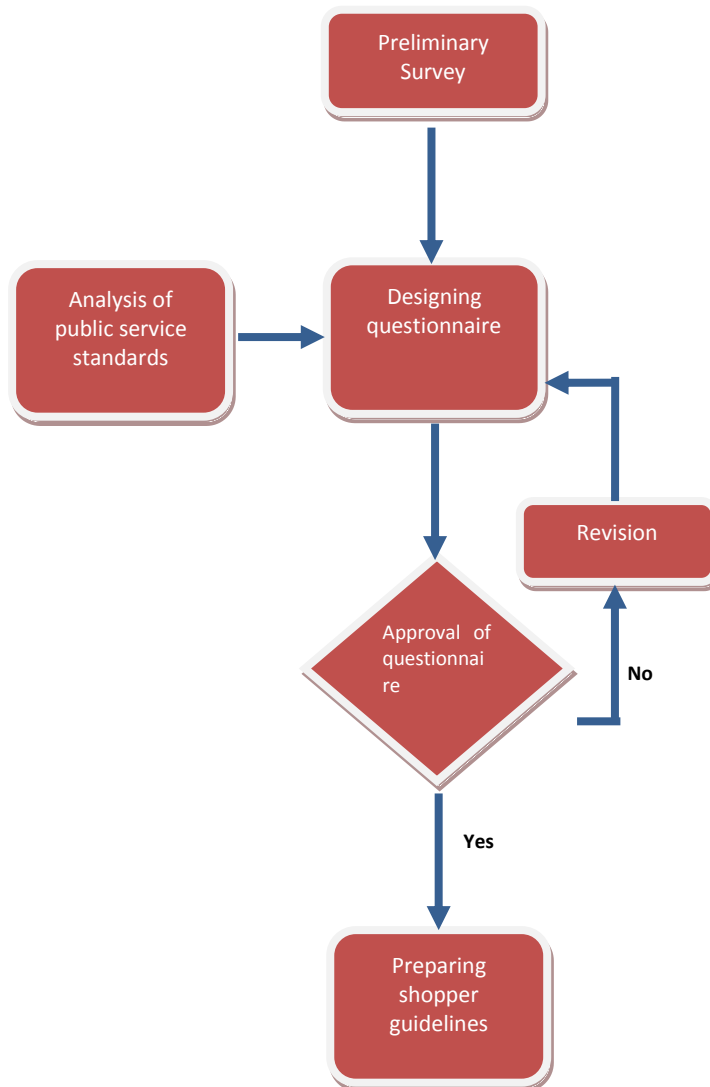
### **3.4 Designing mystery shopping questionnaire**

The questionnaire plays a very important role in ensuring a successful mystery shopping exercise. The questionnaire serves as a tool to ensure objectivity and consistency as regards the shopper observations when accessing services. The questionnaire allows every stage of the process that is experienced by the shopper to be documented accurately.

- The questionnaire is completed by the shopper after he or she concludes the visit to the public service unit
- The questionnaire forms one part of the shopper's report and must be submitted to the mystery shopping team no later than 48 hours after the shopper's visit to the public service unit

## Stages in Design of Questionnaire

Overall, the stages involved in the designing of the questionnaire are as shown in the following diagram:



## **Analysis of Public Service Standards**

An analysis of the public services standards applied by the public service unit in question is conducted as the first step in designing the mystery shopping questionnaire. Each type of public service standards has its own public service standards. However, in general, public service standards contain the following information:

- 1) Legal basis
- 2) Contains information on the legislation and regulations that are used as references in formulating the public service standards.
- 3) Requirements
- 4) Contains information on the forms that must be filled, the original documents that must be presented, and which documents may be submitted in copy form.
- 5) Cost / Fee
- 6) Contains information on the amount that should be paid by the service user.
- 7) 4) Time
- 8) Contains information on the time required from the submission of the application until the service is provided.
- 9) 5) Service process flowchart

Sets out the mechanism or the stages that must be gone through by the public service user.

An analysis of the requirements, cost, and timeframe will give an overview of those aspects related to service solutions, namely, cost, time, and the document(s) / product(s) that will be provided to the service user by the public service unit. Meanwhile, an analysis of the service process flow chart will provide a picture of the officials who will deal with the shopper at each of the process. This is related to the human resources aspect. In addition, by understanding the stages involved in the process, the mystery shopping team will be able to calculate the number of visits that should be made by the shopper. The mystery shopping team can determine this based on the formula: "What Stage, How Many Visits?"

## **How to Obtain Up-to-date Public Service Standards?**

The best way to obtain the latest public service standards is to request them directly from the relevant agency / office. Some public service units have publish their public

service standards in brochure or leaflet form, or post them on bulletin boards. Should it prove difficult to obtain the public service standards directly, then the mystery shopping team can conduct an online search, a direct survey at the office, or ask an official.

### **What should be done if public service standards not yet available?**

If the service procedures and standards are not available in concise form, the most commonly used approach is to collect information by means of observations and interviews during a visit to the public service unit. Observations should be conducted covertly secretly so as to obtain an overview of the actual situation prevailing in the unit. Interviews are conducted in 2 ways: by first making an appointment and implicitly as a would-be public service user.

After enough information has been obtain, the mystery shopping team then needs to prepare diagrams showing service flow, costs, and service standards in a simple and readily comprehensible format.

### **Preliminary survey**

The preliminary survey will be very useful to complement the analysis of the public service standards in the public service unit being evaluated. The preliminary survey is aimed at obtaining a real picture of the day-to-day situation in the unit as regards the physical condition of the office, how busy it is, location plan for each stage in the process, the officials who provide service at each stage, and so forth.

The picture that is obtained will be an important consideration when the mystery shopping team is designing the questionnaire and determining the shopper visit schedule. The things that need to be considered in designing the questionnaire are as follows:

#### **a. Aspects to be evaluated**

In a mystery shopping exercise, the questionnaire is usually designed by focusing on an assessment of the interaction between the shopper and officials. The assessment of the interaction between the shopper and officials is particularly pronounced in the case of the service solutions and human resource aspects. However, an evaluation of the quality of public services also needs to assess other aspects, such as the Public Information Media, special services for vulnerable groups, and infrastructure. As was stated in the previous chapter, overall the aspects of public services that are assessed include the following:

Aspect	Sub-Aspect
1. Service solutions	<ul style="list-style-type: none"> <li>* Competence of officials</li> <li>* Time, cost and requirements</li> </ul>
2. Human resources	<ul style="list-style-type: none"> <li>* Appearance of officials</li> <li>* Demeanor of officials</li> <li>* Integrity of officials</li> </ul>
3. Public Information Media	<ul style="list-style-type: none"> <li>* Information media on service quality</li> <li>* Information media on service standards</li> <li>* Information media in form of Service Announcement</li> <li>* Information media on level of public satisfaction with services</li> <li>* Facilities for accommodating public input/evaluations of public satisfaction</li> </ul>
4. Special services for vulnerable groups	<ul style="list-style-type: none"> <li>* Available of suitable infrastructure and facilities</li> <li>* Use of such infrastructure and facilities</li> <li>* Cost</li> </ul>
5. Infrastructure and facilities	<ul style="list-style-type: none"> <li>* Exterior</li> <li>* Interior</li> <li>* Queuing system</li> </ul>

In addition to presenting the aspects that will be evaluated, in order to ensure data validation, the questionnaire also needs to more or less contain the following:

Aspect	Sub-Aspect
Shopper's Particulars	<ul style="list-style-type: none"> <li>* Questionnaire number</li> <li>* Name</li> <li>* Sex</li> </ul>



	* Age
Visit Stage	* Visit stage * Office location * Date of visit * Day of visit * Queue Number * Time waiting to be served * Time being served * Length of time waiting * Number of service counters open

### **b. Formulating Questions**

In general, the basic principle that should be applied in formulating questions is to eliminate questions that are not needed and to focus solely on important information in accordance with the aspects that will be assessed. In mystery shopping, a good questionnaire design will be objective rather than subjective. The term "objective" means "factual," "what in fact occurred," and is the opposite of "subjective," which refers to the personal opinions of the shopper. The use of objective questions in a mystery shopping questionnaire is intended to identify:

- Whether the processes gone through were in accordance with the relevant public service standards?
- Which aspects were in in accordance with the relevant public service standards and which were not?

Questions that are objective will have one correct answer, and are not influenced by the background of the shopper.

- Did the official greet you on your first encounter?
- Did the official smile?
- How many people were in the queue at the payment counter?
- Did the official ask for an additional payment over and above the official fee?
- How long did you have to wait before being served by the official?

Subjective questions are intended to seek the opinion, both thoughts and feelings, of the shopper about the process. A subjective question can have a variety of answers, depending on the background of the shopper. Examples:

- Is the official fee quite expensive?
- Did the time you had to wait before being served seem long?

To obtain objectivity and consistency in the observations reported by the shopper, the questions in the questionnaire should be simple, direct, and not permit multiple interpretations. The use of adjectives, such as sincere, friendly, courteous, should be avoided when designing the questionnaire. For example, the question "Was the official polite?" will be interpreted differently by each shopper.

An assessment of the quality of the services provided by an official or a public service unit must be based on the performance of the official or public service unit himself or herself, rather than the feelings or prejudices of the shopper as regards the services he or she has received. Personal feelings are difficult to measure objectively.

"Did the officials greet you or say hello?"; "Did the officials introduce themselves?"; "Did the officials smile?" Questions such as these are straightforward and easily understood.

### **c. Questionnaire Form**

- **Determining the Sequence of Questions** As mentioned above, the questionnaire documents every stage in the process gone through by the shopper when accessing services. To facilitate the shopper document his or her experiences, the sequence of questions should be based on the stages that will be gone through by the shopper when accessing services.

In determining the order of questions and the number of questionnaires, the mystery shopping team can refer to the formula "What Stage, How Many Visits?", which was prepared when the analysis of public service standards in the public service unit that will be evaluated.

As an illustration, a service involves a 5-stage process consisting of A, B, C, D, and E. At each stage of the process, a different official serves the public service user. In going through the 5 stages of the process, the shopper will have to make 3 visits, namely:

\* Visit 1 for phases A and B

\* Visit 2 for stages C and D

\* Visit 3 for stage E

Based on this scenario, the shopper will be provided with 3 questionnaires, as described below:

- Questionnaire I: Assesses the quality of service during stages A and B. The order of the questions in questionnaire I will commence with questions on the performance of official A and then continue with questions about the performance of official B. Questionnaire I should be filled out by the shopper after completing the visit
- Questionnaire II: Assesses the quality of service during stage C. The order of the questions in questionnaire II will commence with questions on the performance of official C and then continue with questions about the performance of official D. Questionnaire II should be filled out by the shopper after completing the second visit
- Questionnaire III: Assesses the quality of service during stage E. The order of the questions in questionnaire III will commence with questions on the performance of official E. Questionnaire III should be filled out by the shopper after completing the third visit.

#### **d. Response Scale**

In a mystery shopping exercise, the usual response scale used for shoppers is "Yes", "No", "Not Available". The evaluation should not use a 1-5 assessment on the Likert Scale as shoppers frequently experience confusion when they have to specify a value between 2 and 4. This could, in turn give rise to bias.

#### **e. Validation Testing for Scenarios and Questionnaires**

Before the scenario and questionnaire are applied in practice by the shopper, the mystery shopping team needs to validate them through testing. Validation testing is done by visiting the public service unit in question and preparing a report based on the scenario and questionnaire. The team needs to correct any problems with the draft scenario and questionnaire at this stage in accordance with the findings of the validation test.

## **Questionnaire Approval**

The questionnaire that has been prepared should also be approved by the senior official in the relevant public service unit related. This is necessary so as to ensure that the questionnaire is consistent with the public service standards applied by the unit. The team will need to make corrections if it is not consistent with the applicable public service standards.

## **Preparing Shopper Guidelines**

To ensure that the shoppers understand the objectives and scenario, as well as how to complete the questionnaires, the mystery shopping team needs to develop guidelines for the shoppers. These will assist the shoppers when carrying out their duties. They will also serve as a main ingredient in the provision of shopper training. The shopper guidelines should cover the following aspects:

- Background and objectives of the mystery shopping exercise
- Units whose services will be audited
- Conditions for Accessing Services and Visit Flow
- How to Complete the Mystery Shopping Questionnaire
- How to Prepare the Report
- Time Limits on Visits
- Deadline for Collection of Reports
- Required Evidence of Visit
- Naming of Report Files
- Naming of Audio / Video Files

### ***3.5 Selection, Training and Assignment of Shoppers***

A shopper is a person trained to make observations and conduct assessments covertly on the quality of services in a public service unit through personal experiencing as a service user. The shopper documents and reports his or her experiences in accessing services in a detailed, accurate, and objective manner.

Confidentiality is an important element in a mystery shopping exercise. If the shopper's identity is revealed, then the exercise will have failed, and the shopper will need to be replaced by another shopper. A shopper must be able to visit the same public service

unit more than once without being recognized as a shopper by the officials working there. A shopper must not announce him or herself as a shopper.

To maintain confidentiality, a shopper should attempt to appear as much as possible like a service user. He must not do anything suspicious or draw attention to himself.

A shopper will perform his role in accordance with the scenario that has been given to him. He will pose reasonable questions to the official while at the same time avoid giving any impression that he is conducting an appraisal. He will observe everything that happens during his interaction with the officials in the public service unit. After the visit, he will record the entire experience in an honest, detailed and accurate manner based on the questionnaire that has been provided to him.

The shoppers represent the foundation on which the success of every mystery shopping exercise is based. Without shoppers who are trained and committed, there is no doubt that a mystery shopping exercise will fail to achieve its objectives. Therefore, the mystery shopping team needs to be cautious when selecting and appointing shoppers. A good shopper is one who is trained and committed, and whose characteristics match the scenario devised by the mystery shopping team.

In general, the criteria for a shopper are as follows:

- Ability to communicate well
- Have the integrity needed to conduct an objective assessment and maintain confidentiality in respect of the public service units that are visited
- Have the resources (physical, time) needed to visit the public service unit
- Computer literate (Ms. Word and Ms. Excel)
- Has internet access for communicating by email and submitting reports
- Has a good memory
- Able to write reports in correct Indonesian
- Disciplined and committed
- Possesses the necessary document in line with the scenario that has been agreed upon.

### **Selection of Prospective Shoppers**

Each scenario requires specific shopper characteristics. Consequently, the mystery shopping team will need to consider the availability of shoppers for each scenario. If the mystery shopping team is not able to find suitable shoppers for each scenario, it will need to revise the relevant scenarios or even the types of services that will be evaluated.

Before the mystery shoppers are selected, the mystery shopping team needs to prepare the following:

- Criteria for the profiles and characteristics required of the shoppers
- Shopper Recruitment Form
- Mystery Shopper and Scenario Guidelines
- Shopper Visit Flow
- The documents / requirements that must be in the possession of the shopper based on the relevant scenario
- The report form that must be completed by the Shopper
- The tools / requisites that will be used by the shopper, such as a spy camera and voice recorder.

After the above requirements have been fulfilled, the mystery shopping team can start to seek out prospective shoppers. This can be carried out through such things as:

- Friends and relatives / family members
- Particular organizations
- placing announcements on social media, such as facebook
- Placing ads in a local newspaper
- posting ads on online sites, such as JobsDB, Jobstreet, Karir.com.

There is a fundamental difference between public services that are provided solely by government and those provided by the private sector. People do not have a choice when it comes to the public services provided only by government. People do not have an exit mechanism. For example, if you want a passport, you can only get it at the Immigration Office. As for public services that are not provided solely by government but rather are also provided by the private sector, people have a choice. People has an exit mechanism. For example, in the

case of health, education or banking, people can choose between services that are provided by the state and those provided by the private sector.

The fact that there is no exit mechanism in the case of public services that are provided solely by government has consequences as regards the shopper selection process. The lack of an exit mechanism makes the process of selecting shoppers more difficult. This is people may be reluctant to get involved as shoppers out of fear that they will be barred from accessing public services in general once it becomes known to officials that they are shoppers. In this respect, the mystery shopping team needs to convince people by stressing the importance of public participation in monitoring public services.

As regards those who are willing to play the role of shopper, the team needs to provide intensive training so they are really capable of carrying out their duties without being exposed as shoppers. In addition, the measurement also needs to ensure the protection of shopper's identities and security, particularly when they are participating in scenarios that involve the appraisal of the integrity of officials. Adverse findings as regards the integrity of officials could pose a threat to the safety of shoppers. The mystery shopping team must maintain the confidentiality of shopper data from all third parties - including the public service unit being evaluated. The team also needs to ensure that shopper data cannot be traced from the reports that are submitted to public service units that have been evaluated.

### **Training Prospective Shoppers**

The training of prospective shoppers is an important stage in the mystery shopping process. The main purpose of training prospective shoppers is to ensure that they understand the scenario and the tasks they must perform. In addition, training also enhances their ability to conduct accurate and objective assessments (avoiding bias) when visiting public service units.

The prospective shoppers who have been identified by the team need to be provided with a variety of things to enable them to perform their duties, including information on the mystery shopping objectives, the public service unit to be evaluated, the relevant public service standards, the agreed scenario, the things that need to be observed, as

well as instructions on how to complete the questionnaires and reports. All of these things should be discussed in depth so that the shoppers fully understand what is expected of them.

Overall, the following matters should be covered in the training:

- Background and objectives of the mystery shopping exercise
- Units whose services will be audited
- Criteria for shoppers and any special requirements
- Visit Flow
- Mystery Shopping Questionnaire
- How to Prepare the Report
- Time Limits on Visits
- Deadline for Collection of Reports
- Required Evidence of Visit
- Naming of Report Files
- Naming of Video Files

For training to be effective, the matters to be discussed in the training will need to be informed to / received by the prospective shoppers a few days before the training. In this way, the shoppers can study the materials in advance. In addition, this approach will also allow them to prepare questions about any things they have difficulty in understanding or in respect of which further explanations are required.

Aside from offering an opportunity to develop the capacities of the prospective shoppers, the training also serves as a selection process for the shoppers who will eventually be assigned to participate in the mystery shopping exercise. Final selection of the shoppers is made at the end of the training process based on a written test and interview.

The written test is conducted to determine the level of understanding of the prospective shoppers regarding the roles they need to play, while the interviews are aimed at determining the extent to which a shopper will appear natural when he or she plays their roles as service users. The shoppers who are selected will be those who are willing to conduct their visits in accordance with the agreed timeframe, able to correctly



answer all the questions in the written test, and are able to act naturally as a service user.

Here are some examples of the matters covered by the questions in the written test:

1. Scenario that will be gone through
2. 2 Process of accessing services
3. Documents that must be brought at the time of the visit
4. Structure of the questionnaire and the things that will be observed during the visit
5. Use of spy cameras and audio recorders
6. Deadline for submission of reports
7. Confidentiality of findings

### **Signing of Confidentiality Agreement**

To maintain the integrity of the mystery shopping methodology, every shopper must sign a Confidentiality Agreement.

### **Determining Visit Schedule**

To obtain a complete picture of the quality of the services being evaluated, the mystery shopping team needs to consider and determine a shopper visit schedule. The information obtained by the team at the time of the initial survey can serve as the basis for drawing up the schedule. For example, the team could divide up shopper visits between peak and off-peak hours. In addition, the team also needs to discuss the monitoring system that will be applied to the shoppers.

A Shopper should ideally only be given a maximum of 5 location assignments as part of 1 mystery shopping exercise. This is so as to avoid bias in the final results. Shoppers are also required to submit their report within 48 hours subsequent to their most recent visit and prior to their next visit.

If a number of shoppers are to be assigned to one public service unit, it needs to be ensured that only one shopper pays a visit on each day. This is so as to ensure diversity in the observation results.

### **Things that need to be considered in scheduling shopper visits**

In scheduling a Mystery Shopper's visits, the following kinds of eventuality may arise:

- a) Shopper may withdraw after scheduling for various reasons. For example, family problems, the scenario has too many requirements, scenario is very complicated, not satisfied with the fee or does not have time in accordance with the timeline.
- b) Shopper is late in making visit
- c) Shopper does not make visit and fails to inform the field coordinator
- d) Shopper disappears, cannot be reached, and no news
- e) Shopper is reassigned by his or her office so that they are unable to carry out the visit
- f) The shopper's document's are incomplete / problematic, with the result that the visit cannot proceed
- g) Shopper is confused by the scenario or does not fully understand the questionnaire
- h) Shopper misunderstands the scenario or questionnaire
- i) Shopper incorrectly operates spy camera or voice recorder, with the result that the process is not recorded
- j) The spy camera or voice recorder spy is broken and cannot be used
- k) The report format provided to the shopper cannot be used because of differences in computer systems (not compatible)
- l) The shopper does not have good internet access
- m) The shopper is difficult to contact and rarely responds to SMSes, emails or phone calls
- n) The shopper visited the public service unit at a time that was different from the scheduled time.

To anticipate the sorts of problem described above, the mystery shopping team needs to have a reserve pool of substitute shoppers to replace any shoppers who withdraw or are no longer contactable. The team also should routinely monitor the shoppers and communicate with them every day so to follow their progress and provide them with assistance, if necessary, so that all visits can be carried out properly and smoothly.

**Example of mystery shopper visit schedule that is normally used**

No	Public service unit	Scenario	Shopper's Name	Telephone	Email	Date of Visit	Notes	Monitoring date

### **3.6. Data Management and Analysis**

#### **Data Inspection**

Data obtained from the questionnaires needs to be processed and arranged systematically in order to facilitate the analysis process. During the initial stages, the data should be inspected carefully. The things that need to be considered when inspecting the data include:

- has the shopper answered all the questions in the questionnaire?
- Is the Data Consistent, Relevant, Accurate, Objective?
- Is There Strong Evidence for Every Finding?

If the above questions cannot be answered in the affirmative, the mystery shopping team will need to ask the shopper to make the necessary corrections. The inspection of the data is related to the data control system developed by the mystery shopping team. This is discussed in more detail in the section on "Monitoring".

The data is inspected in respect of each answer provided by the shopper for every aspect evaluated. These aspects are as follows:

1. Service Solutions
2. Integrity of Officials
3. Officials' demeanors
4. Officials' appearances
5. Information Media on Public Services
6. Special Services for Vulnerable Groups
7. Queuing System
8. Exterior
9. Interior

In addition to the answers given by every shopper, the team also needs to compare the consistency of answers as between shoppers, especially as regards those aspects which very much rely on the observations conducted by the shoppers, namely Public Service Information Media, Special Services for Vulnerable Groups, Queuing System, and the Exterior and Interior. Should there be significant differences in the answers, the team will need to re-confirm the answers with the shoppers. For example, if shopper I said there was notice board displaying information on services while shopper II said there

was such a board, then the mystery shopping team will need to check this with both shoppers.

### **Calculating Mystery Shopping Index**

#### **I) Mystery Shopping Index for Services**

The Mystery Shopping (MS) Index for Services indicates the weight or level of achievement of an aspect of service quality compared with the prescribed public service standards. As 9 aspects are evaluated in a mystery shopping exercise, here will also be 9 aspects covered by the MS Index for Services, namely:

- i. MS Index for Service Solutions
- ii. MS Index for Integrity of Officials
- iii. (iii) MS Index for Officials' demeanors
- iv. MS Index for Officials' appearances
- v. MS Index for Public Service Information Media
- vi. MS Index for Special Services for Vulnerable Groups
- vii. MS Index for Queuing System
- viii. MS Index for Exterior
- ix. MS Index for Interior

The MS Index for Service Solutions is obtained from the average value of the service aspect for all visits multiplied by the weighting for the service aspect concerned.

$$\text{MS Index for Service Aspect} = \text{Average Value for Service Aspect} \times \text{Weight}$$

Calculating the average service aspect value.

The subsection average value is obtained by averaging the values of the answers given by the shoppers over the course of all the visits. As has been explained before, the range of answers used in the questionnaires consist of "Yes", "No", and "N/A (Not Applicable)".

For each of these answers, the values assigned are as follows:

- Answer "Yes" = 1
- Answer "No" = 0
- Answer "N A" is not included in the calculation of the score

Below is an example of the average score is calculated:

### Sample Shopper Responses

<b>E.1.3 Demeanor of Official</b>	<b>Answer Yes/No</b>	<b>Score</b>
1. Did the official wish you “good morning/afternoon/evening”?	<input type="checkbox"/> Ya <input checked="" type="checkbox"/> Tidak	0
2. Did officials offer to assist you?	<input type="checkbox"/> Ya <input checked="" type="checkbox"/> Tidak	0
3. Did officials make eye contact when providing service?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
4. Did officials smile?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
5. Was the information provided by officials easy to understand / comprehend?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
6. Did officials provide clear and audible explanations?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
7. Did officials provide friendly services?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
8. Did officials appear willing to help?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
9. Did officials provide polite service?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
10. Were officials willing to listen?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
11. Did officials avoid making difficulties while providing services?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	1

12. After serving you, did officials smile and make eye contact? Answer yes if officials did both?	<input type="checkbox"/> Ya <input checked="" type="checkbox"/> Tidak	0
13. After serving you, did officials say “thank you” and/or “goodbye”?	<input type="checkbox"/> Ya <input checked="" type="checkbox"/> Tidak	0
14. Was the service area free of noise, such as that caused by officials chatting / joking or other inappropriate things?	<input checked="" type="checkbox"/> Ya <input type="checkbox"/> Tidak	0

### Sample Calculation of Service Aspect Average Score

Official	Questionnaire No.	Sikap Petugas											
		Gives greeting	Offers assistance	Makes eye contact	Smiles	Information easy to understand	Clear and audible voice	Friendly	Helpful	Polite	Listens attentively	Doesn't make problems	Demeanor after service provided
Information Official	P 01	0	0	0		0							
	P 02	0	0			0							
	P 03	0	0		0	0	0	0	0				0
Average		0%	0%	67%	67%	0%	67%	67%	67%	100%	100%	100%	67%
Official Receiving Documents	P 01	0	0	0		0							
	P 02	0	0										
	P 03	0	0										
Average		0%	0%	67%	100%	67%	100%	100%	100%	100%	100%	100%	100%
Payment Official	P 01	0	0										
	P 02	0	0										



	P 03	0	0						0				
<b>Rata-rata</b>		<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>67%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Official issuing documents</b>	P 01	0	0										
	P 02	0	0		0			0					0
	P 03	0	0		0								0
<b>Average</b>		<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>33%</b>	<b>100%</b>	<b>100%</b>	<b>67%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>33%</b>
<b>Sub-Aspect Average</b>		<b>0%</b>	<b>0%</b>	<b>83%</b>	<b>75%</b>	<b>67%</b>	<b>92%</b>	<b>83%</b>	<b>83%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>75%</b>
<b>Average Score for Officials’ Demeanor Aspect</b>		<b>68%</b>											

## Weighting

Weightings are assigned by having regard to the importance of public service aspects being evaluated. Aspects with a high level of importance in the provisions of public services are accorded a higher priority.

Based on the analyses of public service quality conducted to date, the application of mystery shopping in the assessment of the quality of public services needs to position 3 assessment aspects as being more important than the other aspects. These three aspects are service solutions, officials' integrity, and officials' demeanors.

In general, based on the level of importance, the order of priority for all aspects that are evaluated as part of a mystery shopping exercise is as shown below:

No	Level of Importance	Aspect
1.	Very high	Service solutions
2.	Very high	Integrity of officials
3.	High	Demeanor of officials
4.	Quite high	Public Service Information Media
5.	Quite high	Special Services for Vulnerable Groups
6.	Quite high	Appearance of officials
7.	Rendah	Queuing system
8.	Rendah	Exterior
9.	Rendah	Interior

To obtain the weighting for each aspect, the level of importance of each aspect, as

shown in the above table, is converted into a numerical value through a process of comparison. The determination of the weighting should be based on the following weighting norms:

1. Weighted score of between 0-1 or between 0% and 100% if using percentages
2. Total weighting must equal 1 (100%)
3. there is no negative weighting (-)



### Sample Calculation of MS Index for Officials' Demeanor

Official	Questionnaire No.	Sikap Petugas										
		Gives greeting	Offers assistance	Makes eye contact	Smiles	Information easy to understand	Clear and audible voice	Friendly	Helpful	Polite	Listens attentively	Doesn't make problems
Information Official	P 01	0	0	0		0						
	P 02	0	0			0						
	P 03	0	0		0	0	0	0	0			
Average		0%	0%	67%	67%	0%	67%	67%	67%	100%	100%	100%
Official Receiving Documents	P 01	0	0	0		0						
	P 02	0	0									
	P 03	0	0									
Average		0%	0%	67%	100%	67%	100%	100%	100%	100%	100%	100%
Payment Official	P 01	0	0									
	P 02	0	0									

	P 03	0	0						0			
<b>Rata-rata</b>		<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>67%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Official issuing documents</b>	P 01	0	0									
	P 02	0	0		0			0				
	P 03	0	0		0							
<b>Average</b>		<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>33%</b>	<b>100%</b>	<b>100%</b>	<b>67%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Sub-Aspect Average</b>		<b>0%</b>	<b>0%</b>	<b>83%</b>	<b>75%</b>	<b>67%</b>	<b>92%</b>	<b>83%</b>	<b>83%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Average Score for Officials' Demeanor Aspect</b>		<b>68%</b>										
<b>MS Index for official's demeanor</b>		<b>68% x 0.17 = 11.3%</b>										

2) **Mystery shopping index for public service unit**

The mystery shopping index for a public service unit shows the extent to which the quality of a service complies with the public service standards. For example, a service provided by a public service unit has an MS Index score of 85%. This means that the process gone through by users when accessing services is 85% in compliance with the public service standards.

The MS Index for a public service unit is obtained by adding up the MS indices for all aspects evaluated during all visits.

MS Index for Public Service Unit =  $\sum$  MS Index for Service Aspect

**Sample Calculation of MS Index for Public Service**

Aspect	Average Score	Weighting	MS Index
1. Exterior	100%	0,03	3%
2. Interior	99%	0,07	7%
3. Queuing System	31%	0,07	2%
4. Special services for Vulnerable Groups	75%	0,07	5%

<b>5. Public Service Information Media</b>	100%	0,10	10%
<b>6. Appearance of officials</b>	86%	0,07	6%
<b>7. Demeanor of officials</b>	72%	0,17	12%
<b>8. Integrity of officials</b>	96%	0,20	19%
<b>9. Service solutions</b>	89%	0,23	20%
<b>MS Index for Public Service Unit</b>			85%

## Data analysis

The analysis of mystery shopping data is intended to describe the facts as they are. The analysis is carried out as follows:

### o Quantitative Analysis

A quantitative analysis is conducted on every service aspect evaluated.

The analysis is conducted by presenting the quantitative data for each service aspect, both average service aspect scores and the MS Index for each service aspect. The analysis also highlights the overall results of the mystery shopping exercise by presenting the MS Public Service Unit Index. To facilitate interpretation, the MS Index and the average scores for each service are presented in graph and tabular form.

As part of the quantitative analysis, the MS index scores are divided into 3 zones, namely:

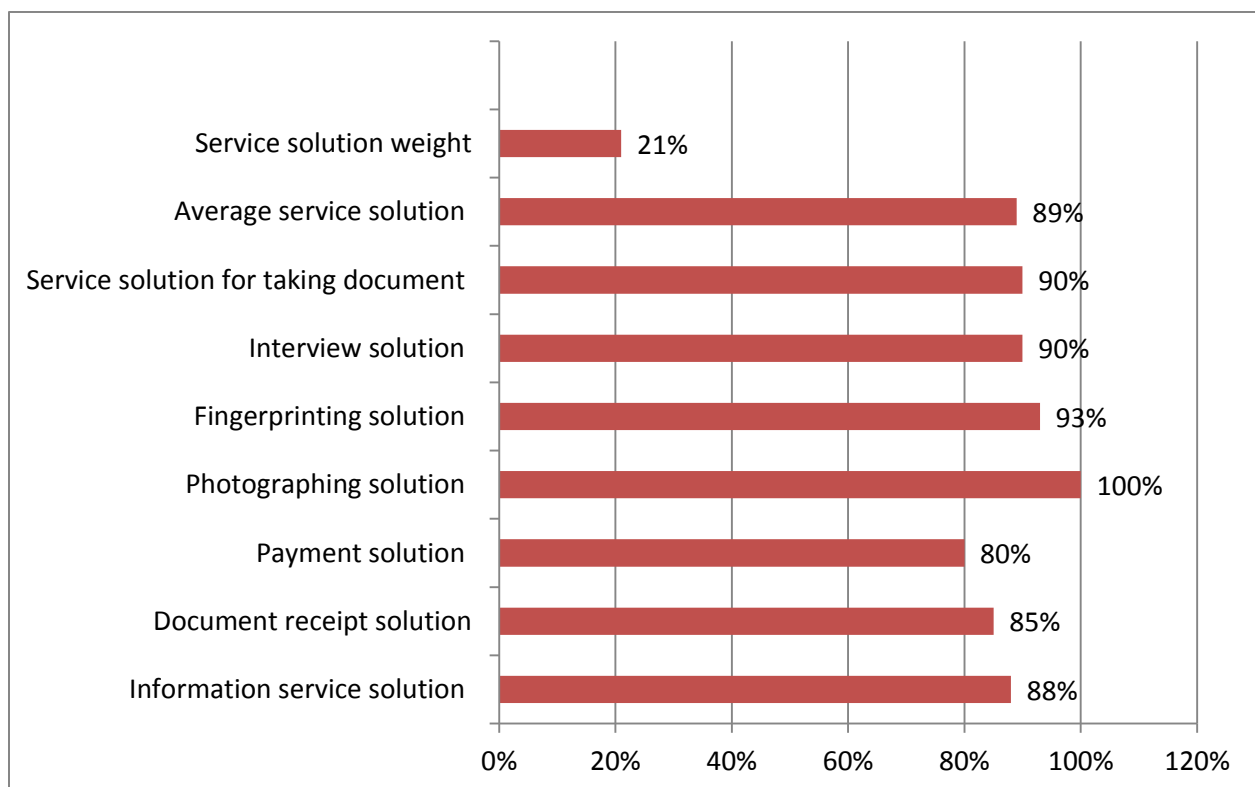
- I. Green Zone: index of more than 90%

2. Yellow Zone: Index of 80-90%

3. Red Zone: Index below 80%

The use of the above zones is in line with the standard international MS Index. However, each service unit may adopt its own classification in accordance with its specific characteristics.

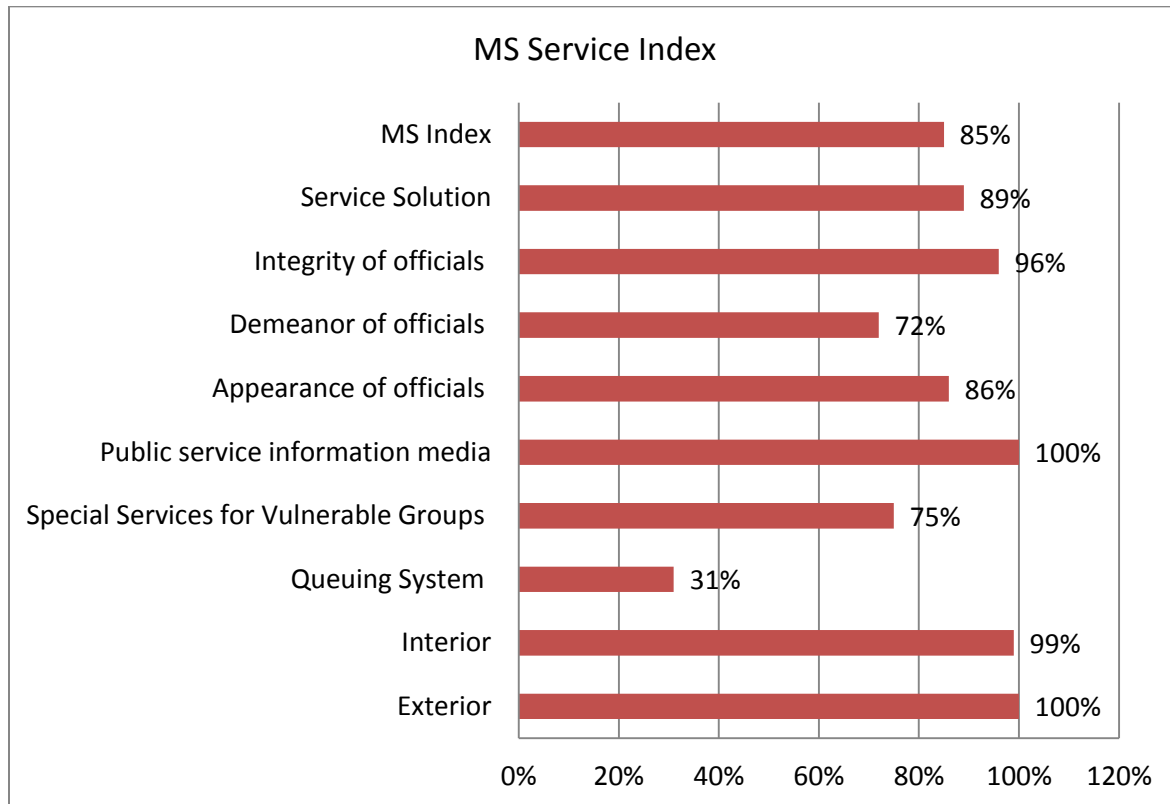
Here is a sample presentation in graph form:



From the chart it can be seen that the average service solution is 89%, which complies with the public service standards. From that overall achievement, it can be seen that the photographing service solution has been fulfilled (100%) in accordance with the public service standards. The next best sub-aspect is the fingerprinting solution, which has been 93% fulfilled, followed by the



interview solution and solution for taking documents (each of 90%). The worst sub-aspect is payment, which is only 80% in compliance with the public service standards.



The above diagram shows that the MS Service Index stands at 85%, which means that, based on the experiences of service users, the services provide satisfy 85% of the public service standards.

- o **Qualitative Analysis**

A qualitative analysis is conducted on the findings or notes of the shopper taken over the course of all the visits. In general, shopper findings can be grouped into:

1. **Positive Findings.** These are findings in respect of positive things that stand out, such as services that exceed what is required by the public service standards.
2. **Negative findings.** These concern negative things that are particularly noteworthy or services that are far removed from what is required by the public service standards.

Each finding needs to be supported by strong evidence, including photographs, audio and video recordings. Other factual experiences of the shopper during the visits are shown as they are, without expressing any opinion. If the findings cannot be categorized as being either positive or negative, they should be presented in a neutral manner. The

overall purpose is to present the information in accordance with the actual conditions in the field.

The presentation should start with positive findings. It is only after these have been highlighted that the negative findings should be presented. This is so as to show that the mystery shopping process is not designed to specifically seek out and find fault.

The mystery shopping team needs to be particularly cautious in the case of findings that have negative implications as regards the integrity of officials. The teams must ensure that any such findings are supported by strong evidence. The official(s) who are guilty of such lapses of integrity should only be identified by their initials. If there is proof in the form of photographs or video, the face(s) of those involved should be blocked out. Full data on the official(s) involved will be retained by the team and will only be handed over if requested by the public service unit in the interests of an investigation. The same level of confidentiality must also be applied in the case of the shopper who made the finding.

### **3.7 Reporting**

#### **Reporting by Shopper**

After every visit to a public service unit, the shopper must prepare and submit a report. The report must be submitted within a maximum of 48 hours after the visit, especially in the case of a shopper who did not use a spy camera or voice recorder. This is so as to ensure that the memories of the shopper as regards his or her visit to the public service unit are still fresh.

The reports submitted by the shopper documents the interaction between the shopper and official(s) during the process of accessing services by the shopper. Overall, the report will refer to the following aspects:

- Service Solution
- Integrity of officials
- Demeanor of officials
- Appearance of officials
- Public Information Media
- Special Services for Vulnerable Groups
- Queuing System
- Interior
- Exterior

The shopper report is prepared using the report format provided by the mystery shopping team. The report consists of:

1. Completed questionnaires for each visit
2. Evidence of visits -- queue numbers, photocopied service application forms, payment receipts, photocopied receipts for documents.
3. Flow chart showing service process
4. Photographs of the public service unit
5. Audio Recordings (depending on the assignment)
6. Video Recordings (depending on the assignment)

The guidelines for writing up a shopper report include:

- a. Use of correct and grammatical Indonesian

- b. As shopper Reports will be used to improve the quality of services, they must be informative, factual, accurate, objective, and free of the personal opinions of the shopper.
- c. For each "No" that is ticked, as shown in the example above, the shopper must provide an explanation in the column provided:
  - The additional explanation must be relevant, factual, and free of the personal opinions of the shopper
  - Example: "Did the officers say hello?"  
 Shopper answers "No"  
 Irrelevant additional explanation from shopper, for example:  
 "No, but the official was quite good at providing service"  
 Correct explanation by shopper:  
 "No, the official did not greet me at any time during the service process."  
 - Example: "Did the official offer to assist you?"  
 Shopper answers "No"  
 Additional explanation by shopper contains personal opinion:  
 "The official appears to need more training"  
 Correct explanation by shopper:  
 "No, the official did not offer to provide assistance during the service process."
  - Example: "Was the information provided by the official easy to understand?"  
 Shopper answers "Yes"  
 However, shopper provides following additional explanation:  
 "The information provided by the official was easy to understand but I didn't understand what he was saying about how long it would take to be completed."  
 This explanation is not consistent with the shopper's original answer ("Yes")

**Sample questionnaire documenting the experiences of the shopper when accessing services:**

<b>E.1.3 Demeanor of Official</b>	<b>Answer Yes/No</b>	<b>Score</b>
1. Did the official wish you “good morning/afternoon/evening”?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	0
2. Did officials offer to assist you?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	0
3. Did officials make eye contact when providing service?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
4. Did officials smile?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
5. Was the information provided by officials easy to understand / comprehend?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
6. Did officials provide clear and audible explanations?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
7. Did officials provide friendly services?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
8. Did officials appear willing to help?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
9. Did officials provide polite service?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
10. Were officials willing to listen?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
11. Did officials avoid making difficulties while providing services?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	1
12. After serving you, did officials smile and make eye	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	0

contact? Answer yes if  
officials did both?

13. After serving you, did officials say “thank you” and/or “goodbye”?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	0
14. Was the service area free of noise, such as that caused by officials chatting / joking or other inappropriate things?	<input type="checkbox"/> Ya <input type="checkbox"/> Tidak	0
15. Other notes		

- d. In addition to answering the above questions, the shopper will also be ask to provide a report in narrative form on his or her experiences when accessing services. The narrative report, and example of which is shown below, must also be factual and free of personal opinions.

Same narrative report:

### Inspection and Review Shopper Reports

To maintain the quality of the data that is obtained, each shopper’s report must be inspected by the mystery shopping team. The things that need to be considered when inspecting a shopper’s report include the following:

- Ensure that all sections of the questionnaire are completed
- If there are any discrepancies in the answers, these will need to be reconfirmed and explanations sought from the shopper.
- It must be ensured that the visit flow diagram covers all visits from the first to the last.
- Ensure that narrative section on the shopper’s experiences complies with the the rules of report writing
- Check the overall consistency of the answers in the report. If there are Significant differences, then these will need to be reconfirmed. For example, Shopper I answers in

the negative to the question on whether there are any information boards showing the services provided by the public service unit, while Shopper II answers in the positive. Discrepancies like this need to be checked further.

- Improving the grammar in the report (if necessary) in accordance with the grammar rules of Bahasa Indonesia.
- In addition to the above, another aspect to be considered is the naming of report files. For each shopper report, a specific naming format will be required, for example:
  - Report (Name of Public Service Unit) (Scenario) (Visit 1/2/3) (Name of City)
- As regards spy cam or voice recordings, files in avi / wmv / mpeg format should be named based on the following sequence:
  - Video (Name of Public Service Unit ) (Scenario) (Visit 1/2/3) (Name of City)

## **Overall Reporting of Mystery Shopping Findings**

Reporting the overall findings of a mystery shopping exercise primarily serves to provide a factual picture of what happens when a person attempts to access services in the public service unit, as well as its compliance with the public service standards.

Through such reports, public service unit heads can identify those aspects of services and service delivery that need to be improved so as to at least bring them into line with the prescribed public service standards.

The main characteristics of a mystery shopping report is that it presents factual information accurately and objectively. A good mystery shopping report will describe the things experienced by the shopper when accessing service and not highlight the things that need to be improved by the public service unit.

The strength of the mystery shopping process is to be found in its confidentiality. Consequently, during the preparation of the report on the mystery shopping findings, the mystery shopping team needs to ensure that the shopper's identity remains confidential.

The following is an example of the suggested framework for a Mystery Shopping report:

- Chapter 1. Introduction, containing information on the mystery shopping exercise, such as time, characteristics of shopper, and the support equipment and requisites used.
- Chapter 2. Profile of Public Service Unit, setting out information on the structure of the public service unit, service standards, types of services, types of services that were evaluated, and the public service standards that were evaluated.
- Chapter 3. Findings and Analysis, containing mystery shopping index charts, tables and graphs covering all aspects of the assessment, key / interesting findings, photographs (whether related to findings or not), highlights of video / audio recordings containing findings.
- Chapter 4. Conclusion, setting out a summary of the findings of the mystery shopping exercise.



### **3.8 Discussion of Mystery Shopping Findings**

The mystery shopping report that has been prepared by the mystery shopping team needs to be submitted to the public service unit at a meeting. This meeting should be attended by at least the public service unit leader and other interested parties. During the meeting, the mystery shopping team will submit its summary report on the findings of the mystery shopping exercise. In addition, the team will also seek feedback from the public service unit. It is also important to discuss aspects that need to be maintained as well as the possibility of improvements by the public service unit so as to enhance the quality of services.

Prior to disseminating the findings of the mystery shopping exercise, the team needs to prepare a summary report which will be used for socialization purposes. The summary report needs to be designed in such a way as to make it interesting and easily understood.

Sample format for socialization materials:

1. Background
2. Description of Mystery Shopping methodology
3. Objectives and Benefits of Mystery Shopping Project
4. Scope
5. Profile of the public services that were assessed
6. Characteristics and distribution of shoppers
7. Methodology
8. Summary of Mystery Shopping findings containing
  - Mystery Shopping Index graphs
  - Tables and Graphs for every Aspect Rated
  - Key Findings: It is recommended that positive findings be presented first (as in a case where services comply with or exceed the public service standards). After that, the negative findings should be presented (where services fail to comply with public service standards)
  - Photographs, whether or not related to findings
  - highlights of video / audio recordings containing both positive and negative findings.
9. Conclusions



### 3.9 Monitoring

Monitoring is carried out in order to maintain the quality of the mystery shopping process at the preparation, implementation, and post-implementation stages. Consequently, monitoring is not only conducted by the mystery shopping team, but also needs to involve the head of the public service unit being assessed. Such involvement is critical to the success of the mystery shopping process. Both sides need to maintain the integrity of methodological integrity and strive to improve the overall quality of the exercise.

To maintain the quality of the mystery shopping process, the team needs to develop an adequate and sustainable monitoring system. The table below sets out the aspects that need to be monitored by each person involved in accordance with his or her authority:

Party	Mystery Shopping Stages		
	Preparations	Implementation	Post-Implementation
Public service unit evaluated	= Determining objectives of mystery shopping exercise - Coordinating and communicating with mystery shopping team - Providing relevant public service standards and service pledge		- Enhancing capacity of staff & officials - Improving service system
Mystery shopping team	- Conducts analysis of public service standards - Develops scenario & questionnaire	- Ensuring security and confidentiality of shoppers - Ensuring shoppers make visits to	= Evaluating the entire mystery shopping process - Providing adequate incentives to

	<ul style="list-style-type: none"> <li>- Recruitment and training of shoppers</li> </ul>	<ul style="list-style-type: none"> <li>public service unit in accordance with the agreed schedule</li> <li>- Ensuring data obtained is accurate, objective and unbiased</li> <li>- Ensuring each finding is supported by strong evidence</li> <li>- Ensuring that shoppers' reports are submitted on time and in accordance with report writing standards</li> <li>- Ensuring that the analysis of the findings is in accordance with the prescribed standards</li> </ul>	shoppers
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A Mystery Shopping process has the capacity to present the facts accurately and objectively. Therefore, there are two things that need serious attention during the monitoring conducted by the mystery shopping team. These are monitoring of the shoppers and monitoring data quality.

### **Monitoring of Shoppers**

The shoppers are the keys to the success of mystery shopping. Consequently, they should receive significant attention at each stage of the mystery shopping process. Monitoring of shoppers needs to be carried out over the entire course of the process, including during the preparatory, implementation, and post-implementation stages.

Monitoring of shoppers during the preparatory stage, especially regarding the suitability of shoppers for the scenario and the skills required of individual shoppers to perform their duties. In other words, shopper monitoring during the preparatory phase is related to the selection and recruitment of shoppers and shopper training. The aspects that need to be monitored during the preparatory stage include:

- Are the characteristics of the shopper in line with the scenario?
- Does the shopper understand what is required of him or her?
- Has the shopper been provided with the skills to properly perform his or her role?

Shopper monitoring during the implementation stage focuses on how the shopper performs his or her role, including compliance with the prescribed schedule, the quality of the data obtained, and reporting. In addition, it is also very important to monitor the shopper confidentiality and security aspects when they are conducting visits.

The key aspects that need to be monitored during the implementation stage include:

- Did the shopper visit the designated public service unit?
- Did the shopper conduct his or her visits in accordance with the prescribed schedule?
- Did the shopper conduct his or her visit in accordance with the prescribed scenario?
- Did the shopper submit his or her report on time?
- Did the shopper answer all the questions in the questionnaire?
- Is the data accurate, objective, and unbiased?
- Is there strong evidence to back up each finding?
- Is the shopper safe and his or her confidentiality guaranteed?

The mystery shopping team needs to develop a satisfactory monitoring system in respect of the things mentioned above. The mystery shopping team must ensure that every shopper visits the public service unit in accordance with the agreed schedule on at least 2 days. It is possible that a shopper may unexpectedly have to cancel a visit to the public service unit on account of something urgent, for personal reasons, on account of illness, or for some other reason. A

shopper who cannot visit the public service unit in accordance with the predetermined schedule will need to be asked about his or her ability to make the prescribed visits within the timeframe of the project. If possible or appropriate, a visit to the unit can be rescheduled for the same shopper. If the shopper is unable to do so within the project timeframe, then the team must use a backup shopper or recruit a replacement shopper.

The mystery shopping team will also need to reassign a shopper if it transpires that his or her report does not pass the quality control stage. Such reassignment will be needed if the report is not in accordance with the required quality standards. For example:

- The shopper did not visit the designated public service unit
- The shopper incorrectly applied the scenario or failed to do so in accordance with the assignment
- The report is inconsistent and the shopper is unable to give satisfactory explanations / the findings are not supported by evidence
- The shopper failed to conduct all the programmed visits

Another aspect that needs significant attention from the mystery shopping team during implementation-stage monitoring is the issues of shopper confidentiality and security. This is mainly due to the absence of an exit mechanism. Thus, it is important for the team to ensure the confidentiality and security of shoppers, especially when the mystery shopping scenario involves an assessment of the integrity of officials in the public service unit.

Generally, the mystery shopping team will need to prepare a roster of substitute shoppers so as to make provision for any of the eventualities listed above. If monitoring is done well, the team will be able to reschedule immediately.

## Monitoring Data Quality

The mystery shopping team needs to ensure that the data obtained during the implementation of the mystery shopping exercise is accurate, objective, and supported by strong evidence. The team needs to develop a control system for the purpose of inspecting all data so as to ensure that it does not contain errors and bias. A data inspection is carried out on every answer in the questionnaire.

The things that need to be considered by the minimum service standard team when checking data include:

- Has the shopper answered all the questions in the questionnaire?
- Are the shopper's answers correct, accurate, and objective?
- Is there strong evidence to back up the answers?

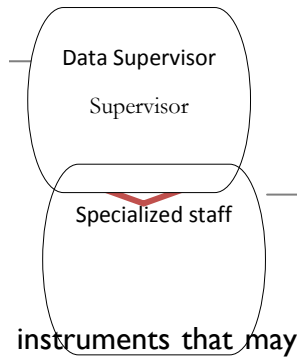
To ensure optimum quality, the control system needs to be hierarchical in nature. This permits multilayer supervision of the data so that the risk of error and bias can be avoided. For example, a data quality control system that consists of 3 levels, as shown below:

### Data Control System Model



- Checking consistency of answers in questionnaires (both for each shopper and as between shoppers) and validation of questionnaire answers
- Checking the evidence and other complementary matters
- Conducting verification with shoppers

- Checking consistency of answers in questionnaires (both for each shopper and as between shoppers) and validation of questionnaire answers
- Checking the evidence and other complementary matters
- Conducting verification with shoppers if any is found that is unclear or not in accordance with the report writing standards.



- Providing feedback on supervision outcomes to the Field Data Coordinator for clarification or checking with shopper.

instruments that may  
mize bias. In reality, th

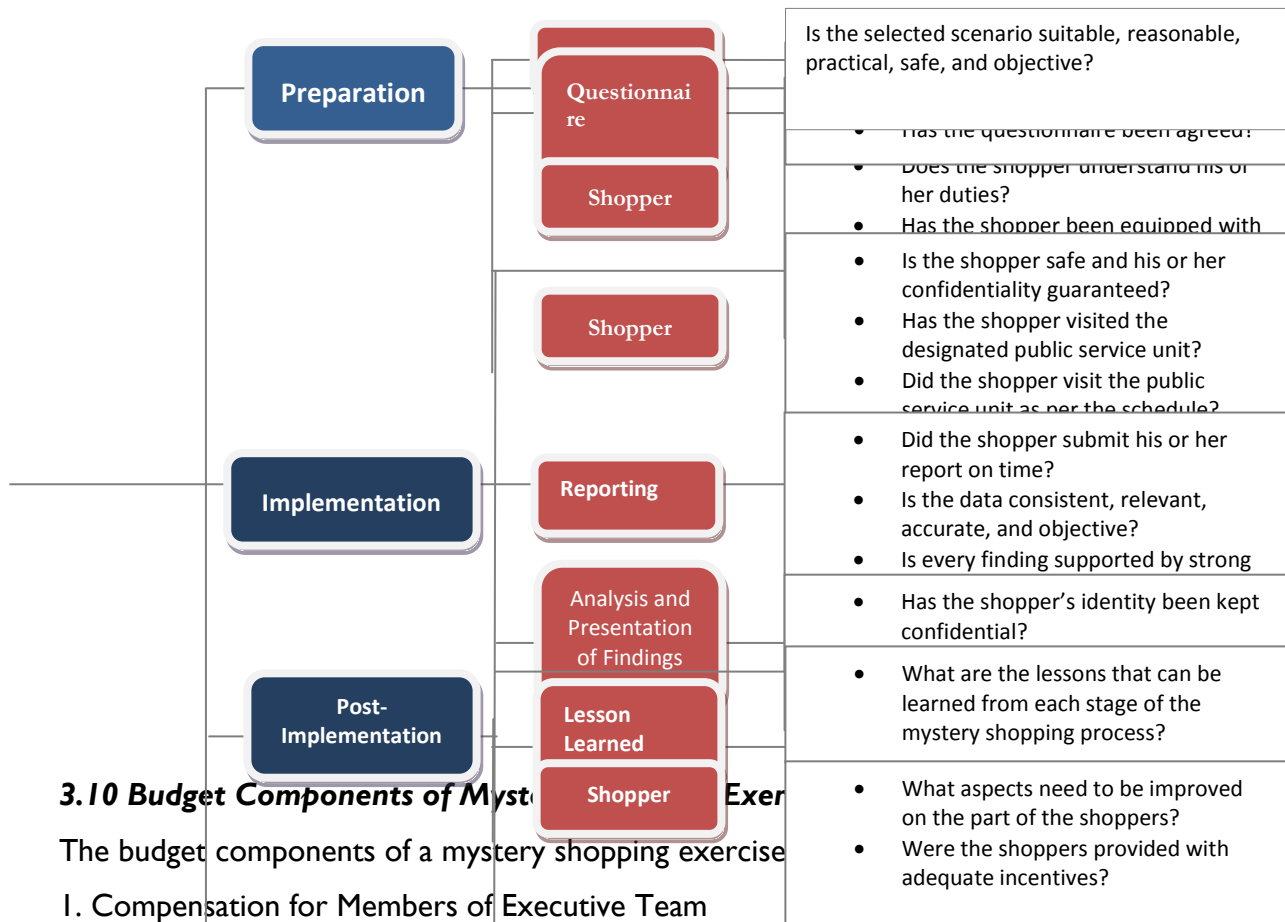
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mystery shopping is the availability of trained and committed shoppers. Such shoppers will significantly reduce the possibility of bias.



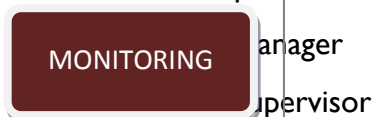
## Aspects of Monitoring at Each Stage of Mystery Shopping Exercise



### 3.10 Budget Components of Mystery Shopping Exercise

The budget components of a mystery shopping exercise are:

#### 1. Compensation for Members of Executive Team



- Field Coordinator
- Shoppers
- Administration and finance Staff

#### 2. Meetings / Training

- Meetings of mystery shopping team
- Training for shoppers
- Discussion on findings with public service unit

#### 3. Transportation

- Transportation for manager / supervisor / field coordinator
- Transportation for shoppers

#### 4. Equipment

- Cameras
- Audio recorders
- Spy cameras
- Office requisites

#### 5. Other operational costs

- Shopper recruitment advertisements in the media (print, online and so forth)
- data processing software
- Cost of shopper accessing service in accordance with service standards
- Photocopying

A shopper is normally paid on a per-visit basis (to public service unit). The amount of compensation payable to the shopper will be determined by the level of complexity of the questionnaire and scenario, as well as the shopper profile. Here are some commonly used payment categories (on a per-visit basis):

- a) Simple: Rp 75,000 - Rp 125,000.
- b) Medium: Rp 150,000 - Rp 250,000.
- c) Complex: Rp 275,000 - Rp 450,000.
- d) Shopper with upscale / business profile: Rp 500,000 - Rp 1,000,000.

### **3.11 Critical Issues in Mystery Shopping Methodology**

There are a number of things that need to receive special attention during a mystery shopping exercise.

- The program design process will be longer if the public service unit does not have service standards
- An initial visit to the public service unit will be required so as to check the service standards as part of the process of preparing the visit flow and designing the questionnaire.
- A mystery shopping exercise that involves scenarios designed to check for irregularities in the provision of services, such as the use of middlemen (whether by third parties or officials) will be more expensive and no receipts or proofs of payment will be available.

- The shopper recruitment process will take longer if the scenario is complicated and entails a lot of special requirements.
- The shopper visit process cannot follow the prescribed visit flow due to changes in the service process or procedures or things that are stated in the service standards.
- Shopper confidentiality must be maintained and their names must not be stated in the mystery shopping reports or be traceable. A shopper who is visiting a public service unit does have an exit mechanism, unlike in the case of the private sector where the shopper can easily avail of services from a range of other providers.
- In the case of an integrity audit, shopper training needs to be longer and more intensive. Shoppers need to be well prepared.
- After completing a visit, the shopper needs to be interviewed as quickly as possible so as to obtain an accurate picture of the findings, ensure sufficient time to make adjustments to the visit flow or to make changes in the scenario in line with conditions in the field.
- Stringent monitoring is required so that the mystery shopping exercise may be completed within the agreed timeframe, especially when the public service unit being evaluated is located in a remote area.

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### Statutory Provisions and Regulations

Law No. 25 of 2009 on Public Services

Government Regulation No. 29 of 2012 on the Application of Law No. 25 of 2009 on Public Services

Government Regulation No. 65 of 2005 on Guidelines for the Preparation and Application of Minimum Service Standards

### Website

<http://www.mystery-shopper-business.com/info.html>

## Appendix

### Mystery Shopping – Public Service Unit

#### Visit I: Obtaining Information and Application Form

A. Identity		
1. Questionnaire No.		
2. City		
3. Shopper's Name		
B. General		
1. Date of Visit		
2. Day of Visit		* Monday *Tuesday * Wednesday *Thursday * Friday * Saturday
3. Office address		
4. Age Category of Shopper		* 18-25 * 26-31 ..... *Over 51
5. Shopper's Sex		* Male * Female
6. State your queue number		
7. How many people were in front of you waiting to be served?		
8. State the time (hour:minute) when you joined the queuing system		
9. State the time (hour:minute) when you received service from official		
10 How long did you have to wait before receiving service?		
11. What time did you leave the office (hour: minute)		
12. How many service counters were open and serving clients?		
C. Service infrastructure and facilities		
C.I. Exterior	Answer "yes"/ "No" / "Na"	Explain why you answered "No" and

		provide any other relevant information
1. Was the office's external name board in good condition / clearly legible (not faded, letters not missing, well maintained)?		
2. From the outside, did the office appear clean, neat, maintained (answer "Yes" if all conditions fulfilled)		
3. Was information on service / operating hours displayed outside the office?		
4. Was there adequate parking for cars and motorcycles?		
5. Other observations		
C.2 Interior and Cleanliness		
1. Was the floor clean?		
2. Were the walls in the service area generally clean?		
3. Was the ceiling clean, free of spider webs and signs of leaks		
4. Were the windows clean and unstained?		
5. Were the tables and chairs in good condition and clean (no program stickers / brochures/ etc under the counter window)?		
6. Was the room free of cigarette smoke?		
7. Was the room pleasantly cool?		
8. Was the smell in the room neutral (not malodorous, fragrant, but not overpowering)?		
9. Was the lighting adequate (sufficient to read in the waiting area and not dazzling / glaring)?		
10. was the room quiet / not noisy? (the noise		

level in the room should be reasonable, if noisy or annoying, please explain further)	
11. Was the toilet clean (not malodorous, water available, flush working)?	
12. Was there a closed wastepaper bin, not malodorous?	
13. Were the chairs / sofas clean, not malodorous?	
14. Were the chairs / sofas in good condition (not torn / coming apart at the seams), capable of being used?	
15. Was there a functioning TV in the waiting area?	
16. Other observations	
C.3 Queuing System	
1. Was there a queuing system?	
2. If yes, what sort of queuing system (select one)?	Manual without number Manual with number Automated
3. Was the queuing system orderly and working well (whether manual or automated)	
4. Was there an official offering assistance and regulating the queue?	
5. Other observations	
D. Public Service Information System	
D.1 Information Media: Motto, Service Standards, Service Pledge	
1. Was there any information media (notice	

board leaflets, banners, etc) that would indicate the commitment of the public service unit to providing good services?	
2. Was there any information media (notice board leaflets, banners, etc) setting out the unit's service standards, requirements, procedures, timeframe for completion, and fees?	
Was there any information media (notice board leaflets, banners, etc) setting out the unit's service pledge and its willingness to consistently serve the public in accordance with the service standards?	
5. Was there any means by which members of the public could provide input/evaluation as regards the quality of services provided, such as a suggestion or complaint box?	
6. Was the facility practical and capable of being used	
7. Other observations	
E. Human resources	
E.I Information Officials E.I.I Particulars of official	
1. Give name of official who served you (from name tag, ID card, name board)	
2. Please describe the official who served you (man/woman, long/short hair, wore glasses/didn't wear glasses, hair color, height, age group)	



E.1.2 Appearance of Official	
1. Was the official wearing the standard office uniform?	
2. Was the official's uniform tidy, well ironed and free of stains?	
3. Was the official correctly using a name tag or ID card, or name board?	
4. Was the overall appearance of the official good and appropriate (fresh breath, no BO, wearing appropriate accessories, standard makeup, neat hair, wearing shoes, not sandals?	
5. Other observations	
E.1.3 Official's Demeanor	
1. Did official say "good morning"/"good afternoon"/"good evening" to you?	
2. Did the official offer to help?	
3. Did the official make eye contact when serving you?	
4. Did the official smile?	
5. Was the information provided by the official easy to understand?	
6. Did the official speak in a clear and audible voice?	
7. Did the official provide friendly service?	
8. Did the official have a helpful attitude?	
9. Did the official serve you politely?	
10. Did the official listen attentively?	
11. Did the official refrain from doing anything	

that would make things more complicated when serving you?	
12. After the official finished serving you, did he or she smile and make eye contact? Answer “yes” if official did both.	
13. After the official finished serving you, did he or she say thank you and / or goodbye?	
14. was the service area free of extraneous noise, such as officials chatting / joking or other inappropriate actions?	
15. Other observations	
E.1.4 Integrity of Officials	
1. Did the official provide fair and non-discriminatory services to you (regardless of economic status, family ties, race, religion, physical and mental capacity)?	
2. Did the official refrain from offering additional services in violation of the procedures? If additional services were offered personally by the official or via a middleman, answer “No”.	
3. Did the official refrain from asking for additional payment beyond the official fee (tip, unauthorized fee)? If official asked for additional payment, answer “No”.	
4. Were there no middlemen in the office offering help to obtain services in return for payment? If there were no middlemen, then answer “No.”	

5. Other observations	
F. Service Solutions with Information and Forms	
1. Was the information you received clear and comprehensive?	
2. Did you obtain the relevant application form using the official procedures?	
3. How long did the official spend serving you?	* Less than 30 minutes * 30-60 minutes * More than 60 minutes
4. Was the official able to explain the requirements and procedures for accessing the public service?	
5. Was the official able to explain the fee for accessing the public service?	
6. Was the official able to explain the time needed to access the public service?	
7. Did the official provide a solution in accordance with the law / regulations when a problem was encountered in accessing the public service?	
8. Did the official demonstrate a good grasp and knowledge of the products / services provided by the service unit?	
9. Other observations	
G. Provision of Services to Vulnerable Groups	
1. Was any special treatment provided by the official to people from vulnerable groups, such	

as people with disabilities, the elderly, expecting mothers, children, victims of natural or social disasters?	
2. Were any special facilities available in the service unit for people from vulnerable groups?	
3. Were any additional charges imposed by the official for people from vulnerable groups in return for special treatment?	
4. Were the facilities provided for people from vulnerable groups used by others who were not entitled to use them?	
5. Other observations	

H. Experience in using services (must be completed so as to obtain a clear picture of the visit. Please have regard to consistency with your previous answers. Recount everything that you experienced during the visit from your arrival at the unit until your departure.

