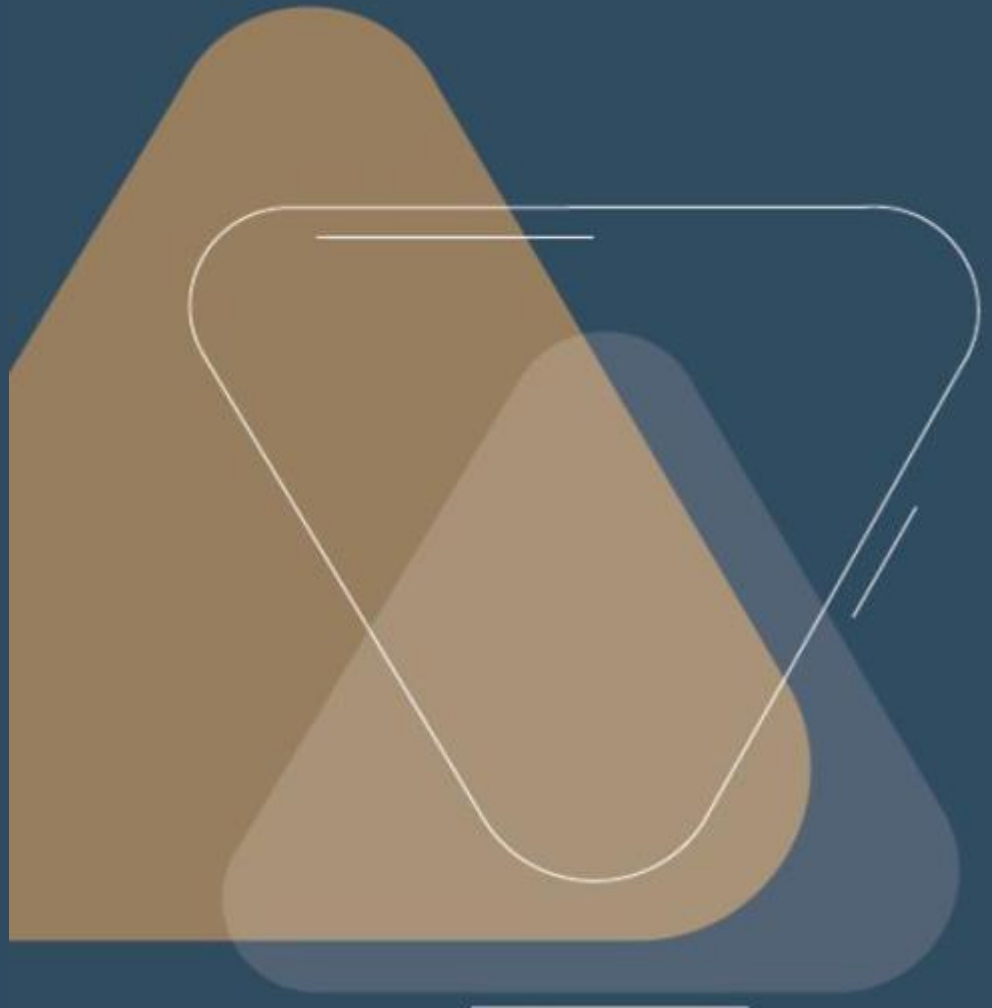


Customer Happiness Charter Guide

Issue No: 2
Issuance Date: 2024
TDRA-G00-D39



Documentation

List of Versions:

Reference Number	Version	Date	Prepared By	Name	Job Title
TDRA-G00-D39	1	November 2019	Customer Happiness Section	Salma Wald Harro	Customer Service Quality Assurance Lead
TRDA-G00-D39	2	June 2024	Customer Happiness Section	Salma Wald Harro	Customer Service Quality Assurance Lead

List of Amendments:

Issue Number	Date	Amended Clause	Summary of Amendments
TDRA-G00-D39	November 2019	-	-
TRDA-G00-D39	June 2024	Introduction	Linking it to the UAE Government's Promise for Future Services and referencing that the Guide has been prepared based on the ISO 10001:2018 standards.
		Objective of the Guide	Adding three objectives; raising customer awareness, raising employee awareness, and familiarizing customers with available communication channels.
		Scope of the Guide and Exceptions	Amendments to the Scope and adding exceptions
		Customer Happiness Formula	Clarifying the new version of the Customer Happiness Charter (UAE Government's Promise for Future Services)
		Accessibility	Adding what the Authority (TRDA) provides for different categories, including People of Determination and senior customers.
		Non-Compliance with the Charter	Adding procedures to be followed in the event of non-compliance with the Charter.
		Review and Development of the Guide	The frequency of review
		Measuring the Customer Journey	Adding a clause on measuring the customer journey.
		Definitions	Amendment to the definition of the Charter.
		References and Sources of the Guide	Adding the following references: UAE Government Promise for Future Services, the Global Star Rating System for Services, the Government Services Development Guide 2.0, ISO Standards (ISO 10001:2018), and Complaints Management Guide.

Ownership of the Guide

Customer Happiness Section

Approvals:









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1. Introduction:

This document is titled "Customer Happiness Charter" and it is effective upon its approval by the Director General.

The Authority (TDRA) is committed to maintain the rights and duties of its customers, ensuring prompt service, tactful interactions, and a high level of professionalism in service delivery. This commitment aligns with the UAE Government Promise, which embodies the core principles of the UAE Government Charter for Future Services. To achieve a pioneering implementation of its Charter, the Authority has developed a set of performance indicators that ensure the continuous review and development of the Charter, as well as the effective implementation of the Promise's principles. This, in turn, guarantees a consistent commitment to service quality and customer happiness. Within this framework, the Authority has redesigned its Customer Happiness Formula Charter to align with the clauses of the ISO 10001:2018, ensuring the delivery of outstanding services.

2. Objective of the Guide:

- This Guide aims to create a documented and unified reference for the implementation of the Customer Happiness Charter and realization of the principles of the UAE Government's Promise in the Authority (TDRA).
- Define the rules and guidelines required to enable employees to fulfill the Promise according to the specified standards.
- Educate customer happiness employees about the elements and behaviors that contribute to customer happiness.
- Empower customer happiness employees to perform their assigned duties and responsibilities through clear rules, guidelines, and effective tools to which they can refer to when needed, in terms of topics related to customer service and to clarify what is expected of them.
- Realize the concept of "TDRA's Unified Interface" by adopting a unified communication approach and professional standards for the customer experience when obtaining services.
- Educate customers about the customer happiness standards expected from the employee, the entity, and themselves.
- Familiarize customers with the available channels for submitting suggestions, complaints, or inquiries.

3. Scope of the Guide and Exceptions:

- This Guide is generally aimed at all employees of the Telecommunications and Digital Government Regulatory Authority (TDRA), and at the customer happiness employees in particular (call center, dispute resolution team with the telecommunications service providers), in addition to those involved in service development and other organizational units that directly impacts the achievement of customer happiness. Customer happiness employees are considered the interface of the Authority; therefore, this guide is developed to provide employees with the tools and knowledge to achieve excellence in customer service.
- Exceptions to the application of the Charter include abnormal and out-of-control circumstances such as natural disasters, crises, political unrest, wars, emergencies, cases dependent on other parties, in addition to the exceptions contained in the complaints system, which are subject to legal procedures.

4. Customer Happiness Charter (UAE Government's Promise for Future Services):

We, at the Telecommunications and Digital Government Regulatory Authority (TDRA), are committed to providing pioneering and outstanding services according to best global practices with the aim of making customers happy, identifying their needs, and meeting them in a way that exceeds their expectations, in line with the principles of the UAE Government Promise.

THE UAE GOVERNMENT CHARTER FOR FUTURE SERVICES



- **Human Centered Services:** We provide human centered services that are tailored to meet your needs, requirements and preferences, and designed with you, with care and respect. You will receive outstanding and fair service, and we will address your needs professionally and do our utmost to meet them.
- **Digital Services by Default:** We strive to provide proactive digital government services to suit the future lifestyle.
- **One-time Data Provision:** We design interconnected and integrated government services that request your data only once.
- **Safe Data and Guaranteed Privacy:** We protect your data that is shared among government entities to keep it safe and ensure your privacy.
- **Integrated, Varied and Consistent Service Channels:** We provide our services through various, integrated and coordinated channels that cater to your preferences through a unified government interface.
- **Seamless and Proactive Experience:** We provide bundles of seamless, interconnected and proactive services.
- **Listening to Customer's Voice:** We listen to your voice and ensure transparency in the evaluation results. We also welcome your feedback and suggestions and aspire to engage in our service development.
- **Value Added Services:** We ensure that our fees are thoughtfully structured to be affordable while maintaining high-quality service delivery.

5. Customer Happiness Formula:

The Customer Happiness Formula describes the role of each of the three parties (the employee, Authority and customer) in achieving the goal of customer happiness. It is a shared formula among the employees, the Authority (TDRA), and customers, as follows:

A proud employee in providing the service + A dedicated entity to make customers happy + A positive and proactive customer = Customer Happiness

We are committed to your happiness	We strive to make you happy	Help us make you happy
We provide human centered services. They are tailored to meet your needs, requirements and preferences, and designed with you.	We will treat you with care and respect. You will receive outstanding and fair service, and we will address your needs professionally and do our utmost to meet them.	Appreciate the efforts of our employees and treat them with mutual respect and appreciation.
We strive to provide proactive digital government services to suit the future lifestyle	In designing and developing our services, we will adhere to global best practices and the latest government work guides.	Provide complete, accurate, and up-to-date information, data, and documents as needed.
We will design interconnected and integrated government services that request your data only once.	We will actively promote and strengthen collaboration, integration, and partnerships with various entities.	Notify us immediately of any errors occurred by you or us during the provision of the service
We will protect your data that is shared among government entities to keep it safe and ensure your privacy	To ensure the confidentiality, integrity, and privacy of your information, we adhere to the data security policy in line with the Information Security Management System (ISO/IEC 27001/2013). This	Inform us about changes in personal information related to the service.

	policy shall be regularly reviewed and updated.	
We will provide our services through various, integrated and coordinated channels that cater to your preferences through a unified government interface	To guarantee a smooth and outstanding customer journey that exceeds your expectations, we will offer a variety of uniform, diversified and consistent service channels.	Respond to the inquiries of Customer Happiness employees to enable them to provide you with an excellent service.
We will provide bundles of seamless, interconnected and proactive services	We will provide smooth and proactive experience	Provide constructive feedback and innovative and positive suggestions
We will listen to your voice and ensure transparency in the evaluation results.	We will welcome your feedback and suggestions and aspire to engage in our service development.	Participate in service design and scanning the service horizon
We will ensure that our fees are thoughtfully structured to be affordable while maintaining high-quality service delivery.	We will provide excellent value-added services	Share the happy and positive experience with others

6. The General Standards for Service Levels:

Service provision in accordance with the principles of the Emirates Government Service Excellence Program, which include:

I: A proud employee in providing the service:

- Customer oriented**
Strive to treat the customer as he/she aspires, with dignity, respect and fairness, while striving to develop and strengthen relationships by providing a unique service to the customer.
- Credibility and empowerment**
I am fully aware of my role in the entity that I represent, and happy to serve the customer, as I strive for continuous development of my capabilities in order to respond to the needs of customers. I strive to deal with complete clarity and absolute transparency and maintain the accuracy of information provided.
- Collaboration and teamwork**
I strive constantly to explore opportunities to support my colleagues, and to help adopt and create a work environment that stimulates team spirit to meet all customer needs in a timely manner.
- Continuous improvement**
I strive to encourage, support and explore the opportunities necessary to enhance the customer's experience
- Dedication to providing assistance and resolving issues**
In the event of not being able to fulfill the customer's request or needing to transfer the call to another employee, below are the steps to be taken:
 - Apologize to the customer and provide a comprehensive explanation for the reasons for not being able to assist.
 - Do not let the customer feel that they have made a mistake.
 - Contact the other employee to whom you wish to refer the customer.

- Ensure that the other employee is ready to receive the customer and that there will be no further referrals or delays.
- After completing the service delivery process, thank the customer and direct them to the appropriate channels approved by the Authority in case they have inquiries, suggestions, or complaints related to the services provided to them.

II: A dedicated entity to make customers happy:

What you should expect from us:

1. Kindness

- We will treat you with respect, kindness, positivity, and happiness.
- We will deal with any problems you face with the service provided through Customer Happiness team with privacy.

2. Information

- We will provide our services through a cooperative team that maintains confidentiality, enjoys knowledge, understands your needs and can answer your inquiries.

3. Responsiveness

- We will answer all your inquiries and deal with them in a timely manner
- We will provide you with the requirements for each service and its delivery dates.
- We will facilitate your communication with us and respond to your comments on the provided services in a timely manner and without delay.

4. Reliability

- We will focus on providing you with excellent services in an efficient, organized and transparent manner.
- We will fulfill your expectations of the provided service.

5. Privacy

- We will ensure the confidentiality of your data.
- We will treat your data with the highest safety and confidentiality standards.
- We will ensure the privacy of transactions and documents throughout the customer experience.

6. Ease

- We will provide services at times and channels that will suit you as much as possible.
- We will reduce the number of procedures to provide you with a fast and simple service.

7. Quality

- We will provide excellent and high-quality services that enhance the wellbeing of individuals.

III: Positive and Proactive Customer:

What we expect from you:

- Appreciate the efforts of our employees and treat them with mutual respect and appreciation.
- Provide all required documents to enable us to provide you with a quick service.
- Notify us immediately of any errors occurred by you or us during the provision of the service.

- Inform us about changes in personal information related to the service.
- Respond to the inquiries of Customer Happiness employees to enable them to provide you with an excellent service.
- Provide constructive feedback and innovative and positive suggestions
- Participate in service design and scanning the service horizon.
- Share the happy and positive experience with others.

7. Communication and Contact Channels:

- TDRA website: <https://tdra.gov.ae>.
- Smart phone application (TDRA)
- Call Center -toll free number: 80012
- Various media channels
- Social media (Facebook, X, Instagram, YouTube)
- Communicating with the Authority's leadership (complaints through the Director General's office).
- Tawasul 171 center and website (National Customer Relationship Management System).

<https://tdra.gov.ae/ar/Participation/ncrm>

8. Accessibility:

The Authority is committed to providing inclusive services that meet the needs of all individuals, including people of determination and senior customers. This is achieved by offering the following features:

- Ability to change colors.
- Ability to change font type and size.
- Ability to change the cursor to a large one and having a reading guide.
- Providing a virtual assistant for the hearing-impaired persons.
- Ability to translate texts into any language within the list of languages provided by the Authority according to Google Translate languages.

9. Handling Inquiries:

The Authority provides customers with the ability to inquire about its services, initiatives, and events, or to inquire about the status of requests for previously provided services, or any other inquiries customers may have through the Authority's approved communication and contact channels.

Mechanism for Submitting Inquiries through Service Delivery Channels:

- Through the call center: Contact the call center employee on the toll-free number 80012 and submit the inquiry.
- Through the digital channels:
 - Register using the digital ID (UAE PASS).
 - Fill in the required data in the service request and attach supporting documents, if any.
 - The inquiry will be examined by a competent team within the Authority.
 - Receive an answer to the inquiry from the Authority.

Service delivery time: Within one business day.

10. Handling Complaints:

The Authority provides customers with the facility to submit a complaint pertaining to any of its services or the manner of their delivery through the Authority's approved communication channels.

Complaint handling process:

- The complaint will be received and categorized according to its type (urgent, normal, complex).
- The complainant shall be notified of the receipt of their complaint immediately upon submission via the Customer Relationship Management (CRM) system. This notification shall be delivered through an SMS or e-mail and shall include a unique serial number for the complaint.
- Complaints shall be forwarded to the relevant departments, and the designated Complaint Coordinator within the concerned department shall be responsible for reviewing the complaint.
- The complaint shall be duly examined, and a response shall be provided to the customer and the customer's satisfaction with the complaint handling process shall be ascertained.
- The Authority shall analyze the results of customer feedback relating to complaints and utilize the findings for the purpose of improvement and development.

Complaint Escalation

In the event of the complainant's objection to the resolution or the provision of additional evidence necessitating a reconsideration of the complaint, the complainant shall be entitled to submit a new complaint through the Authority's official channels.

Service delivery time:

Complaints shall be received and processed within the time frame specified in the Authority's Complaint Management Guide, based on the complexity of the complaint.

11. Handling Suggestions:

The Authority provides customers with the facility to submit suggestions pertaining to any of the Authority's services, initiatives, or activities through the Authority's designated communication and contact channels.

Mechanism for suggestion submissions through the service delivery channels:

- Through the call center: Contact the call center employee on the toll-free number 80012 and submit the suggestion.
- Through the digital channels:
 - Register using the digital ID (UAE PASS).
 - Fill in the required data in the service request and attach supporting documents, if any.
 - The suggestion will be examined by a competent team within the Authority.
 - Receive the result of the suggestion submitted from the Authority.

12. Non-Compliance with the Charter:

- ❖ Should the Authority fail to resolve the customer inquiries and complaints within the prescribed time frame, it shall take the necessary steps to address the matter and ensure customer satisfaction in accordance with the following:
 - Admission of non-compliance with the prescribed time line: Admit to the delay in processing the customer's inquiry or complaint and express regret for any inconvenience caused by such delay.
 - Contact: Proactively communicate with the customer to inform them of the delay and the underlying reasons for it, as transparency is crucial for maintaining customer trust. This communication shall include:
 - A clear explanation of the reasons for the delay, whether due to an unforeseen increase in complaints, internal processing issues, or any other justifiable cause.
 - Throughout the extended duration of the complaint, keep the customer apprised of the progress made and provide regular updates on the status of their complaint, using the various communication channels (e.g., SMS, email).
 - Quick Solution: Contingent upon the nature of the complaint and the cause of the delay, an immediate/interim resolution shall be provided to the customer regarding their complaint. This shall be achieved through escalation to the competent department and prioritization of the complaint for resolution at the earliest, given the exceeding of the anticipated time frame.
 - Follow up: Upon completion of the complaint resolution process, follow-up shall be conducted with the customer to ascertain their satisfaction and solicit feedback on their experience. This feedback shall be utilized to enhance customer service operations through the automated answering system, customer pulse surveys, and the Customer Relationship Management (CRM) system.
- ❖ In the event that the Authority fails to achieve its customer satisfaction targets, it is imperative to take appropriate measures to rectify the situation and ensure customer satisfaction by adhering to the following:

A periodic review and development of operational processes shall be undertaken. Inputs for such update process shall include governmental directives, customer feedback and insights, customer performance indicator results, recommendations and observations from evaluation reports and mystery shopping reports, and results from the government observatory for service evaluation (customer pulse). This analysis shall identify gaps and lead to the implementation of corrective steps and procedures to ensure their resolution. This may encompass:

- Analyzing and identifying the root causes of customer dissatisfaction.
- Discussing the reasons with stakeholders and formulating recommendations.
- Discussing the feasibility of implementing recommendations to ensure optimal management of services provided and increase customer happiness.
- Learning from experience:
 - This situation shall be utilized as a learning opportunity to understand the error that occurred, its underlying cause, and how the recurrence of similar issues can be prevented in the future.

13. Employees Efficiency Development:

Nine areas of employees' efficiency development have been identified to have a tangible and direct positive impact on the rates of customer happiness. This would be through maintaining the process of service provision from a human resources perspective, considering that customer service employees are the interface and the main point of

interaction with customers, and therefore it is necessary and important to prepare them efficiently and effectively to build relationships with customers, respond to their inquiries and fulfill their requests:

1. Competence and knowledge

- The Customer Happiness employee needs to acquire extensive knowledge and skills about the entity he/she represents, in addition to knowledge of the services it provides.
- The employee must be ready and qualified to answer any inquiries received from customers accurately and clearly

2. First impression

- The first impression of the customer is considered one of the key elements that may significantly affect the relationship between the customer and the Customer Happiness employee, and it may have a significant impact on the customer relation with the government entity.
- It is necessary to provide the Customer Happiness employee with the correct tools and knowledge required in order to maximize the expected outcome from the first impression in dealing with the customer.

3. TRUST BUILDING

- The relationship that can be developed through the interaction between the Customer Happiness employee and the customer may have a tangible impact on the success in providing the required service.
- It is necessary to remind and train the Customer Happiness employee on the importance of building trust and credibility on the services required to be provided according to the customer's expected standards.

4. Building motivational skills

- It is necessary to train Customer Happiness employees thoroughly on motivational skills, including separating personal feelings from the service provision elements.
- Customer satisfaction may decrease whenever he/she feels that the employee is not ready to go further, or that the employee is unhappy or unresponsive to his/her requests.
- The behavior of the Customer Happiness employee may have a significant contribution if managed efficiently in the success of the process of securing the required services.

5. Fair treatment

- The Customer Happiness employee has a responsibility to treat all customers in a fair and equal manner.

6. Taking responsibility

- Taking responsibility for any errors that have a tangible contribution to enhancing customer satisfaction rates.
- The Customer Happiness employee should refrain from blaming others, colleagues, operations, or procedures, while accepting and taking responsibility for any mistakes he/she may have made, then searching for solutions that are acceptable to the customer.

7. Flexibility

- The Customer Happiness employee should be flexible when providing service to customers. This does not necessarily mean breaching the regulations or treating customers differently, but rather the purpose of flexibility here (trying to make extra efforts) to confirm obtaining customer satisfaction with the quality of the service provided.

8. Restoring service

- The Customer Happiness employee should be trained through specialized training courses in the field of customer service on how to turn the negative customer experience into a positive one, for example, training the employee to solve problems and handle difficult situations.

9. Self-evaluation

- The Customer Happiness employee must participate in the self-evaluation exercises. The self-evaluation helps in the continued development and improvement of the efficiency and personal ability to provide the customers with the required services.
- The Customer Happiness employee must seek to develop his capabilities or change his behavior.

- The Charter standards have been translated into elements that are evaluated through appraisal forms of dealing quality, to ensure the provision of excellent services that exceed the customer expectations and achieve their happiness. The quality models have been developed for the call center, the dispute resolution and email teams.
- The call center employees are evaluated (evaluating employee calls according to the adopted mechanism) and emails (inbox evaluation) on a daily and weekly basis by recording results, preparing weekly and monthly quality reports, and sharing them with employees and with the section manager in the department's periodic meetings.

15. Service Charter Policy and Dealing Quality:

- In line with the directives of TDRA senior management to implement the UAE Government Promise for Future Services and apply the Customer Happiness formula efficiently and effectively, the Customer Happiness Section is committed to the obligations of employees in their locations to achieve the formula through our commitments to apply the main pillars:
 - A proud employee in providing the service + a dedicated entity to make customers happy + a positive and proactive customer.
 - This policy applies to all the Customer Happiness employees.

16. The Guide Review and Development:

- TDRA shall define any external party linked to TDRA with the Customer Happiness Charter, such as customers, employees and visitors, as needed, and to any other interested parties.
- The Customer Happiness Section, in coordination with the Strategy and Future Department, shall review and update the Guide once a year or as needed.

17. Measuring Adherence to the Charter:

A set of performance indicators, measured periodically and correlated with each principles of the UAE Government Promise, has been established.

The Promise	Measurement Indicator	Channel	Source	Responsibility	Target
Human Centered Services	Customer Pulse (Customer Satisfaction)	Authority	Government Observatory	Customer Happiness	90%
	Rate of innovations implemented per 100 employees	Authority	Performance System	Government Enablers Report	As per the predetermined target
	Percentage of implemented suggestions out of the total suggestions for customers	Authority	Performance System	Customer Happiness Department	As per the predetermined target

	Percentage of employee awareness of the Charter (principles of the UAE Government Promise)	Authority	Questionnaire	Customer Happiness Department	95%
Digital Services by Default	Results of the framework for the UAE Digital Government Online Services	Authority	Evaluation Report	Digital Government	100%
	Quality of the digital services	Authority	Performance System	Government Enablers Report	90%
One-time Data Provision	Customer Pulse results, interaction pillar (One-time Data Provision)	Depending on the channel	Government Observatory	Customer Happiness	90%
Safe data and guaranteed privacy	Maturity level in the data management and analysis standard (data security management under a policy adopted by the entity)	Authority	Follow-up report on the results of the 7-star Global Star Rating System	Cabinet Office Report	81% - 100% 81% - 100% The leadership stage
Integrated Varied and Consistent Service Channels	Percentage achieved in satisfaction with digital services	Authority	Government Observatory	Customer Happiness	90%
Seamless and proactive experience	Customer Pulse results (customer experience)	Depending on the channel	Government Observatory	Customer Happiness	90%
Listening to Customer's Voice	Percentage of complaints closed within the prescribed time frame	Depending on the channel	Performance System	Customer Happiness Department	100%
	Customer satisfaction rate with complaint resolution	Authority	Operational Indicator	Customer Happiness Department	90%
	Rate of customer inquiry closure within the specified time frame	Depending on the channel	Performance System	Customer Happiness Department	100%
	Customer satisfaction rate with the suggestion service	Depending on the channel	Government Observatory	Customer Happiness	90%
	Percentage of completion of the suggestion service within the time frame	Authority	Performance System	Customer Happiness Department	100%
	Stakeholder satisfaction rate with the inquiry (customer pulse)	Depending on the channel	Performance System	Customer Happiness Department	90%
Value Added Services	Percentage of adherence to completing transactions in due time	Authority	Performance System	Customer Happiness Department	100%

18. Measuring the Customer Journey:

- Through digital channels:

The Authority relies on the measured results of the customer experience from the Customer Pulse system, analyzes them and uses the results for improvement and development.

- Through the call center:

For the call center, the Authority employs the following mechanism to assess the customer journey:

I: Determine the stages of the customer journey according to the stages stipulated in the Global Star Rating System for Services Guide.

II: Develop metrics, indicators, and standards to measure the customer journey through the call center.

I: Define the stages of the customer journey as per the stages adopted in the Global Star Rating System for Services Guide

1.1 Stage of obtaining service information:

The Authority adheres to all practices in accordance with the Leadership stage of the Global Star Rating System for Services Guide:

- Communication is channeled through a single, toll-free contact line.
- Enabling inquiry through the center supportive channels (e.g. phones and the Internet).
- Ability to select the appropriate language for obtaining the information (such as the official language of the State or other languages, as needed).
- Announcing the working hours.
- Training call center employees on services.

The stage of obtaining service information is divided into two sub-stages as follows:

- 1) Contact stage: Customers contact the toll-free number 80012 and are immediately transferred to an interactive voice response (IVR) system. The system welcomes the customer, clarifies working hours (in case of contact outside working hours), offers language selection, and provides a menu of options to access the desired service.
- 2) Conversation initiation stage: Upon service selection, the interactive voice response (IVR) system transfers the call to a customer service employee. The employee greets the customer and introduces themselves in the previously selected language.

1.2 Stage of service request submission:

The Authority adheres to all practices in accordance with the Leadership stage of the Global Star Rating System for Services Guide:

- Using the saved personal information.
- Obtaining customer information through linkage with other entities.
- Providing service delivery options that suit the customer.
- Notifying the customer upon completion of the service.
- Providing the customer with suggestions and advice about the service.
- Keeping a record of the customer dealings and notifying them automatically of the renewal of the service.

The service request submission stage shall be handled as follows:

Following the greeting and introduction, the customer communicates their request to the employee. The employee listens attentively, verifies the customer's information, records the request in the system, confirms the provided information and responds according to the Authority's established procedures.

1.3 Communication stage:

In this phase, the Authority adheres to the following practices in accordance with the leadership stage of the Global Star Rating System for Services Guide:

- Informing the customer of any change or requests for clarification.
- Adhering to service standards.
- Communicating proactively and interactively.
- Informing the customer of the available payment options.

1.4 Service completion stage:

The Authority adheres to all practices in accordance with the Leadership stage of the Global Star Rating System for Services Guide:

- Notifying customers of service completion via SMS.
- Following up through the website.
- Providing the customer with suggestions and advice about the service, in addition to the additional relevant and useful service offers.
- Keeping a record of the customer transactions and notifying them proactively of the renewal of the service.

The service completion stage is handled as follows:

1. Inquiry: The employee responds to inquiries according to the Authority's established procedures.
2. Complaint: The employee informs the customer of the response to their complaint.
3. Suggestion: The employee informs the customer of the Authority's response to their suggestion.
4. The employee inquires if the customer requires further assistance, thanks the customer, and concludes the interaction.
5. Cases of customer dissatisfaction are followed up to identify the reasons for dissatisfaction for the purpose of service development and improvement.

II: Establishing metrics, indicators, and standards to measure the customer journey through the call center

The stage	Indicator	Target	Origin
Obtaining Service Information	Ease of accessibility score	95%	Mystery Shopper study for the call center
	Percentage of answered calls	95%	Call Center Key performance indicators (KPIs) report
	Average speed of answer	20 seconds	Call Center Key performance indicators (KPIs) report
	Maturity level Main pillar: Customer Experience Sub-pillar: (The experience of obtaining information)	81%	Follow-up report issued by the Prime Minister's Office (PMO) on the results of the 7-star Global Star Rating System evaluation
Submitting a service request	Quality pillar	90%	Mystery Shopper study for the call center
	Average Handling Time (AHT)	80%	Call Center Key performance indicators (KPIs) report
	Maturity level Main pillar: Customer Experience Sub-pillar: (Service request stage)	81%	Follow-up report issued by the Prime Minister's Office (PMO) on the results of the 7-star Global Star Rating System evaluation
Communication during Procedures	Communication pillar according to the Mystery Shopper study for the call center	95%	Mystery shopper study for the call center
	Percentage of abandoned calls	5%	Call Center Key performance indicators (KPIs) report
	Maturity level Main pillar: Customer Experience Sub-pillar: (Communication stage during procedures)	81%	Follow-up report issued by the Prime Minister's Office (PMO) on the results of the 7-star Global Star Rating System evaluation
Service completion stage	Communication pillar	95%	Mystery Shopper study for the call center
	Customer satisfaction rate (call center)	90%	Satisfaction measurement data via (IVR)
	Percentage of issue resolution during the first call	08%	Call Center Key performance indicators (KPIs) report
	Maturity level Main pillar: Customer Experience Sub-pillar: (Service completion stage)	81%	Follow-up report issued by the Prime Minister's Office (PMO) on the results of the 7-star Global Star Rating System evaluation
	Percentage of complaints received by the call center.	100%	Performance System (ADAA)

Measuring the customer journey at the call center

Obtaining Service Information		Submitting a service request	Communication during Procedures	Service completion stage	
Conversation initiation stage: When the service is selected, the interactive voice response (IVR) system transfers the call to one of the customer service employees, where the employee welcomes and introduces himself.	Contact stage: Customers initiate contact by dialing the toll-free number 80012. The IVR system immediately answers the call, welcomes the customer, and provides options for language selection. The customer is then guided through a series of menu options to reach the appropriate service.	The customer communicates the purpose of their call to the employee who is obligated to attentively listen to the customer and verify the customer's data.	The customer can obtain updates on the status of their request by contacting the call center.	Upon completion of the transaction, the customer is apprised of the outcome. The employee offers further assistance, expresses appreciation to the customer, and terminates the call. An automated response system (call center) is then employed to assess customer satisfaction.	
Ease of access pillar according to the Mystery Shopper study for the call center		Quality pillar according to the Mystery Shopper study for the call center	Communication pillar according to the Mystery Shopper study for the call center	Customer satisfaction rate (call center) according to satisfaction measurement data via (IVR) Quality pillar according to the mystery shopping study for the call center	The parameters
Percentage of answered calls according to the call center performance indicators report. Average speed of answer according to the call center performance indicators report.		Average dealing time	Percentage of unanswered calls according to the call center performance indicators report.	Percentage of issue resolution during the first call according to the call center performance indicators report. Percentage of complaints received by the call center.	Indicators
Maturity level according to the follow-up report Main pillar: Customer Experience Sub-pillar: (Obtaining service information stage)		Maturity level according to the follow-up report Main pillar: Customer Experience Sub-pillar: (Service request stage)	Maturity level according to the follow-up report Main pillar: Customer Experience Sub-pillar: (Communication stage during procedures)	Maturity level according to the follow-up report Main pillar: Customer Experience Sub-pillar: (Service completion stage)	Leadership Standards
					Result for each stage.
					The overall score

Customer Journey Details

Obtaining Service Information		<ul style="list-style-type: none">Was the phone answered quickly (within 3 rings)?Did the call center employee demonstrate cooperation and courtesy in responding to your inquiry, and were they able to fully address all your inquiries?Is it easy to reach the concerned employee?Is there a unified number for customer service?Are the contact numbers toll-free?Are the call center's working hours suitable?Is there an option to choose Arabic or English?Are the options clear and comprehensive?Does the employee speak the same language that was chosen at the beginning?Does the employee have the ability to communicate with the caller in both languages (Arabic/English)?Was the caller greeted appropriately?Did the employee introduce themselves when answering the phone?
Conversation initiation stage: When the service is selected, the interactive voice response (IVR) system transfers the call to one of the customer service employees, where the employee welcomes and introduces himself.	Contact stage: Customers initiate contact by dialing the toll-free number 80012. The IVR system immediately answers the call, welcomes the customer, and provides options for language selection. The customer is then guided through a series of menu options to reach the appropriate service.	
Ease of access pillar according to the mystery shopping study for the call center		
Percentage of answered calls according to the call center performance indicators report. Average speed of answer according to the call center performance indicators report.		
Maturity level according to the follow-up report Main pillar: Customer Experience Sub-pillar: (Obtaining service information stage)		

Submitting a service request		<ul style="list-style-type: none">• Did the employee not interrupt you during the call?• Did the employee never lose patience with you?• Are the voices of other employees around the employee heard?• Did the employee end the call in accordance with the established protocol (did he say: Is there anything else I can offer you? Thank you for calling, have a nice day)?• Was the call completed without the need to transfer you to another employee? (Please mention the number of transfers)• Was the call completed without putting you on hold? If you were put on hold, please mention the number of minutes you were on hold.
The customer communicates the purpose of their call to the employee who is obligated to attentively listen to the customer and verify the customer's data.		
Quality pillar according to the Mystery Shopper study for the call center		
Average Handling Time (AHT)		
Maturity level according to the follow-up report Main pillar: Customer Experience Sub-pillar: (Service request stage)		

Communication during Procedures		<ul style="list-style-type: none">Did the call center employee demonstrate cooperation and courtesy in responding to your inquiry, and were they able to fully address all your inquiries?
The customer can obtain updates on the status of their request by contacting the call center.		
Communication pillar according to the Mystery shopping study for the call center		

Percentage of unanswered calls according to the call center performance indicators report.	<ul style="list-style-type: none"> Does the employee speak the same language that was chosen at the beginning? Does the employee have the ability to communicate with the caller in both languages (Arabic/English)? <p>Was the caller greeted appropriately?</p> <ul style="list-style-type: none"> Did the employee introduce himself when answering the call?
<p>Maturity level according the follow-up report</p> <p>Main pillar: Customer Experience</p> <p>Sub-pillar: (Communication stage during procedures)</p>	

Service completion stage	
Upon completion of the transaction, the customer is apprised of the outcome. The employee offers further assistance, expresses appreciation to the customer, and terminates the call. An automated response system (call center) is then employed to assess customer satisfaction.	<ul style="list-style-type: none"> Can the customer evaluate the call upon completion?
<p>Customer satisfaction rate (call center) according to satisfaction measurement data via (IVR)</p> <p>Quality pillar according to the mystery shopping study for the call center</p>	
<p>Percentage of issue resolution during the first call according to the call center performance indicators report.</p> <p>Percentage of complaints received by the call center.</p>	
<p>Maturity level according the follow-up report</p> <p>Main pillar: Customer Experience</p> <p>Sub-pillar: (Service completion stage)</p>	

19. Terms and Definitions:

Terms	Definitions
The Guide	Customer Happiness Charter Guide
The Authority (TDRA)	The Telecommunications and Digital Government Regulatory Authority
Director General	The Director General of the Telecommunications and Digital Government Regulatory Authority
Deputies of the Director General	The TDRA Director General deputies for the sectors
Directors	Directors of Departments in TDRA
Customer Happiness Department	The section of TDRA concerned with the implementation of the Customer Happiness Charter Guide, participates in its review and update, and serves as a link between TDRA and the service provider.
Customer Service	It is the process that focuses on fulfilling the customer needs and expectations by delivering high-quality service, leading to customer satisfaction.
Customer Happiness Employee	The employee who communicates with the customer and provides the service (this includes the customer service staff and call center staff).

Customer Happiness Charter	TDRA's commitment to provide services that will help achieve customer happiness. It includes 8 main principles that are represented in the UAE Government Promise for Future Services.
Customer Happiness Formula	A document by which the Authority (TDRA) is committed to achieve happiness by building active and positive partnerships between the three parties; the Employee, Authority and Customer. Each party in this Formula has a key role in the provision of services to make customers happy, and contribute to TDRA's focus on happiness
The Customer	A person or entity (governmental or private) that can receive a service from the services provided by the Authority.
Government Customer Happiness	Surprising the customer with a government service that impresses them and exceeds their expectations, leaving a positive impression and a good memory (to the extent that the customer may voluntarily share their experience with others and praise it).
Customer Experience	The interaction between the Authority and its customers throughout all stages of service delivery, starting with the activities that initiate the relationship with the customer and ending with the activities that maintain this relationship and ensure its continuity.
Interested Parties / External Stakeholders	Any person or organization of the concerned stakeholders who benefits that can affect, be affected or recognize they can affect the decision or activities performed by the customers, individuals, businesses, government entities, partners and society.
Complaints	An expression of dissatisfaction submitted to the Authority regarding its product or service, or the complaint handling process itself, where a response or solution is explicitly or implicitly expected.
Feedback / comments	Opinions, comments, and expressions of interest in a product or the complaint handling process.

20. Sources and References of the Guide:

- UAE Government Promise for Future Services
- The Global Star Rating System for Services
- Service Development Guide 2.0
- ISO Standards (ISO 10001:2018)
- Complaints Management Guide