



Office Circular No.: 23-008
Series of 2023

GUIDELINES ON THE IMPLEMENTATION OF HARMONIZED CLIENT SATISFACTION MEASUREMENT (CSM)

A. RATIONALE

These guidelines provide the methodology of the Harmonized Client Satisfaction Measurement (CSM) and the submission of the Report Card Survey (RCS) as required by the Anti-Red Tape Authority (ARTA) under Memorandum Circular (MC) No. 2022-05 and 2022-04 respectively and the supplemental guidelines under Joint Memorandum Circular No. 1, series of 2023, issued by the Governance Commission for GOCCs (GCG) and ARTA.

B. OBJECTIVES

These guidelines aim to:

- prescribe the methodology on the conduct of the Client Satisfaction Measurement (CSM);
- prescribe the submission of Report Card Survey (RCS);
- reduce the cost and burden of compliance of GOCCs with the Client Satisfaction Measurement (CSM) and the Client Satisfaction Survey (CSS) requirements of the GCG; and
- ensure compliance to the requirements of ARTA and the GCG.

C. COVERAGE

These guidelines shall cover **all the services** offered by LLFC which include both the External and Internal Services as reflected in LLFC's Citizen's Charter.

D. DEFINITION OF TERMS

Client Satisfaction Measurement (CSM)	An after-service availment survey that will assess the overall satisfaction and perception of clients on the services they availed.
Report Card Survey	An evaluation tool that provides a quantitative measure of actual government service user perceptions on the quality, efficiency, and adequacy of the services provided, as well as a critical evaluation of the office or employee. It is an instrument that also

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	solicits user feedback on the performance of government service, for the purpose of exacting public accountability.
Citizen’s Charter	LLFC Citizen’s Charter
External Services	Services applied for or requested by external citizens or those who do not form part or belong to LLFC
Internal Services	Services applied for or requested by citizens or clients who are within LLFC such as, but not limited to, its personnel or employees, whether regular or contractual.
Completed Transaction	A transaction is considered complete when the final step of the service availed of per the Citizen’s Charter is accomplished.

E. GENERAL GUIDELINES

Client satisfaction feedback shall be gathered for **all services availed of per the LLFC Citizen’s Charter** which shall include both **External and Internal Services**.

1. Methodology of the Client Satisfaction Measurement (CSM)

a. **Identification of Eligible Respondents.** The following shall administer the CSM to **ALL clients with completed transaction**:

- Borrower/Lessee - Account Assistant/Account Officer
- Supplier - Originating Group/Unit (Unit who initiated the transaction)
- Sale of Asset/s - Originating Group/Unit (Unit who initiated the transaction)

b. **Frequency and Period of the Survey.** The CSM shall be conducted after each completed transaction and it shall be administered between January to December of each year. **For the year 2023, the survey shall be conducted for completed external services starting January 1, 2023.**

c. **Number of Respondents.** The LLFC CART shall present to the Management Committee (Mancom) the minimum number of respondents per service based on the calculator in the link <https://tinyurl.com/CSMsamplesize>

d. LLFC shall continue to conduct the CSM even when the minimum has been reached.

e. **Data Gathering.**

- i. **On-site Conduct.** The respective Group/Unit shall administer the CSM through the use of electronic platforms in providing questionnaires to the respondents. For persons with disabilities (PWDs) and senior citizens that need assistance, the Public Assistance and Complaints Desk (PACD) personnel shall help the respondents in answering the CSM.
- ii. **Remote Conduct.** The remote version of the survey may be conducted through telephone interview or digital means and will cover the LLFC’s service delivery and feedback mechanisms from an on-site and off-site perspective.¹

¹ ARTA MC No. 2023-04 Amendment to ARTA MC No. 2022-04 or the Guidelines on the Implementation of the Report Card Survey

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- iii. **LLFC may engage the services of a third-party provider** for the conduct of the survey²
- f. LLFC shall ensure confidentiality on the response of clients/respondents.

2. Content of the CSM Questionnaire

- a. **CSM Questions.** LLFC is mandated to use the CSM questions prescribed by ARTA (Annexes A and B). The CSM includes three (3) questions related to the Citizen's Charter and eight (8) questions related to the following **Service Quality Dimensions (SQD)**:
 1. **Responsiveness** – the willingness to help, assist, and provide prompt service to clients/respondents.
 2. **Reliability** – the provision of what is needed and what was promised, following the policy and standards, with zero to a minimal error rate.
 3. **Access and Facilities** – the convenience of location, ample amenities for comfortable transactions, use of clear signages and modes of technology.
 4. **Communication** – the act of keeping clients/respondents informed in a language they can easily understand, as well as listening to their feedback.
 5. **Costs** – the satisfaction with timeliness of the billing, billing processes, preferred methods of payment, reasonable payment period, value for money, the acceptable range of costs, and qualitative information on the cost of each service.
 6. **Integrity** – the assurance that there is honesty, justice, fairness, and trust in each service while dealing with the client/respondent.
 7. **Assurance** – the capability of frontline staff to perform their duties, product and service knowledge, understand client needs, helpfulness, and good work relationships.
 8. **Outcome** – the extent of achieving outcomes or realizing the intended benefits of LLFC services.

The CSM questionnaire prescribed by ARTA may be altered or modified provided the revised questions still aim to capture the Service Quality Dimensions (SQD) and the Citizen's Charter awareness³.

LLFC has the option to add service-specific questions to the CSM, provided the revised version will not exceed five (5) minutes for the client to accomplish. The results of the additional questions shall not be included in the computation of the overall score.

The CSM questionnaire may be in English Version or Tagalog Version⁴.

The CSM shall have an open-ended question at the end of the form where the client has the option to provide additional remarks or feedback not covered/captured by previous questions.

² Joint GCG and ARTA MC No. 1 series of 2023

³ ARTA MC No. 2023-05 Amendment to ARTA MC No. 2022-05

⁴ ARTA MC. No. 2023-05 Amendment to ARTA MC No. 2022-05

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3. CSM Report⁵

LLFC shall submit the Final Report in accordance with the ARTA-prescribed template/outline pursuant to ARTA MC No. 2022-05. The following data/information shall be generated and reflected in the CSM Report, in addition to the existing ARTA-prescribed template/outline.

- a) Number of responses: sub-total for external services and sub-total for internal services;
- b) Number of transactions: sub-total for external services and sub-total for internal services; and
- c) The percentage of respondents that rated “Agree” and “Strongly Agree” for each SQD: with breakdown for external services and internal services.

4. Rating Scale and Scoring System

- a. **Rating Scale.** The CSM shall use a **Five (5) Point Likert Scale** to measure the SQDs. LLFC will utilize smileys/emoticons corresponding to the scale for better visualization to prevent confusion on the corresponding rating.

Scale	Rating
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

- b. **Scoring per Question.** The percentage of respondents that rated “Agree” and “Strongly Agree” shall be used to get each SQD’s score. A question that was answered with two (2) or more check marks shall be considered invalid.
- c. **Overall Scoring.** The percentage of respondents that rated “Agree” and “Strongly Agree” for all eight (8) SQDs shall be used to compute the overall score. LLFC shall strive to achieve an overall percentage of 80% or higher, or a rating of “Satisfactory” or higher. Interpretation of the results shall be as follows:

Percentage	Rating
Below 60.0%	Poor
60.0% - 79.9%	Fair
80.0% - 89.9%	Satisfactory
90.0% - 94.90%	Very Satisfactory ⁶
95.0% - 100%	Outstanding

5. CSM Report

LLFC shall submit the CSM report following the template/outline provided in **ARTA MC No. 2023-05**. Copy of the revised version of the CSM questionnaire, if applicable, shall be attached to the CSM Report as Annex.

⁵ Joint GCG and ARTA MC No. 1 series of 2023

⁶ ARTA MC No. 2023-05 Amendment to ARTA MC No. 2022-05

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LLFC shall submit the CSM Reports implementing these guidelines **starting on the last working day of April 2024**. CSM Report for the succeeding years shall be submitted **on or before the last working day of April the following year**.

Soft copy of the CSM Report (in text-readable PDF format) shall be submitted to ARTA through this link: <https://tinyurl.com/CSMRsubmissions>.

The CSM Report shall be uploaded on the LLFC website or be made available to the transacting public upon request.

6. Verification

The CSM Report shall be duly approved and signed by the LLFC Chairperson of the Committee on Anti-Red Tape (CART) to attest that the report is accurate and compliance with these guidelines.

F. INTERNAL CONTROLS

1. These guidelines shall be complied consistent with the ARTA's issuances on the implementation of harmonized Client Satisfaction Measurement and the Joint MC No. 1, series of 2023 of GCG and ARTA;
2. LLFC shall conduct regular review and revision, at least annually, of policies and procedures related to this issuance and recommend revision as deemed appropriate.

G. EFFECTIVITY

These guidelines shall take effect upon approval with retroactive conduct of the Client Satisfaction Measurement (CSM) survey on completed external services starting January 1, 2023.



MICHAEL P. ARAÑAS
President and CEO

Date: August 14, 2023